



# Agenda

## Internal Affairs Scrutiny Committee

Date:	Tuesday, 20 June 2023 at 6:30 pm
Venue:	Town Hall, St Annes, FY8 1LW
Committee members:	<p>Councillor Susan Fazackerley MBE (Chairman) Councillor John Kirkham (Vice-Chairman)</p> <p>Councillors Damian Buckley, Kelly Farrington, Joanne Gardner, Cheryl Little, Ed Nash, Sandra Pitman, Richard Redcliffe, Andrew Redfearn, Bill Taylor, Viv Willder.</p>

	PROCEDURAL ITEMS:	PAGE
1	<b>Declarations of Interest:</b> Declarations of interest, and the responsibility for declaring the same, are matters for elected members. Members are able to obtain advice, in writing, in advance of meetings. This should only be sought via the Council's Monitoring Officer. However, it should be noted that no advice on interests sought less than one working day prior to any meeting will be provided.	1
2	<b>Substitute Members:</b> Details of any substitute members notified in accordance with council procedure rule 23(c).	1
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## SCRUTINY ITEM

REPORT OF	MEETING	DATE	ITEM NO
HEAD OF PLANNING	INTERNAL AFFAIRS SCRUTINY COMMITTEE	20 JUNE 2023	3
<b>USE OF RESIDENTIAL PREMISES AS CHILDREN'S CARE HOMES</b>			

### PUBLIC ITEM

This item is for consideration in the public part of the meeting.

#### SUMMARY OF INFORMATION

The Planning Committee asked that the regulation of children's homes be considered by the appropriate scrutiny committee. Members are therefore requested to consider the attached scrutiny review scoping report relating to the regulation of the use of premises as residential children's homes to agree the scope of the review.

#### SOURCE OF REFERRAL FOR SCRUTINY

Planning Committee

#### RELEVANT BACKGROUND INFORMATION

See attached scoping report

#### WHY IS THIS MATTER BEING PLACED BEFORE COMMITTEE FOR SCRUTINY?

Over recent months, the council has received several applications for certificates of lawful use which seek to establish whether planning permission is required to use a residential property as a children's care home. On 5 April 2023, the Planning Committee considered a report that sought to clarify the process of determining applications for certificates of lawful use and resolved to:

*"... request that the issue be properly scrutinized by the appropriate Scrutiny Committee in the new municipal year 2023/24, under the new Governance structure."*

A draft scrutiny review scoping report is attached for consideration by the Internal Affairs Scrutiny Committee.

#### FURTHER INFORMATION

Contact: Mark Evans, Head of Planning t:01253 658460 e:mark.evans@fylde.gov.uk

### Scrutiny Review Scoping Template

<b>Review Topic</b> (Name of review)	Use of Residential Premises as Children's Homes
<b>Parent Scrutiny Committee</b>	Internal Affairs
<b>Lead Member Review Group</b> (Cllrs Involved)	TBC
<b>Officer Support</b> (Scrutiny Review Officer lead)	TBC
<b>Rationale</b> (Key issues and/or reason for doing the review)	As planning permission is not always required to change the use of a residential dwelling to a children's care home, concern has been expressed that residential children's homes are being established in an uncontrolled and uncoordinated manner across the borough. The Planning Committee requested that the relevant Scrutiny Committee undertake a review of the controls available to various public bodies involved in the regulation of such premises to ensure adequate controls are in place.
<b>Objectives of the Review</b> (Specify exactly what the review should achieve)	<ul style="list-style-type: none"> <li>• To establish how children's care homes are regulated by the various public bodies.</li> <li>• To allow elected members and the wider community to be confident that adequate regulation is in place.</li> <li>• To ensure interested parties are aware of the regulatory processes available.</li> <li>• To understand how the facilities are operated by lead providers in the Borough</li> <li>• To make recommendations to other bodies, agencies, and the government if the review highlights any areas relating to the establishment and operation of children's homes not adequately controlled/regulated by existing regulations or legislation.</li> </ul>
<b>Indicators of Success</b> (What factors make up a helpful review)	Children's homes are integrated into the local community without detrimental impact on established communities.

<b>Methodology/Approach</b> (What enquiries will be used to gather evidence and why)	Invitation to key stakeholders to make representation to members of the scrutiny committee for consideration to allow the Internal Affairs Scrutiny Committee to make recommendations to the Executive Committee and / or partner agencies for consideration.
<b>Specify Witnesses/Experts</b> (Who to see and when) - subject to review as evidence becomes available.	<p>It is suggested that representatives of the following organisations be invited to provide evidence to the scrutiny committee:</p> <ul style="list-style-type: none"> <li>• Ofsted</li> <li>• LCC Social Services</li> <li>• FBC Planning</li> </ul>

	<ul style="list-style-type: none"> <li>• Police</li> <li>• Neighbouring planning authorities</li> <li>• Representative operators of local children's home</li> <li>• Interested members of the local community</li> </ul>
<b>Specify Evidence Sources for documents</b> (Specify which to look at)	<a href="#">Report to Planning Committee: 5 April 2023</a> <a href="#">Government Advice for registering children's homes</a>
<b>Specify Site Visits</b> (Where and when)	Not required
<b>Specify Evidence Sources for views of Stakeholders</b> (consultation/workshops/focus groups/public meetings)	To be established by the Internal Affairs Scrutiny Committee
<b>Publicity Requirements</b>	TBC
<b>Resource Requirements</b> <ul style="list-style-type: none"> <li>• Person-days</li> <li>• Expenditure</li> </ul>	10 days Within existing budgets

<b>Barriers/dangers/risks</b> (Identify any potential pitfalls)		Elements of control may be outside the authority/control/influence of the council. Raising of false expectations amongst the local community.	
<b>Start Date</b>	June 2023	<b>Draft Report d/line</b>	October 2023
<b>Mtg Frequency</b>	Suggested monthly	<b>Projected completion date</b>	November 2023
<b>Impact/ response: evaluation date</b>		June 2024	

## DECISION ITEM

REPORT OF	MEETING	DATE	ITEM NO
HEAD OF PLANNING	PLANNING COMMITTEE	5 APRIL 2023	5
<b>USE OF PREMISES AS CHILDREN'S CARE HOMES</b>			

### PUBLIC ITEM

This item is for consideration in the public part of the meeting.

#### SUMMARY

Each year the council receives several applications for certificates of lawful use seeking to establish whether planning permission is required to change the use of an existing dwelling to a children's care home, typically (but not exclusively) to accommodate 2 children with 24 hour care provided by non-resident staff working on a rota basis. This report seeks to clarify the process for the determination of such applications and the other legislation available to address concerns often expressed by the local community when such proposals are submitted.

#### RECOMMENDATIONS

1. That the committee notes the content of the report regarding the process and the issues that may be taken into consideration in the determination of a certificate of lawfulness for a proposed use or development.
2. That officers be requested to draft an advice note to explain the certificate of lawfulness process to neighbours and other interested parties and the regulations that are exercised by other public bodies in the control and operation of children's homes.

#### SUMMARY OF PREVIOUS DECISIONS

The council has previously issued a number of certificates of lawful use and planning permissions for the use of properties as children's care homes at various properties across the borough.

#### CORPORATE PRIORITIES

Economy – To create a vibrant and healthy economy	
Environment – To deliver services customers expect	√
Efficiency – By spending money in the most efficient way	√
Tourism – To create a great place to live and visit	

## REPORT

### CERTIFICATES OF LAWFUL USE

1. Recent years have seen an increase in the number of applications submitted to Fylde Council for certificates of lawful use, particularly those proposing to use an existing dwelling as a small-scale care home for children. These are not applications for planning permission. Instead, they seek to establish whether a proposed use may be lawfully commenced without planning permission. Accordingly, the decision whether to issue a certificate does not involve any discretion and the individual planning merits of a proposal cannot be taken into consideration in reaching that decision. Essentially, the question that needs to be answered by the local planning authority (LPA) is: “does the proposal need planning permission?” rather than “should the proposal be granted planning permission?”. If the LPA is satisfied that the use in the application can lawfully commence without a grant of planning permission, the Authority must issue the certificate.
2. There is no provision within legislation requiring residents to be notified when a certificate of lawfulness application is received. The issue of a certificate involves technical consideration of whether the proposed use falls within certain parameters, rather than a consideration of its planning merits<sup>1</sup>. Seeking the views of third parties could raise the expectation that comments received might influence the determination of an application. However, the lack of neighbour notification often leads to confusion and concern amongst neighbours if they become aware of an application about which they have received no official notification. This report seeks to provide clarification of the considerations involved in determining applications for certificates of lawfulness for proposed uses<sup>2</sup>.

### WHY APPLY FOR A CERTIFICATE?

3. It should be noted that, in circumstances where planning permission is not required prior to commencing an alternative use, there is no requirement in planning law to obtain a certificate of lawfulness prior to commencing that use. Putting it another way, a certificate acknowledges that the use is lawful, but does not of itself confer the lawfulness: if a use is lawful, it is lawful whether there is a certificate or not. So why do intending operators of small-scale children’s homes apply for certificates of lawful use?
4. Care for children, including children’s homes, is regulated by Ofsted. As part of the process for registering children’s homes, Ofsted require the operator of the home to confirm the planning status of the property. As a result, even where a children’s home could operate lawfully in planning terms without a certificate of lawful use, an intending operator will normally apply for one.

### WHEN PLANNING PERMISSION IS AND ISN’T NEEDED

5. Planning permission is required (subject to exceptions set out in the planning legislation) for ‘development’. ‘Development’ includes “*the making of any **material** change in the use of any buildings or other land*” (emphasis added)<sup>3</sup>. But any change of use within the same use class as set out in the Town and Country Planning (Use Classes) Order 1987 (“UCO”) is not regarded as development<sup>4</sup> and so planning permission is not required to change between the uses. This means that for any application for a certificate of lawful use for a proposed change of use, the LPA needs to decide (i) whether the new use is in a different use class to the existing use and (ii) whether the change is material. Planning permission would only be needed if the new use is in a different use class **and** the change would be material. If planning permission isn’t needed, the LPA is required to issue a certificate.

### ARE CHILDREN’S HOMES IN THE SAME USE CLASS AS A DWELLINGHOUSE?

6. Children’s homes almost always fall in a different use class to dwellinghouses, for the reasons explained below.

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<sup>1</sup> Because of the narrow, technical issues involved and the lack of discretion available to the LPA, decisions on LDCs are delegated to the Head of Planning.

<sup>2</sup> It should be noted that separate provisions relating to certificates of lawfulness for existing uses are not addressed in this report.

<sup>3</sup> See sections 55 and 57 of the Town and Country Planning Act 1990.

<sup>4</sup> Sn 55(2)(f) Town and Country Planning Act 1990

7. Dwellinghouses fall within use class C3, which includes: *“Use as a dwellinghouse (whether or not as a sole or main residence) by—*
- (a) a single person or by people to be regarded as forming a single household;*
  - (b) not more than six residents living together as a single household where care is provided for residents; or*
  - (c) not more than six residents living together as a single household where no care is provided to residents (other than a use within class C4).”*
8. Residential Institutions such as care homes, fall within use class C2, which provides for: *“Use for the provision of residential accommodation and care to people in need of care (other than a use within class C3 (dwelling houses)), use as a hospital or nursing home, or use as a residential school, college or training centre”.*
9. For the purposes of the UCO, ‘care’ means *“personal care for people in need of such care by reason of old age, disablement, past or present dependence on alcohol or drugs or past or present mental disorder, and in class C2 also includes the personal care of children and medical care and treatment”.*
10. Whilst the UCO sets out that certain types of care home fall within class C3, as children rely on adults for their day-to-day needs, they are not generally considered able to form a single household on their own and so it is an established position that children’s homes fall within class C2 irrespective of how many children live at the property. The only exception to this would be if the carers are living on site full time and form part of a single household<sup>5</sup>. The majority of applications for certificates of lawfulness received by Fylde Council over recent years relating to use as a children’s home have proposed care to be provided on a rota basis by non-resident staff and so this exception is not generally relevant to the cases in point.

#### IS A CHANGE FROM A DWELLINGHOUSE TO A CHILDREN’S HOME MATERIAL?

11. If a change of use involves moving from one class to another, planning permission is only required if that change is ‘material’. As ‘material’ is not defined in the legislation, each case must be considered as a matter of fact and degree, but essentially the test is whether the proposed use would be any different in character to the existing permitted use<sup>6</sup>.
12. As class C3 includes uses other than a single-family dwelling, for example small care homes providing other forms of care and other types of community living, the starting point for any assessment will not simply be related to the character of the dwelling as it is currently used, but how it might be used within class C3. As many of the uses within class C3 are very similar to a small-scale children’s care home, the change of use may not be a material one. It is also the case that, the lower the number of children proposed to be residing at a particular home (and, in turn, the lower the staffing numbers required to care for them), the more similar that use will be to a family type of environment especially, for example, those households with grown up children still living in the family home or where a family member is in receipt of care in the home.
13. As each application must be considered on its merits having regard to the fact and degree of the proposed change, it would not be appropriate to introduce a blanket policy or prescribed set of circumstances that predetermines that all changes of use from class C3 to C2 will represent a material change of use requiring planning permission.
14. If a certificate is issued, the authorised use will be as set out within the certificate. Any intensification of use, for example the use of a premises to care for more children than stated in the certificate, would need to be subject to further consideration.

<sup>5</sup> As established in the High Court ruling: *North Devon DC v FSS* [2003] EWHC 157 (Admin)

<sup>6</sup> *Sage v Secretary of State for Housing, Local Government and Communities* [2021] EWHC 2885 (Admin)



## CONTROLS OUTSIDE PLANNING

15. Many issues raised by neighbours and other stakeholders cannot be taken into consideration in the determination of an application for a certificate of lawfulness or, in circumstances where planning permission is required, will not be regarded as material planning considerations. In a response to a parliamentary question raised by the hon. Member for Stockport (Ann Coffey) in 2013<sup>7</sup>, the Parliamentary Under-Secretary of State for Communities and Local Government (Mr Don Foster) advised “*planning is not intended to deal with problems such as antisocial behaviour by occupants or the location of a home in respect of other children’s homes*”. Rather than moving children’s homes to a separate use class allowing the planning implications to be considered before granting planning permission, the Government of the day chose instead to introduce tighter regulation through Ofsted to “*allow new homes to be opened only in safe areas where they are run by competent providers.*”
16. Accordingly, in addition to ensuring the necessary planning permissions are in place, a person, partnership, or organisation that wishes to provide a social care establishment must register with Ofsted. This registration process assesses the fitness of a person or company to provide social care services and involves regular inspections following an initial registration.
17. Ofsted register providers and managers of children’s social care establishments to:
  - protect children, young people, and adult service users
  - assess that providers and managers meet the requirements of the relevant legislation
  - evaluate whether they can deliver good services for children and young people
  - report on the quality of an individual establishment to the public, including children and young people
18. Each establishment must have a manager who will take full time day to day control of the establishment and who is also required to be registered with Ofsted.
19. For children’s homes, Ofsted require a location assessment to be carried out. This will address safeguarding concerns for the resident children and the accessibility of local services. The assessment must consider the needs of the children who are expected to live at the premises and will include, for example, whether the proposal:
  - puts children at risk of exploitation due to local criminal activity
  - is close to other children’s homes
  - is close to local criminal ‘hot spots’
  - is close to environmental hazards such as reservoirs, busy roads, or railway lines
  - is in a neighbourhood where children can flourish
  - has accessible, available, and suitable local education, leisure, faith, cultural and healthcare services
20. It is considered that Ofsted’s registration process is more able to fully address the suitability of a premises and its operator because they can take account of a wider range of issues, many of which are not regarded as material planning considerations.

## CONCLUSIONS

21. The courts have held that whether a change of use is material or not is a matter of fact and degree for the local planning authority to determine, having considered the individual facts of the case. The matters for consideration will be different in each case and so will need to be determined on a case-by-case basis. Whilst planning permission will not always be required to change the use of a family dwelling to a small-scale children’s home, Ofsted’s registration scheme is able to exercise control to ensure the premises are suitable and continue to be operated in a satisfactory manner.

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<sup>7</sup> Hansard Volume 566: debated on Thursday 11 July 2013

22. It is appreciated that local residents in particular may have concerns if it is proposed that a children's care home is to be established in their local community. It is recommended, therefore, that a guidance note be prepared that seeks to clarify the relevant legislation and provides reassurance to local communities about the legislation that is in place to regulate the establishment of such premises.

IMPLICATIONS	
Finance	None arising from the report
Legal	The Legal implications are outlined in the report
Community Safety	None arising from the report
Human Rights and Equalities	None arising from the report
Sustainability and Environmental Impact	None arising from the report
Health & Safety and Risk Management	None arising from the report

LEAD AUTHOR	CONTACT DETAILS	DATE
Mark Evans	mark.evans@fylde.gov.uk & Tel 01253 658460	March 2023

BACKGROUND PAPERS		
Name of document	Date	Where available for inspection
None		

## SCRUTINY ITEM

REPORT OF	MEETING	DATE	ITEM NO
HEAD OF PLANNING	INTERNAL AFFAIRS SCRUTINY COMMITTEE	20 JUNE 2023	4
<b>PLANNING PEER REVIEW – DRAFT ACTION PLAN</b>			

### PUBLIC ITEM

This item is for consideration in the public part of the meeting.

#### SUMMARY OF INFORMATION

In December 2022, Planning Committee received a report from the Planning Advisory Service (PAS) which set out the findings of their Peer Review Team who had reviewed the operation of the council's planning service earlier in the year. An action plan that sought to address the recommendations of the report was prepared with the input of the Peer Review Team for further considered by the Planning Committee who, on 8 March 2023, resolved to approve the draft Review Action Plan for circulation to stakeholders for comment and feedback prior to adoption through the council's new governance arrangements.

The plan was circulated to those who took part in the review process, with the Town and Parish Council's particularly being requested to comment on the draft action plan due to their keen involvement in the peer review process.

The Internal Affairs Scrutiny Committee are requested to consider the views set out in the attached schedules and how the plan might be amended to reflect the feedback that has been received. It is considered that a scrutiny spotlight review would be an appropriate mechanism through which to review the action plan in order to avoid any delay in its implementation.

Once approved, it is intended that the action plan will be reviewed periodically by the Internal Affairs Scrutiny Committee to allow the impact of the recommendations on service delivery to be monitored.

#### SOURCE OF REFERRAL FOR SCRUTINY

Planning Committee of 8 March 2023

#### LINK TO RELEVANT BACKGROUND INFORMATION

[PAS Peer Review Feedback Report](#)

[Draft Action Plan considered by the Planning Committee](#)

Schedule of comments received with officer comments were considered appropriate (attached)

#### WHY IS THIS MATTER BEING PLACED BEFORE COMMITTEE FOR SCRUTINY?

The Planning Service is one of the council's primary 'outward facing' services that not only interacts with members of the public daily but is central to shaping the future development of the borough. The implementation of the

recommendations contained in the PAS Peer Review Report is key to ensuring the service remains effective and responsive to the needs and demands of its many customers.

It is considered that the Internal Affairs Scrutiny Committee is ideally placed to ensure the effective development and implementation of the Action Plan.

#### **FURTHER INFORMATION**

Contact: Mark Evans, Head of Planning t:01253 658460 e:mark.evans@fylde.gov.uk

### Scrutiny Review Scoping Template

<b>Review Topic</b> (Name of review)	Planning Peer Review – Draft Action Plan
<b>Parent Scrutiny Committee</b>	Internal Affairs
<b>Lead Member Review Group</b> (Cllrs Involved)	TBC
<b>Officer Support</b> (Scrutiny Review Officer lead)	TBC
<b>Rationale</b> (Key issues and/or reason for doing the review)	<p>As part of the programme of continuous improvement, a team of planning peers, facilitated through the Planning Advisory Service (PAS), was invited to review the work of the council's planning service, and make recommendations that would improve that service. The scope of the review was established by the Planning Committee on 8 June 2022.</p> <p>The implementation of the recommendations contained in the PAS Peer Review Report is key to ensuring the Planning Service remains effective and responsive to the needs and demands of its many customers.</p>
<b>Objectives of the Review</b> (Specify exactly what the review should achieve)	<p>To ensure that the planning Action Plan adequately addresses the recommendations of the Peer Review Team.</p> <p>To ensure that the Planning Action Plan is implemented in a transparent, efficient, and effective manner having regard to the views expressed by key stakeholders.</p>
<b>Indicators of Success</b> (What is the outcome of a good review)	The council can demonstrate that the recommendations of the Peer Review Team have been acted upon.

<b>Methodology/Approach</b> (What types of enquiries will be used to gather evidence and why)	It is considered that a scrutiny spotlight review would be an appropriate mechanism through which to review the action plan in order to avoid any delay in its implementation.
<b>Specify Witnesses/Experts</b> (Who to see and when) - subject to review as evidence becomes available.	The Scrutiny Committee are asked to review the feedback received to date, alongside the views of other key stakeholders.
<b>Specify Evidence Sources for documents</b> (specify which to look at)	<p>Planning Committee Peer Review Scope</p> <ul style="list-style-type: none"> <li>- <a href="#">report</a></li> <li>- <a href="#">minutes</a></li> </ul> <p><a href="#">PAS Peer Review Team Feedback Report</a>  <a href="#">Draft Planning Action Plan</a></p>
<b>Specify Site Visits</b> (Where and when)	Not required
<b>Specify Evidence Sources for views of Stakeholders</b> (consultation/workshops/focus groups/public meetings)	The Scrutiny Committee are asked to review the feedback received from Town and Parish Councils and other key stakeholder groups, including:

	Planning agents Statutory consultees
<b>Publicity Requirements</b>	TBC
<b>Resource Requirements</b> • Person-days • Expenditure	10 Within existing budgets

<b>Barriers/dangers/risks</b> (Identify any potential pitfalls)		The planning service needs to respond to the needs of many different customers, some with competing objectives.	
<b>Start Date</b>	20 June 2023	<b>Draft Report d/line</b>	July 2023
<b>Mtg Frequency</b>	Single spotlight review	<b>Projected completion date</b>	Review - Sept 2023 Monitoring - Jun 2024
<b>Impact/ response: evaluation date</b>		September 2024	

## THE PLANNING ADVISORY SERVICE REVIEW – ACTION PLAN

THE PAS RECOMMENDATION	THE PAS SUMMARY	CONTEXT FOR FYLDE	PRIORITY/DEADLINE	LEAD OFFICER
THEME: VISION & LEADERSHIP				
R1 - Set up a politically representative board of councillors and one for senior officers to oversee and input into the production of the next Local Plan period beyond 2032	There is a tension between growth and protecting the environment and heritage. Establish a process to coordinate, capture and agree the focus for the Local Plan beyond 2032. A formal governance structure to set the vision and longer-term aspirations providing clarity and managing tensions between economic growth, the environment and preservation. It will strategically address the housing and homelessness challenges. Obtaining clarity on key strategic issues as early as possible in the plan production process is critical in making the process resilient to changes to the planning system and election cycles.	Post 2023 elections appoint member and officer boards. Draft delivery plan for 2032 Local Plan linked to Corporate Plan.	Medium – based on long term planning and long-term time frame.  June 23	
Actions:	1.1 Establish two Local Plan 2032 Delivery Boards – the officer board to include housing and economic development, elected member board to be determined through the Executive Committee after May 23. (R1) 1.2 Include matters relating to planning as a regular Heads of Service Standing Item to ensure senior officer awareness 1.3 Continue monitor and review of local plan and prepare for drafting of replacement plan to ensure in line with national policy and corporate plan objectives – through the two boards			AO/MDE
Outcomes: a) Clarity of focus on vision and long-term aspirations b) Tensions reduced between economic growth, environment and preservation c) Housing and homelessness challenge addressed d) Synergy between Local Plan 2032 and Corporate Plan				
R2 - Strengthen the governance structure to give Planning earlier and better strategic oversight of major development schemes.	Embed Planning input much earlier in corporate projects to make planning an enabler not a blocker to development. Giving senior leadership comfort that projects are moving forward positively and improve risk management and ensure processes and protocols are followed.	Compulsory part of corporate project planning process in development.	High – quick win because already in progress and significant impact.  June 2023	
Actions:	2.1 Revise, embed and publish Corporate Project Delivery process to ensure compulsory requirement for planning input (R2).			AO/CR/MDE
Outcomes: a) Corporate projects are enabled by early planning input b) Risk management improved c) Project plans streamlined				
THEME: SERVICE DELIVERY & PERFORMANCE MANAGEMENT				
R3 - Delegate decision making among a greater number of staff	The planning department has experienced and competent staff to allow decision making across a greater number of staff. This will reduce failure demand resulting from	Review and redraft all aspects of the service (external support/delivery). Review role	High – essential to address long-term customer service issues (speed, clarity,	MDE

	process 'bottlenecks and communications issues. It will empower staff; create capacity and support career development.	& responsibility of each resource mapped to new processes.	comms, engagement & reputation).  Dec 23	
Actions:	3.1 Appoint Independent consultant to review the process for planning applications and related submissions, including procedures, roles, responsibilities (including opportunities to increase delegation of decisions across the team), management, engagement, customer service etc. external support and best practice from similar local authorities.			AO/MDE/AS
Outcomes: a) Capacity created/waste, duplication and bottlenecks reduced. b) Empowerment and responsibilities consistent with post holders. c) Communication and customer service improved. d) Increased career development opportunities. e) Extensions of time reduced. f) Technology used efficiently in delivery of the service.				
R4 - Create a clear set of processes for the Development Management Service	It is unclear where responsibility lies for distinct parts of the process creating inconsistencies and an imbalance in the work of senior officers. "Delegating Up" is common. Decisions, queries, complaints, and validation are carried out by senior officers. This raises questions of whether responsibilities and empowerment are in the right places impacting senior officer capacity for reviewing and improving planning processes.	Review and redraft all aspects of the service (external support/delivery). Review role & responsibility of each resource mapped to new processes.	High – essential to address long-term customer service issues (speed, clarity, comms, engagement & reputation).  Mar 24	
Actions:	4.1 Produce a development management manual document all processes including any revisions identified through a review of workflows. 4.2 Through appraisals make all employees aware of roles and responsibilities within the team and approved processes.			AS
Outcomes: a) Empowerment and responsibilities consistent with post holders b) Effective use of resource c) Appropriate distribution of workload				
R5 - Continue to review processes as part of 'business as usual'.	Often improvement work can become a one-off project. Fylde planners are embedding process reviews as part of their regular team meetings. This creates opportunities to streamline and improve processes. The focus should be on reducing double-handling/protracted sign-off procedures and addressing validation issues.	Review workflow of all aspects of the service (external support/delivery). Review role & responsibility of each resource mapped to new processes.	High – essential to address long-term customer service issues (speed, clarity, comms, engagement & reputation).  Mar 24	
Actions:	5.1 Embed process review in team meetings including documentation of improvement actions that are implemented via updates to Development Management Manual.			AS
Outcomes:				



a) Empowerment and responsibilities consistent with post holders b) Effective use of resource c) Appropriate distribution of workload				
<b>R6 - Reduce the reliance on Extensions of Time (EoTs).</b>	A key outcome of service improvement work should be the reduction of Extensions of Time (EoT). EoTs result in a build-up of applications without a decision. This has a negative effect on the customer experience and service.	Review workflows of each aspect of the service (external support/delivery).	<b>High</b> – essential to address long-term customer service issues (speed, clarity, comms, engagement & reputation).  <b>Sep 23</b>	
<b>Action 6:</b>	6.1 Review reasons for extensions of time (EoT). 6.2 Review process to avoid EoT that do not add value. 6.3 Benchmark Fylde’s use of EoT against other Lancashire authorities 6.4 Seek feedback from agents on use of EoT. 6.5 Introduce a performance indicator that measures use of EoT’s			<b>MDE/AS</b>
<b>Outcome:</b> a) Extensions of time reduced				
<b>R7 - Work through the PAS Development Management (DM) Toolkit. as part of ongoing process and service improvement work.</b>	The toolkit provides a series of improvement challenges for the development management service. It includes ideas for what an ‘excellent’ DM service looks like to complement a service improvement plan and ongoing process improvement work.	Toolkit can inform workflow review work and used as an ongoing measure – included as service plan action.	<b>Medium</b> – initial generic ideas for process improvement then longer-term guide.  <b>Jul 23</b>	
<b>Actions:</b>	7.1 Complete review of Development Management process utilising PAS toolkit to inform workflow review			<b>MDE/AS</b>
<b>Outcomes:</b> a) Toolkit applied to inform process review best practice b) Toolkit embedded as a measure of performance for development management				
<b>R8 - Produce a Planning Service Plan that has clear and direct links to the corporate priorities</b>	The Planning Service needs a clearer sense of its own objectives and priorities, linked (“golden thread”) to the corporate priorities so officers can better allocate limited time. The staff appraisal should provide a clear link back to the service plan. An outcome focussed service plan including service standards will help reflect the more proactive approaches to customer service that is required.	The ‘Golden Thread’ principle is required in all service plans, post pandemic there will be a review of corporate service planning.	<b>Medium</b> – to be embedded as part of the corporate process linking individual outcomes to the Corporate Plan through service planning.  <b>May 23</b>	
<b>Actions:</b>	8.1 Produce a service plan for the planning service in line with revised corporate procedures and template, linked to the corporate plan objectives and appraisals to establish ‘golden thread’ from individual to corporate outcome			<b>Management Team</b>
<b>Outcomes:</b> a) Planning service objectives and actions linked to corporate priorities b) Appraisals linked to ‘outcome focused’ service plan c) Proactive approach to customer service.				

<b>R9 - Provide additional investment in the planning service to bring it up to date with the technology and cyber-security needs of a modern planning service.</b>	Officers need to be confident in the new back-office IT system. It needs investment to get it fully functioning. There is presently a potential data-gap risk in the system. There are also processes and technology that need updating. This includes access to digital plans, telephony, and web-access kit available off-site. Some staff use their own technology; this represents a potential data-security risk.	Review the use of the computer system and link to workflow review – new processes driven by the technological capability. Benchmark best practice with other users of the same system. Provide the required technology.	<b>High</b> – will be integral to a review of workflow with technology reducing waste, duplication, and human input wherever possible = efficient.  <b>Jul 23</b>	
<b>Actions:</b>	9.1 Review & invest in the technology used to deliver the service (R3/R4/R5/R6/R9), including: / Identify opportunities for development of recently introduced DEF software / Deliver identified improvements to Geographical Information System Software (GIS) / Develop staff to utilise digital upgrades / Explore options for a development plans module / Secure resources necessary to support investment in software development / Roll out of cloud telephony service / Roll out of laptop/tablet/managed device to team / Develop working practices to incorporate mobile working			<b>AO/MDE/AS/JG</b>
<b>Outcomes:</b> a) Technology maximised and used efficiently to deliver the service				
<b>R10 - Establish an Agent's/Developer's forum, with an external chair</b>	A Developer Forum will help communication between the Planning Service and its customers enabling the discussion /resolution of issues. Agree a specific and timetabled number of issues / standing items to work on. This requires year-on-year commitment to work well. Consider various formats that work for all involved and encourages attendance and engagement.	Key method of stakeholder engagement that needs to be in place.	<b>Medium</b> – Review of workflow should release capacity to plan and manage a dedicated forum, corporate support will be provided.  <b>Sep 23</b>	
<b>Actions:</b>	10.1 Seek views from regular agents regarding the preferred forum for engagement (including frequency, joint LA forums, time of day) 10.2 Subject to outcome of action 10.1 establish agents' forum with independent chair			<b>MDE/Corporate</b>
<b>Outcomes:</b> a) Agent & Developer Forum established and engagement in place.				
<b>R11 - Enforcement priorities and protocols need to be made clear.</b>	Stakeholders are unclear about how enforcement works and why some things are not considered important enough to enforce. The service needs to help stakeholders understand the process, the priorities, and the practicalities of carrying out enforcement action so that expectations are clear and can be managed. Refresh and publish the Enforcement Policy statement, setting out what types of planning breach are a high priority and what options there are to resolve breaches.	Policy reviewed, repackaged, and published with case study / examples.	<b>Medium</b> – work already in progress can be quick win.  <b>Jun 23</b>	
<b>Actions:</b>	11.1 Refresh of the enforcement policy and process when a breach occurs that is approved through new governance arrangements from May 23			<b>MDE/AS/KH/AR</b>
<b>Outcomes:</b> a) Enforcement policy published b) Approach to enforcement understood by all stakeholders				

<b>R12 - Optimise the council's webpages as an engagement tool and promote it as such.</b>	The council website can provide service users with up-to-date information on planning applications. The website is not used by agents as much as it could be. Keeping it up to date and relevant, will drive more traffic to it and away from planning officers. It needs to be promoted to agents and customers.	Overhaul of planning web pages required at Fylde. Ongoing resource / digital links from planning system to keep pages dynamic and relevant for users.	<b>Medium</b> – online should be first point of contact wherever possible avoiding need for human input for straight forward / transactional elements of the service.  <b>Dec 23</b>	
<b>Actions:</b>	12.1 Review general content of planning pages to ensure up to date and relevant 12.2 Benchmark information against other authorities 12.3 Promote interactive elements of website (application progress monitoring, need for planning permission)			<b>MDE/AS/JG/ST</b>
<b>Outcomes:</b> a) Updated website that is relevant, informative, and user-friendly b) Website and digital channels used by stakeholders, especially agents/applicants.				
<b>R13 - Committee practices and procedures should be kept under review. This will ensure an ongoing, open, and engaging experience for the public.</b>	Planning Committee is the service's 'shop window'. It demonstrates how planning and place-shaping decisions are made. There are 'continuous improvement' opportunities that will allow more time for the strategic, larger, and more contentious schemes.	Member and officer development of agenda. Review and monitor of procedures through governance group.	<b>Medium</b> – incorporate in current governance review for new council from May 2023.  <b>Dec 23</b>	
<b>Actions:</b>	13.1 Review existing committee procedures, including frequency of meetings, time of day and live broadcast of proceedings. 13.2 Carry out review of committee practice and procedure at least annually. 13.3 Review current scheme of delegation 13.4 Ensure members of the Planning and Executive Committees receive frequent appropriate training			<b>IC/MDE/AS</b>
<b>Outcome:</b> a) Live webcasting of planning committee meetings b) Agenda developed by members/officers c) Procedures monitored through new governance arrangement				
<b>THEME: COMMUNITY ENGAGEMENT &amp; PARTNERSHIP WORKING</b>				
<b>R14 - Introduce a more structured approach to obtaining and using customer feedback.</b>	The Planning Service's approach to feedback should align with the corporate approach. The evaluation of customer feedback should form part of the performance reporting process, a customer feedback survey that goes out on individual decisions.	Key stakeholder engagement being developed corporately for all customer facing services. Bespoke surveys carried out when feedback identifies specific issue.	<b>Medium</b> – in progress with the corporate co-ordinated survey across customer facing services. Quick win opportunity.  <b>Sep 23</b>	
<b>Actions:</b>	14.1 Carry out regular (consistent to allow year on year comparison) customer feedback survey with assistance of corporate services team 14.2 Document survey and ad-hoc customer feedback for inclusion to service update / improvement.			<b>GB/ASc</b>
<b>Outcomes:</b>				

a) Structured regular customer questionnaires/surveys b) Engagement with service improvements based on identified customer need c) Corporate approach to customer care incorporated into agreed processes.				
R15 - Take proactive steps to improving working relationships with Town and Parish Councils	The need for better communication between the council and its communities is recognised. The council is keen to improve things. A re-think is required to the purpose and outcomes of the current regular Town and Parish Council Forum alongside an annual training programme.	Training, forums, and workshops for parish representatives. Establish regular comms / updates through a review of workflow and tech use / web pages.	Medium – existing engagement is mixed in terms of outcomes; this will be built on and improved through a review of workflow releasing capacity and improving access.  Jul 23	
Actions:	15.1 Review existing parish liaison group meetings with parish and town councils 15.2 Establish training plan for parish and town councillors following May 2023 election 15.3 Promote the opportunities available through neighbourhood planning 15.4 Review process for objections from town and parish councils			TM/MDE
Outcomes: a) Parish & Town Council liaison improved b) Relations with Parish and Town Councillors strengthened c) Opportunities for place-shaping increased d) Annual training programme delivered				
THEME: ACHIEVING OUTCOMES				
R16 - Review the approach to developer contributions.	Fylde does not operate the Community Infrastructure Levy (CIL) relying on Section 106 (S106) developer contributions. The Levelling Up & Regeneration Bill (LURB) has a provision for an 'Infrastructure Levy'. The Infrastructure Levy will operate similarly to CIL in that it will be for infrastructure requirements across the borough, rather than a site-specific S106 agreement (S106 may operate only on large schemes).	Review policy to introduce Infrastructure Levy based on Levelling Up Bill – objective to achieve option for contribution to generic levy. Review co-ordination and management of developer contributions to include finance.	Medium – officers monitoring progress and outcomes from the Bill ahead of review and levy proposal.  Subject to introduction of legislation	
Actions:	16.1 Implement the Infrastructure Levy contained in the Levelling up and Regeneration Bill once enacted by parliament			MDE/JG
Outcomes: a) Infrastructure Levy implemented b) Monitoring and reporting of developer contributions published				
R 17 - Deliver the recommendations of the review/audit of Section 106 arrangements carried out in September 2022.	The Levelling Up & Regeneration Bill (LURB) is proposing changes to developer contributions. The way Section 106 operates may change. The council should also implement the recommendations of the Section 106 audit.	Include the audit actions in the service plan, deliver quick wins, address any through a review of workflow and other actions from the PAS review.	Medium – audit actions published and will be matched with actions from PAS review to complement and avoid duplication.	

			As targets in 106 action plans	
Actions:	17.1 Implement the 8 recommendations of the Sn 106 internal audit report			MDE/AS
Outcomes: a) Recommendations of Section 106 audit implemented b) Infrastructure Levy implemented				
R18 - Investigate how closer working relationships can be forged with the Housing Team.	Fylde's Housing Team expressed a desire to work with Planning to address increased homelessness. This is a corporate issue that links into the Borough's Homelessness and Rough Sleeping Strategy 2020-2025.	Included in Heads of Service agenda as part of their remit to engage service areas more effectively, remove silos and duplication.	Medium – ongoing role of Heads of Service through regular engagement, include as a bespoke connection that is required.  Sept 23	
Actions:	18.1 Review need for affordable housing in the borough 18.2 Review tenure of affordable housing required to address local issues and reduce reliance on temporary (B&B) accommodation			MDE/JG/KR
Outcomes: a) Planning is embedded as a core service and part of the authority linked to other strategic services such as housing (homelessness).				

## APPENDIX: PLANNING ACTION PLAN – PARISH CONSULTATION AND FEEDBACK

Respondent	Date received	Suggestions for improvements	Initial Officer Response
Cllr Gordon Smith of Treales, Roseacre and Wharles Parish Council.	03 April 2023	<p>The recommendations in the action plan should be exactly those in the PAS Report. Please double-check they have been carried forward accurately, not simply in the headings but in the detailed narrative.</p> <p>The action plan should be strengthened by SMART targets.</p> <p>Continuous improvement processes and methodology needs to be embedded in this project from the outset so progress can be monitored and measured.</p> <p>It is not clear whether priority/deadline dates are for completion or commencement - please clarify.</p> <p>The new Internal Scrutiny Committee should be seized of this work at the outset to ensure member oversight, representation and transparency.</p>	<p>The Action plan has been drafted to be read alongside the Peer Review Team's Final Report. The recommendations of the Peer Review Team have not been altered in the plan, but in order to avoid unnecessary repetition, the commentary provided in the Final Report is summarised in the Draft Action Plan.</p> <p>Certain actions could be supported by SMART Targets. However, the nature of other actions, for example "1.2 Include matters relating to planning as a regular Heads of Service Standing Item to ensure senior officer awareness" are ongoing actions not considered appropriate for SMART targets.</p> <p>Continuous improvement opportunities are identified throughout the plan and specifically addressed in actions 5.1, 7.1, 9.1, 14.1 and 14.2,</p> <p>Amend plan to make clear target dates are intended completion dates</p> <p>This report seeks to establish the delivery and monitoring of the action plan.</p>
(Former) Cllr. John Singleton JP	15 March 2023	<p>We have to be sure we don't make changes just for making changes sake. Or changing for the few people who have an issue with planning in general.</p> <p>This appears to be a knee jerk reaction when unfavourable comments are received from a few residents, councillors or outside bodies.</p> <p>As a member of Staining Parish Council of 23 years I have had many occasions to contact Fylde planning department which all have been dealt with in a very professional manner. I would not wish to change this level of communication. This level of customer satisfaction stems from the CEO.</p> <p>Please beware, sometimes we have to bold enough stand up to unwelcome perceptions.</p>	<p>Any changes to existing practice and procedure should be justified</p> <p>Any comments about the operation of the Planning Service need to be taken into consideration in the context of all feedback.</p> <p>Comment noted</p> <p>Any changes to existing practice and procedure should be justified</p>
Councillor Peter Collins	17 March 2023	<p><b>1. Overall</b> - Suggest that improvement processes should be aligned to processes adopted for FBC continuous improvement processes, so that planning staff can adopt and be trained on best FBC practice</p> <ul style="list-style-type: none"> <li>Does not seem appropriate or acceptable to have High priority items with the only deadlines over a year away, nor clear what that means <ul style="list-style-type: none"> <li>Need to have interim milestones, monitoring, reporting and control. - How is this going to be done?</li> <li>Not clear what Deadlines mean. When the recommendation is completed, or when started?</li> </ul> </li> <li>Overall Actions and Outcomes are not fully aligned, consistent or complete.</li> <li>The Outcomes are not specific, measured, time-bound. Use of words like "reduced", "improved", "used efficiently", "clarity", "synergy", "challenge addressed", "strengthened", "appropriate", etc.</li> <li>There are omissions and errors - I've only given an example of each below.</li> </ul>	<p>The invitation of the PAS Peer Review Team to review Fylde Council's Planning Service was made in line with the corporate philosophy of seeking continuous improvement.</p> <p>Target dates are based on the complexity of the changes proposed and as certain actions cannot be delivered until other actions are delivered.</p> <p>It is proposed that The Internal Affairs Scrutiny Committee take ownership of delivering the action plan through a series of interim reports.</p> <p>Amend plan to make clear target dates are intended completion dates</p> <p>Further clarification of this point is required</p> <p>The nature of certain actions cannot be quantified and will have to be assessed having regard to opinion and experience.</p> <p>See below</p>

		<ul style="list-style-type: none"> <li>The work needs a further review - suggest by the FBC Business Improvement team applying best business continuous improvement practice.</li> <li>.</li> </ul> <p><b>2. Vision &amp; Leadership Theme e.g.</b> R2 - Only part of PAS Summary is being addressed</p> <p><b>Strengthen the governance structure to give Planning earlier and better strategic oversight of major development schemes.</b> Embedding Planning input much earlier in corporate projects will help promote planning as an enabler rather than a blocker to development. This will give senior leadership comfort that projects are moving forward positively. It will improve risk management and ensure processes and protocols are followed.</p> <p><b>The following has NOT been included from the PAS report recommendation or addressed - yet is a HIGH priority item due for completion by June 2023</b> <i>The governance arrangement could consist of 2 'Boards'. A Planning and Regeneration Board (officers) - this holds more operational / professional focused conversations across service areas. The other board operates at a strategic level.</i> <i>It focuses on bringing the politics and regional considerations together. The operational Board reports to the strategic Board. This ensures that political and strategic considerations feedback directly. This will help keep the Planning Service aligned with the political landscape.</i> <i>(Paragraphs 7.11 – 7.13)</i> <i>Planning should not work in isolation. It should be formally involved from the beginning so that solutions to planning issues are found in a timely manner rather than appearing as surprises later in the process.</i> <i>(Paragraphs 7.14 – 7.15)</i></p> <p><b>3. Service Delivery and Performance Management" e.g.</b></p> <ul style="list-style-type: none"> <li>3.1 Suggest that the links and interdependencies for "Service Delivery and Performance Management" theme recommendations should be clearly shown, to highlight how any overlaps, inconsistencies and gaps have been addressed. Also need to show how oversight and alignment from the Vision &amp; Leadership Themes is being embedded in service delivery.</li> <li>3.2 R3 and R5 outcomes seem to have been swapped</li> <li>3.3 R3 proposal to get "independent consultant" to review, rather than using "business as usual" process of continuous improvement required at R5</li> <li>3.4 R9 - Will additional systems investment really be in place by Jul'23? The outcome seems technology rather than service improvement focused?</li> <li>3.5 R11 - Enforcement Priority Clarity - There should be monitoring &amp; control of the status of compliancy of the implementation of all planning approvals, as well as all emergent matters.</li> </ul>	<p>The action plan is placed before the Internal Affairs Scrutiny Committee for review. The action plan proposes the appointment of external consultants to review existing processes and make recommendations for improvement</p> <p>The Action plan has been drafted to be read alongside the Peer Review Team's Final Report. The recommendations of the Peer Review Team have not been altered in the plan, but in order to avoid unnecessary repetition, the commentary provided in the Final Report is summarised in the Draft Action Plan.</p> <p>The recommendation reflects that this matter could be addresses in different ways. Action 1.1 addresses this recommendation as does the revised Council Constitution.</p> <p>Action 2.1 addresses this aspect of the recommendation</p> <p>Recommendations 3 and 5 are closely linked. The outcomes set out in the action plan are correct.</p> <p>Recommendation 3 refers to an initial review of process carried out by an independent consultant, whereas rec 5 refers to ongoing review as part of the continuous improvement process.</p> <p>Improved technology will lead to service improvement and will address issues specifically raised by the Peer Review Team relating to data security. The corporate roll out of secured devices has been delayed and so the July 23 date needs to be reassessed.</p> <p>The enforcement charter, which is to be refreshed in line with this action, already sets out that monitoring of compliance with planning permissions and breaches of planning conditions are to be treated as high priority matters. It is not proposed to amend this aspect of the protocol.</p>
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Staining, Greenhalgh with Thistleton, Ribby with Wrea, Weeton with Preese and Westby with Plumpton.		<p>On behalf of Staining parish council, I would like for comments made at the recent parish council meeting, to be noted by Fylde Borough Council. This is in hindsight of reading the published Peer review as distributed to the parish and town councils.</p> <p>In Staining Parish Council's experience (and mine as clerk to 5 parishes), we would like to endorse the superb work undertaken by its officers and management teams. The liaison between clerk and planning is key and from our perspective, could not be better! Requests are considered timeously, enquiries answered without delay and advice received, from a planning and unbiased perspective, when asked. Emails are answered out-of-hours by Mr. Stell, which is above and beyond and is so helpful, as PC meetings are convened in the evenings.</p> <p>There is always room to improve and develop systems, however, in my personal opinion and that of Staining, plus some other parishes I work with, a first rate job is being done</p> <p>Regards</p> <p>David John Kirkham</p>	Noted
Little Eccleston with Larbreck Parish Council		<p>Little Eccleston with Larbreck (LEwL) Parish Council discussed this matter at its meeting on Thursday 13th April 2023 and instructed me to provide the following response.</p> <p>In his capacity as the Chair of the Fylde District Parish Liaison group, our Vice-Chair Councillor Stead held a telephone call with Councillor Buckley (Fylde Council Leader) on Thursday 6th April and expressed his concern that the 'Draft Planning Action Plan' released to all Parish and Town Councils for them to review, is not (yet) of a sufficient quality for this to be a worthwhile exercise.</p> <p>To spend time on a detailed evaluation of this version of the 'Draft Planning Action Plan' - which does not correctly reflect all of the recommendations of the PAS Peer Challenge review team, which is absent of SMART objectives and which indicates a number of deadlines which are unlikely to be achievable - would not be the best use of the limited and valuable time that the Parish Councillors have available to spend on their duties overall.</p> <p>Councillor Stead has been made aware that Councillor Buckley will be instructing the Fylde officer team to revisit the 'Draft Planning Action Plan', to rectify its current 'under-developed' format and to ensure that it is appraised by the Council's internal Scrutiny Committee at the earliest opportunity; in advance of it being re-circulated for review.</p>	<p>All recommendations set out in the action plan are as per the Peer Review Team's final report. In order to avoid unnecessary repetition, the commentary provided in the Final Report is summarised in the Draft Action Plan as the action plan is intended to be read alongside the Peer Review Teams' Final Report. Certain actions could be supported by SMART Targets, whilst the nature of other actions, would not be appropriate for SMART targets. All deadlines will need to be reviewed as part of the scrutiny process to ensure they are achievable.</p> <p>It is proposed that scrutiny of the action plan will be carried out via the Internal Affairs Scrutiny Committee in order to ensure the recommendations have been appropriately addressed, to ensure that the scrutiny process is transparent and to ensure that the action plan addresses the full spectrum of service users.</p>



		<p>Additionally, in advance of a further draft being circulated, we would ask that the following is considered and implemented:</p> <ol style="list-style-type: none"> <li><b>1. Communicating the Project Programme</b> <ul style="list-style-type: none"> <li>Fylde BC's overall 'customer satisfaction' &amp; 'performance improvement' programme should be circulated, along with confirmation of what methodology will be followed to arrive at a more 'developed' and SMART set of project objectives</li> <li>That an explanation is provided as to how the document development and approval process will function</li> </ul> </li> <li><b>2. Engagement with the Town &amp; Parish Councils as 'Customers'</b> <ul style="list-style-type: none"> <li>Listen, Understand &amp; Act – more awareness / recognition is required, that the T&amp;PCs are 'customers' of Fylde BC and as such, deserved greater engagement from Fylde BC, in advance of the 'Draft Planning Action Plan' being produced (this was requested by Councillor Stead – as Chair – at the last meeting of the Fylde District Parish Liaison group, when the PAS review was discussed and this request was recorded in the minutes of that meeting)</li> </ul> </li> <li><b>3. Publication of all feedback received regarding the draft already circulated</b> <ul style="list-style-type: none"> <li>Fylde BC should make all related feedback available to all the T&amp;PCs, in the interest of transparency</li> <li>Fylde BC should confirm how it intends to act upon the feedback received</li> </ul> </li> </ol> <p>Therefore, considering all the points and requests made above, LEwL reserves the right to provide a more detailed and comprehensive response to Fylde BC, once a more developed and accurate further draft has been formulated and released to all Parish and Town Councils.</p>	<p>To be addressed via the scrutiny process</p> <p>To be addressed via the scrutiny process</p> <p>The Scrutiny process is designed to allow appropriate engagement with all stakeholders</p> <p>This schedule contains a record of all written feedback that has received.</p> <p>This will be addressed via the scrutiny process.</p>
St. Annes on Sea Parish Council	22 March 2023	<p><b>PAS Review of the Fylde Planning Service and resultant Action Plan</b></p> <p>Thank you for the opportunity to comment on the action plan for the Fylde Planning Service.</p> <p>As you know I have dedicated officer time to support our Planning Committee in their deliberations as a consultee in the planning process. Add to that a relatively high number of applications to consider (as St Anne's is the largest town in Fylde) and our own Neighbourhood Plan we are, I would suggest, in a better position than many parishes to provide balanced comment.</p> <p>I should mention that several of my planning committee members are also on the Planning Committee at Fylde as they represent wards for both our authorities. The remainder are also well versed in their understand of planning process.</p> <p>In wider comment the action plan appears to address main findings of the peer review; those matters which are more inward looking for Fylde Council are not necessarily for us to comment upon. That said St Annes on the Sea Town Council would welcome any actions that seek to improve the interface and engagement with the planning process generally.</p> <p>My colleague Darrel acts as Committee Clerk for our Planning Committee and has a very good working relationship with all the planning staff at Fylde. They are always receptive to any queries and respond promptly.</p> <p>Turning to the action plan;</p> <p><i>R12 Optimise the Council's webpages as an engagement tool</i></p>	<p>noted</p> <p>Noted</p>

		<p>One area that we, as officers here at the Town Council, have wanted from the Planning Portal is for us to be able to input our stakeholder comments directly. At present my officer must type out all our responses which are then emailed to both the generic planning email address and the individual planning officers. I presume someone in the Planning office then has to either re-type or upload our comments to the Portal. The ability to remove double keying would be a quick win here.</p> <p><i>R15 Taking steps to improve working relationships with town and parish councils</i></p> <p>This recognises the need for the different tiers to work as closely as possible. As mentioned we are in the fortunate position to have a good working relationship with the Planning Service. Anything that might be a little more contentious is usually handled by the Service Manager directly.</p> <p>If we can assist with the reviews relating to parish liaison meetings and the process for objections please ask.</p> <p><i>R16 Review the approach to developer contributions</i></p> <p>This is certainly an area where the Town Council would have an interest. Having an adopted neighbourhood plan was, we hoped, a catalyst for us to receive much needed funds for many projects in the town. In the absence of CIL we have had to rely on a small share of top sliced New Homes Bonus monies. Whilst this money was welcomed it would not have been at level we would have received through CIL bearing in mind new build numbers in St Annes over the past years.</p> <p>With the action point is to review the policy based on the Levelling Up Bill I would ask that town council and parish councils are considered to make sure there is provision for them to receive funds from the Infrastructure Levy.</p> <p>As mentioned if we can assist you in any way with the implementation of the action plan please contact me.</p> <p>One further point, with the impending elections I will not know until mid-May whom Council will appoint to our Planning Committee. With at least 2 of the 5 existing councillors not standing again I will likely have some councillors without experience of the planning process. The training being suggested as part of the action plans will be both welcomed and appreciated.</p>	<p>It is proposed that this functionality will be rolled out as part of the IT software upgrade.</p> <p>Noted</p> <p>The funding of essential infrastructure will be reviewed as the new national legislation and guidance emerges.</p>
Treales, Roseacre & Wharles Parish Council	14 March 2023	<p><b>1. Introduction</b></p> <p><b>a)</b> In our view the distributed Action Plan document remains at a low level of development maturity. It requires considerably more work to be considered as an effective, efficient, and economic deliverable plan to fully meet the requirements of the PAS Review Report.</p> <p><b>b)</b> It is not immediately clear to us why it has been distributed externally to the Fylde Parish &amp; Town Councils (P&amp;TCs) and presumably the FBC Planning Function's other customers and stakeholders in a preliminary state. An explanation would be expected as this appears to be an inefficient use of the commenters time, since it is apparent that the document will already require substantive change.</p> <p><b>c)</b> Given that it appears to still be under development, it is also not clear how the PAS review customer satisfaction and performance improvement response action plan is being integrated within the FBC's continuous improvement methodology and governance framework. Notably, the document does not contain any statement of its purpose, its scope, nor how is it be used.</p>	<p>It is intended that the action plan will be developed through the scrutiny process.</p> <p>The document was distributed at the request of the Planning Committee to ensure Town &amp; Parish Council's could comment on the emerging document.</p> <p>The purpose of the action plan is to respond to the recommendations set out in the Final Report of the PAS Peer Review Team and the scope is defined by the recommendations of that team who's scope was, in turn, established by the planning committee.</p>

	<p><b>2.Overview of Corrective Actions to Address the Issues in the Distributed Action Plan</b></p> <p>The following observations and proposals are made:-</p> <p><b>a) The Recommendations in the distributed Action Plan are not as would be expected to be exactly &amp; fully as those in the PAS Report</b></p> <p><i>i.</i> There are multiple recommendations that have omissions &amp; resultant revisions, As a particular example, this notably includes the recommendation relating to P&amp;TC working relationships (R15).</p> <p>It is not clear with what governance authority, effort has been consumed: to apply almost subtle grammatical changes; to make changes of terms that change the scope or tone; or to omit complete statements or multiple paragraphs.</p> <ul style="list-style-type: none"> <li>▪ Every Recommendation fails to carry over the references to the relevant PAS report paragraphs which give the important context of the recommendations.</li> <li>▪ Of the 18 PAS recommendations, there appears to be only two that have been otherwise copied over into the FBC Action Plan without some form of change.</li> <li>▪ There are then 10 recommendations that may be considered to have changes to material points and a further 4 that have major sections of text omitted or changed.</li> </ul> <p><i>ii.</i> Correcting all the omissions and revisions would then impact on the nature of the objectives, actions, resources, interdependencies, timescales etc. This will materially change the content of the Action Plan.</p> <p><b>b) The Action Plan should be strengthened by SMART targets</b></p> <p><i>i.</i> The outcomes in the distributed Action Plan are not specific, measured, nor time bound. It is not clear that they are achievable or adequately relevant. Use of words like "reduced", "improved", "used efficiently", "clarity", "synergy", "challenge addressed", "strengthened", "appropriate", etc. are not sufficient to measure nor manage progress.</p> <p><i>ii.</i> The application of the "SMART" approach (or the FBC best practice corporate equivalent) will have a material impact on the flow down of actions, resources, interdependencies, and timescales. This will materially change the content of the Action Plan. It can be expected to improve its effectiveness, efficiency, and economy.</p> <p><b>c) It is not clear whether priority/deadline dates are for completion or commencement</b></p> <p><i>i.</i> The priority/deadline dates as stated are such that it is not clear whether they are supposed to represent completion or commencement. This needs to be clarified in each case and it to be transparent as to how that has been determined.</p> <p><i>ii.</i> Any assessment of interdependencies between recommendations, subsidiary objectives, resources, or actions that might impact timescales is not apparent to support extended deadlines. This should be corrected.</p> <p><i>iii.</i> It does not seem appropriate or acceptable to have "High Priority" items with the only deadlines specified being over a year away. It is suggested that there need to be interim milestones, monitoring, reporting and control points. It needs to be explained how this is going to be done?</p> <p><b>d) At variance to PAS, the distributed Action Plan seems to propose the seemingly unnecessary extra costs of commissioning external consulting contractors</b></p> <p>It is noted that the distributed Action Plan proposes that an independent consultant will be appointed at Action 3.1. The Performance Improvement &amp; Engagement function has stated that FBC "will be commissioning</p>	<p>The Action plan has been drafted to be read alongside the Peer Review Team's Final Report. The recommendations of the Peer Review Team have not been altered in the action plan, but in order to avoid unnecessary repetition, the commentary provided in the Final Report is summarised in the Draft Action Plan.</p> <p>A summary of the PAS comments has been included to ensure the recommendations are viewed in context. Further cross referencing can be included if it is considered this will improve the clarity of the ation plan.</p> <p>The recommendations of the Peer Review Team have not been altered in the plan, but in order to avoid unnecessary repetition, the commentary provided in the Final Report is summarised in the Draft Action Plan.</p> <p>It should be noted that the priorities and deadlines set out in the action plan are established by the action plan and not the Peer Review Team.</p> <p>Each action has a target date. These need to be reviewed having regard to the scrutiny timetable and clarified as completion and not start dates. Whilst some SMART targets can be introduced, many of the outcomes will be based on perceptions of the process and are not, therefore, appropriate for SMART targets. Some priorities are dependent on wider pieces of work, whilst others will be seen as "quick wins". The priority reflects the impact of the changes will have on the improvement of the service rather than a time frame for delivery.</p> <p>The PAS Peer Review Team Report leaves the implementation of the recommendations to Fylde Council.</p>
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		<p>independent consultants to process and re-engineer every aspect of the service...". The proposed scope articulated in both these statements seem to go far beyond that identified by the PAS. As such, this type of updating activity would be expected to already be very much the "day job" of a "continuous improvement" engaged organisation and the economic argument for appointing external contractors is not apparent. This is in accord with the observations made in PAS recommendations 5, 8 and 7.</p> <ul style="list-style-type: none"> <li>Fylde residents and Council Leaders of an employer have paid for people to provide – on our behalf - a planning &amp; development management service to be proud of.</li> <li>The customer satisfaction feedback collected by FBC has indicated that the FBC Planning Function has consistently not achieved the same level of positive feedback as that of other FBC services.</li> <li>The previous and latest PAS reviews have identified and confirmed a series of underlying drivers.</li> <li>As advised by the FBC CEO, the latest PAS review has confirmed that the FBC Planning Function is sufficiently resourced to perform its required function and improvements.</li> <li>The recent FBC reorganisation - involving the separation of Regeneration and Housing functions from Planning - logically supports freeing up senior management capacity to further address improvements in the Planning Function.</li> <li>The FBC Statement of Accounts and the FBC Performance Improvement &amp; Engagement Manager have articulated the substantive investment already made by FBC to provide the internal capability to deliver continuous performance improvement.</li> <li>The senior &amp; management levels of FBC Planning Function staff &amp; members have been in post for many years. In most cases since before the last two recent PAS reviews and therefore would be expected to be knowledgeable of their roles and requirements. The latest PAS review did not identify a lack of knowledge within FBC.</li> <li>The previous 2012 PAS report did note (para 14) that: <i>"A can-do attitude to improvement (owned and driven by the highest levels of the organisation) needs to replace the culture of dependence on external input. Fylde must 'own' its improvement journey and this should be driven from the highest level of the organisation."</i></li> </ul> <p>It is therefore suggested that FBC may wish to consider that the proposed extra cost of commissioning external resources is avoided.</p> <ol style="list-style-type: none"> <li>(1) This would be achieved by FBC utilising its already paid for investment in Continuous Improvement to enable the FBC Planning Function personnel cadre to own &amp; build the capability of the FBC Planning Service and so deliver best practice levels of customer satisfaction &amp; performance.</li> <li>(2) This will also demonstrate lean practice at a FBC level, supporting residents by avoiding committing unnecessary costs in this current "Cost of Living Crisis"</li> </ol> <p>e) <b>To ensure effective, efficient and economic best practice is deployed; the FBC Governance Framework with FBC's, continuous improvement processes and methodology need to be embedded in this project from the outset</b></p> <ol style="list-style-type: none"> <li>The FBC Planning Function's Customer Satisfaction and Performance Improvement Programme should be utilising the FBC: Governance Framework; continuous improvement processes &amp; methodology; and common way of working from the outset. This will facilitate that applicable best practice learning from other FBC functions can be readily transferred and</li> </ol>	<p>The action plan proposes an initial external review of processes followed by a process of continuous review, which is proposed to be carried out internally.</p> <p>The Planning Service needs to address a wide range of customers needs</p> <p>It is not considered appropriate to compare different services delivered by the council. A more appropriate metric would be to compare customer satisfaction with that of planning functions administered by other authorities.</p> <p>The Parish Council's opposition to the appointment of independent advisors is noted and the Scrutiny Committee is asked to consider the approach set out in the draft action plan..</p> <p>This would require a review of the existing workload and priorities of the corporate team to ensure they have capacity to carry out the review internally.</p> <p>Inviting a team of peers to review the planning function of the council was part of the process of continuous improvement in line with the council's continuous improvement objectives.</p>
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		<p>adopted. It will also enable effective and efficient programme monitoring, measurement, and control.</p> <p><i>ii.</i> It is unclear whether the flow down from the recommendations is currently matched consistently and completely by the actions &amp; outcomes, priorities, and deadlines. Transparency of the methodology used would assist in the affirmation of that or otherwise. This should also cover interventions for implementing monitoring, control, and training. There will be substantive changes to the Action Plan in Recommendations, Outcomes and Objectives in response to the other feedback in this document, which have consequential changes in the rest of the content of the Action Plan.</p> <p><i>iii.</i> There should be continuity of effective oversight, with a smooth transition and then enhanced performance through the governance framework as FBC moves to its new organisation with reduced member numbers. The new Internal Scrutiny Committee will be an important function from the outset, to ensure member oversight, representation, and transparency of effective governance.</p> <p><b>3. Next Steps</b></p> <p><b>a) Response to Distributed Action Plan request for comments</b></p> <p><i>i.</i> It is requested that the FBC Planning Function publishes the full feedback they've received as a result of the distribution of this Action Plan and how they are going to act upon all aspects of it.</p> <p><i>ii.</i> This review has not sought to comment on the detailed content of this distributed Action Plan due to its preliminary state and that given the required changes, commitment of further time would be essentially of no value. When it is clear how the programme is to be governed and customers engaged, it can then be collaboratively determined how best the maturity of the programme can be assessed on an ongoing basis.</p> <p><b>b) Communicating the whole programme and how that is to be managed.</b></p> <p><i>i.</i> Before the next draft is developed &amp; issued, the overall Planning Function Customer Satisfaction &amp; Performance Improvement Programme should be issued. This will, show the links to the methodology &amp; governance process to be followed. This should include the document development &amp; approval process.</p> <p><b>c) Engagement of the P&amp;TCs as customers</b></p> <p><i>i.</i> DPLM agenda and attendee time was invested in receiving updates on the PAS Review. Feedback was offered and recorded in the meeting notes. It is not known how that was acted upon by FBC staff. At variance to the feedback, the subsequent activity appears to have been the distribution of a preliminary draft of the FBC Action Plan on 13<sup>th</sup> March requesting comments, but with the multiple issues described above, without explanation.</p> <p><i>ii.</i> It is requested that FBC adopts an effective "Listen Understand &amp; Act" customer satisfaction improvement engagement cycle, or its FBC corporate equivalent for the FBC Planning Function. This is rather than just sending out yet another draft, which may otherwise give the unfortunate impression of it simply being a token engagement tick box exercise.</p> <p><b>d) Declaration of Senior Leaders' and Co-Sponsors' Programme Intent</b></p> <p><i>i.</i> To offer some bolstering of confidence in the full delivery of the required improvements, the co-sponsors may wish to issue a statement of senior leaders' intent to clarify what the Planning Function's Customer Satisfaction and Performance Improvement Programme might mean for all planning staff, customers, and stakeholders.</p> <p><i>ii.</i> an example of such a statement might be something like :-</p> <p>The Programme Sponsors' and Senior Leaders' intent is that :</p> <p><b><i>FBC will provide a Planning Service to be Proud of By All.</i></b></p> <p><i>1. It will demonstrate levels of customer satisfaction &amp; performance in line with the best of FBC's other services by September 2023 and demonstrate national levels of that best practice by June 2024.</i></p>	<p>The initial scrutiny of and ongoing monitoring of the delivery of the action plan by the Internal Affairs Scrutiny Committee will help provide transparency. The Peer review team have confirmed that they consider that they consider the draft action plan addresses their recommendations.</p> <p>This will be achieved via this schedule and the scrutiny process.</p> <p>The action plan is intended to act as an overarching framework that addresses the recommendations set out by the Peer Review Team.</p>
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Freckleton PC	22 April 2023	<p>Our thanks for the opportunity to make comments on the proposed action plan.</p> <p>There are several observations that should be considered before finally agreeing this proposal, as follows:</p> <p>1) Consideration of Planning as an Integral Part of the Development Process</p> <p>Planning is a key process that should be undertaken prior to any commencement of ground works on a development. It is Planning that provides the integration of all requirements to permit a successful development outcome.</p> <p>It is essential that the process establishes all the project requirements at a sufficient level of detail and records these in a traceable fashion from the outset.</p> <p>It should establish the constraints on any development, which includes an assessment of the capabilities of existing infrastructure – drainage – both for surface water and sewage, utility supplies – capacities and routes, public rights of way, special provisions associated with protected areas, and other such considerations.</p> <p>It should define the controls to be applied and by which the development will be regulated.</p> <p>It should not generate requirements on major issues for conditions to be fulfilled at a future date or that cannot/will not be enforced.</p> <p>In the case of “High Risk Buildings” – currently defined in terms of multi-storey developments, but soon to be expanded to include flood plain developments, a “designated development owner” will be required to ensure all the components are in place and subsequently built to the necessary standards before a development can be signed off prior to use. This leads to consideration of the need for management plans to achieve all these requirements.</p> <p>The Planning activity has to work in conjunction with Building Control, which is the mechanism for ensuring the plan is executed properly, or revised by recorded agreement where the build shows the plan to need modification or appropriate standards have not been met.</p> <p>Only when the reconciliation of the Design (Plan) and the Build is complete should the development be signed off as complete and fit for use for the intended purpose. For HRBs, as an example, this will require a designated development “owner” to complete this work and who then assumes responsibility for maintaining the standards throughout the life of the development. Failure to do this will, in future, invalidate insurance of the facility in question. The responsibility for such developments will exist throughout the development life until the use ceases and the development removed.</p> <p>2 Implications of the Proposed Planning Service Review Action Plan</p> <p>The following comments on the Action Plan Recommendations result from the considerations described above.</p>	

	<p>R1 The issue here is that the recommendation is perhaps sensible, but the mode of operation between the two bodies is not adequately defined in terms of top-level responsibilities. The issue certainly relates to the comments made under section 1, above, in that it defines the overall constraint mechanisms and objectives to which Planning and Building Control must respond.</p> <p>R3 Delegation amongst a greater number of staff is a good idea, but those staff need to have the necessary training and experience to establish the competence levels required. Some form of professional registration should be demonstrated by such staff. Care is required with external consultants – experience shows they bring out what the staff already know and could contribute if they were listened to by management. Often the consultancy is expensive and fails to address the real issues – especially in public sector working.</p> <p>R5 Ensure all staff are familiar with and apply the approved processes correctly. Allocate specific time each week for looking at process improvement and encourage and allow the team to develop the ideas themselves. The key to success is do it right, do it once.</p> <p>R6 Experience shows that time spent up front to get the process right and ensure all necessary requirements are identified saves time overall.</p> <p>R9 Ensure this investment addresses cyber-security aspects.</p> <p>R11 Only apply conditions on planning that can/will be enforced. This goes back to establishing requirements at the outset and not permitting starts of physical work too early in the overall process. Too often, conditions have been imposed for subsequent work that cannot be implemented retrospectively – there are several existing plans where this has been the case.</p> <p>R15 Make better use of local knowledge especially of existing infrastructure and the likely capacity issues.</p>	<p>Any staff authorised to issue decisions would need to be suitably qualified/experienced</p>
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## SCRUTINY ITEM

REPORT OF	MEETING	DATE	ITEM NO
HEAD OF TECHNICAL SERVICES	INTERNAL AFFAIRS SCRUTINY COMMITTEE	20 JUNE 2023	5
<b>CAR PARKING UPDATE ON RESIDENT PERMIT SCHEME</b>			

### PUBLIC ITEM

This item is for consideration in the public part of the meeting.

#### SUMMARY OF INFORMATION

The Fylde Residents' Permit Scheme was established to provide residents the opportunity to obtain an annual permit to park in most Council owned and operated car parks without further payment. The following is an update on the scheme.

#### SOURCE OF REFERRAL FOR SCRUTINY

Fylde Council car park permit database.

#### LINK TO RELEVANT BACKGROUND INFORMATION

[Operational Management Committee, 16<sup>th</sup> June 2021](#) – Permit scheme revised following Car Parking Working Group suggestions

[Operational Management Committee, 13<sup>th</sup> September 2016](#) - Permit scheme revised following Car Parking Working Group suggestions

#### WHY IS THIS MATTER BEING PLACED BEFORE COMMITTEE FOR SCRUTINY?

To provide the committee with an annual update on the Fylde Residents' Permit scheme.

#### FURTHER INFORMATION

Contact: Andrew Loynd t:01253 658 527 e:andrew.loynd@fylde.gov.uk



## Fylde Resident Permit Parking Scheme

1. The scheme, established in 2014, allows the permit to be used once per day on a single car park; either up to 2 hours throughout the year on a short stay car park between 9am to 11am or 3pm to 6pm or on a long stay car park at any time for up to 2 hours a day during the summer season and up to 4 hours a day over the winter period
2. Below are details of the number of permits and reissued permits (e.g. if the customer requires the permit to be transferred to a different vehicle) that were purchased since the scheme started. During the pilot year all permits expired on 30<sup>th</sup> April 2015 irrespective of when they were purchased. Subsequently it was agreed that the scheme should be made permanent with the conditions slightly adjusted. This was promoted in the Council Tax leaflet sent to all Fylde Borough Residents in mid-March 2015, which resulted in many applicants for the revised scheme over the following weeks. The scheme has been promoted in subsequent Council Tax leaflets each year since which has resulted in a further increase in applications. As such the middle of March is used to define each annual period for comparison purposes. The scheme was refined and expanded in 2016/17 and 2020/21.
3. Table 1 shows that the number of permits issued has increased each year supported by many of the existing customers renewing their permits with new customers to compensate for those that have not renewed.

**Table 1: Number of Permits Issued**

Period	New	Renewed	Total Permits	Replacements
Pilot Phase (01/05/14 to 08/01/15)	105	N/A	105	9
01/03/15 to 13/03/16	150	79	229	13
14/03/16 to 12/03/17	223	70	293	12
13/03/17 to 13/03/18	158	163	321	24
14/03/18 to 10/03/19	177	204	381	25
11/03/19 to 08/03/20	194	241	435	22
09/03/20 to 10/03/21	95	210	305	9
11/03/21 to 09/03/22	230	225	455	23
10/03/22 to 10/03/23	293	322	615	16

Table 1 Note: The number of permits issued has increased each year with many existing customers renewing permits and new customers increasing.

4. The annual charge is £20.83 (£25 inc. VAT) and replacements £12.50 (£15 inc. VAT) the income from the scheme is set out in table 2. This charge has not been increased since the scheme was introduced in 2014.

**Table 2: FRPS Income**

Period	New and Renewed	Replacement	Total Income
Pilot Phase (01/05/14 to 08/01/15)	£2,187	£112	£2,299
01/03/15 to 13/03/16	£4,770	£162	£4,932
14/03/16 to 12/03/17	£6,103	£150	£6,253
13/03/17 to 13/03/18	£6,686	£300	£6,986
14/03/18 to 10/03/19	£7,936	£312	£8,248
11/03/18 to 08/03/20	£9,061	£275	£9,336
09/03/20 to 10/03/21	£6,353	£112	£6,465
11/03/21 to 09/03/22	£9,478	£287	£9,765
10/03/22 to 10/03/23	£12,810	£200	£13,010

5. Before the start of the COVID pandemic the number of permit holders had increased year-on-year. The number of new permits significantly dropped during the first year of the pandemic (2020/21) though renewals remained at a similar level. As lockdown and social distancing measures reduced in 2021/22 the number of new permits increased to slightly above pre-pandemic levels.
6. Once annual user numbers pass 1,000 the committee has asked to review the scheme.

## SCRUTINY ITEM

REPORT OF	MEETING	DATE	ITEM NO
HEAD OF CORPORATE SERVICES	INTERNAL AFFAIRS SCRUTINY COMMITTEE	20 JUNE 2023	6
YEAR-END PERFORMANCE 2022/23			

### PUBLIC ITEM

This item is for consideration in the public part of the meeting.

#### SUMMARY OF INFORMATION

The report provides details of the key performance outcomes for the full fiscal year 2022/23. Performance is reported against the targets set for the year and commentary is provided by performance exception.

#### SOURCE OF REFERRAL FOR SCRUTINY

The requirement from the previous operational committees, reporting input data into the Corporate Performance Management system called InPhase, which captures all service-based performance data.

#### LINK TO RELEVANT BACKGROUND INFORMATION

<http://fyldeperformance.inphase.com> - Full Corporate Performance suite for Fylde Council

#### WHY IS THIS MATTER BEING PLACED BEFORE COMMITTEE FOR SCRUTINY?

The performance information is relevant to the committee's terms of reference and the responsibility of the committee to monitor the performance of the services within its remit, making any recommendations necessary regarding the performance or the process.

A thorough target-setting exercise will be carried out in the fiscal year of 2023/24 to review and realign performance measures that have been significantly impacted by the pandemic but can now be set in the post-pandemic new work environment. The validity and relevance of the performance measures are also reviewed on an annual basis and the committee is asked to make any observations or recommendations on the suite of indicators.

#### FURTHER INFORMATION

Contact: Alex Scrivens, Corporate Performance & Engagement Manager, [alex.scrivens@fylde.gov.uk](mailto:alex.scrivens@fylde.gov.uk)

## Year-end Commentary by Performance Exception for the Internal Affairs Scrutiny Committee

\*\*\*\*\* PERFORMANCE **ABOVE** TARGET \*\*\*\*\*

A commentary is provided to explain why progress has exceeded the target, with details of how this will be maintained.

**PM152: Percentage of major appeals allowed against all major application decisions (over the last 2 yrs) was 0% and last year's comparison figure was 0.42%, the target is 10%.**

*The Fylde Local Plan to 2032 (incorporating Partial Review) remains an up-to-date plan and is delivering housing in line with the required targets. This means that the council can successfully resist any speculative applications, which is reflected in the performance here. It is intended that this will be maintained by continuing to support applications for appropriate development that accord with the requirements of the Plan.*

**PM151: Percentage of decisions on major applications within 13 weeks (or where extensions were agreed upon) was 97.5% and last year's comparison figure was 93.41%, the target is 70%.**

*The existence of an up-to-date Local Plan assists with this performance indicator also. In addition, the approach taken by officers is to seek to work with applicants and agents wherever possible through providing constructive pre-application advice, and through advising of modifications to schemes that will address any issues identified during the application assessment. This approach is welcomed and recognised by those applicants and agents who therefore usually confirm their willingness to extend the target determination date to permit extended decisions where that is necessary. Officers intend to continue with this approach, subject to staff resources remaining available to do so.*

**PM37: Percentage of minor applications determined within 8 weeks was 98% and last year's comparison figure was 92%, the target is 70%.**

*As PM151*

**PM38: Percentage of other applications determined within 8 weeks was 97.4% and last year's comparison figure was 93.9%, the target is 70%.**

*As PM151*

**PM21: Number of community groups supported (including 'in bloom' & 'friends of') was 35 and last year's comparison figure was 28, the target is 30.**

*New groups have been established over the last 12 months, working in partnership with the Parks & Coastal Services team. The team will continue to support and advise these groups to ensure their longevity.*

**PM22: Number of 'in bloom' awards achieved by groups working with LA was 39 and last year's comparison figure was 22, the target is 35.**

*There was an increase in the number of community group entries into the In Bloom competition last year, which led to an increase in awards being received. The Parks & Coastal team will work closely to support and advise these new groups to ensure they re-enter the competition in subsequent years.*

**PM23: Number of swims at St Anne's pool was 93,371 and last year's comparison figure was 63,542, the target is 73,500.**

*The recovery from the pandemic and lockdown in the leisure sector has started to gain momentum however, the continued closure of the Kirkham pool has seen school swimming and other members relocate to the St Annes pool.*

**PM102: Current Operator Compliance Risk Score (traffic light) status is green this being the best score, last year's comparison status was green, and the target is green.**

*An operator's licence is the legal authority needed to operate goods vehicles in Great Britain. A licence is issued by the Traffic Commissioner – the independent regulator of the commercial road transport industry; a Traffic Commissioner also has powers to take regulatory action against a licence holder where they fail to meet the expected standards of operation. This action includes curtailment (limiting or reducing the number of vehicles an operator is able to operate), suspension (temporarily stopping operations) or revocation (permanently removing an operator's licence to operate commercial vehicles). The operator licence risk score for Fylde Council is in the green giving a particularly good "satisfactory" status. This is backed up by a full annual audit carried out independently by the Freight Transport Association which provides an independent, best-practice review of workshop procedures and set-up, examining compliance in areas such as premises, equipment, technical staff, management, clerical staff, documentation, quality, and appearance.*

**PM132: Number of proactive dog enforcement patrols was 4,188 and last year's comparison figure was 1,280, the target is 2,400.**

*Whilst maintaining staff in post continues to be a challenge, a small restructure within Environmental Services, together with periods of the team being fully resourced has resulted in an increase in staff hours available to undertake proactive patrolling.*

**PM113: Number of households to whom a relief duty is owed was 165 and last year's comparison figure was 157, the target is 100.**

*The Homeless Reduction Act 2017 reformed England's Homelessness legislation by placing duties on local authorities to intervene at earlier stages to prevent homelessness in their areas. Prevention Duty was extended from 28 days to 56 days and a new Relief Duty for 56 days to those who are already homeless, or the local authority has been unable to prevent homelessness. The Homeless Service has seen an increase in households approaching the service where we have been unable to prevent homelessness and a relief duty is owed and households approaching us directly at the relief stage.*

**PM114: Number of households with relief duty owed who have been assisted to source accommodation was 76 and last year's comparison figure was 66, the target is 40.**

*The service continues to be proactive and successful in moving clients into either social or private rented accommodation. The target has been exceeded because of the increase in clients in relief duty requiring move-on accommodation. Whilst below the target set, the performance has improved on the previous year.*

**PM115: Number of households to whom a prevention duty is owed was 127 and last year's comparison figure was 112, the target is 100.**

*The Homeless Service has seen an increase in households approaching the service who require advice on attempting to prevent homelessness. Whilst below the target set, the performance has improved on the previous year.*

**PM03: Number of complaints received (Corporate) was 258 and last year's comparison figure was 317, the target is 300.**

*The council has had a review of the complaints process including the capture and recording of complaints, the process has been implemented and is accurately capturing feedback.*

**PM140: Total number of online transactions made using digital services was 34,854 and last year's comparison figure was 21,935, the target is 25,000.**

*This is a target that has been notoriously difficult to set with the constant and rapid changes in digital technology, the website has now been overtaken by social media platforms with multiple different platforms opening the council up to different audiences. The migration to online digital engagement is a success with a significant increase in 22/23.*

**PM141: Number of online transactions made independently by the customer was 28,448 and last year's comparison figure was 17,738, the target is 20,000.**

*This is a target that has been notoriously difficult to set with the constant and rapid changes in digital technology, improvements from service process reviews have led to a reduction in the need for 'human engagement' in many transactional processes.*

**PM142: Number of online payments made independently by the customer was 29,255 and last year's comparison figure was 22,390, the target is 24,998.**

*More customers prefer to pay digitally due to security, speed, and convenience, in line with the shift across society.*

**PM160: Number of Twitter tweets updates was 747 and last year's comparison figure was 840, the target is 600.**

*With the introduction of a dedicated social media officer, the capacity for managing and producing content has increased, the target will be revised up again now the resource is in place.*

**PM161: Number of Facebook updates was 773 and last year's comparison figure was 860, the target is 480.**

*With the introduction of a dedicated social media officer, the capacity for managing and producing content has increased, the target will be revised up again now the resource is in place.*

**PM162: Number of news releases, statements and letters issued is 105 and last year's comparison figure was 136, the target is 60.**

*With the introduction of a dedicated additional press officer, the capacity for managing and producing content has increased, the target will be revised up again now the resource is in place.*

**PM163: Total number of Facebook followers is 14,000 and last year's comparison figure was 10,978, the target is 10,000.**

*An increase in the production of effective targeted content and associated social media campaigns has led to an increase in followers.*

**PM166: Total number of Twitter followers is 12,216 compared to last year's 11,984. The current target is 11,000.**

*An increase in the production of effective targeted content and associated social media campaigns has led to an increase in followers.*

**PM64: % satisfaction with IT service overall is 100 compared to last year's 100. The current target is 95.**

*Enhanced engagement and the option to feedback on every closed helpdesk call have provided better and more detailed feedback. The team will continue to monitor helpdesk calls and identify refresher training on customer care as well as technical training to meet our customer expectations. In addition, on system issues, we ensure that ITIL Problem Management and root cause analysis are followed to avoid recurring issues.*

**PM66b: Average days processing new claims for Council Tax Reduction is 7.59 compared to last year's 9.88. The current target is 12.**

*We recognise that many individuals are finding things difficult with their finances at present and so we are doing all we can to process new claims for assistance with Council Tax costs as quickly as possible.*

**PM67a: Average days processing changes in circumstances for Housing Benefit was 5.23 compared to last year's 4.7. The current target is 7 days.**

*The number of changes of circumstance received is unpredictable and can increase significantly when people try to adapt their income, for example, in response to financial pressures. We recognise this and try to deal with the change of circumstance work as quickly as we can with the resources available.*

**PM67b: Average days processing changes in circumstances for Council Tax Reduction was 4.35 compared to last year's 4.19. The current target is 7 days.**

*The number of changes of circumstance received is unpredictable and can increase significantly when people try to adapt their income, for example, in response to financial pressures. We recognise this and try to deal with the change of circumstance work as quickly as we can with the resources available.*

\*\*\*\*\***PERFORMANCE BELOW TARGET**\*\*\*\*\*

**A commentary is provided to explain why performance is currently not on target, with details of any corrective action.**

**PM39: Net additional homes provided was 221 and last year's comparison figure was 384, the target is 305.**

*Two hundred and twenty-one is a provisional figure and the final figure will be higher. The delivery/completion of net additional new homes is outside the Council's control. Homes will not be completed unless they can be sold, and this depends on the housing market. The housing market is heavily influenced by the national economy with rising interest rates and the cost-of-living crisis having an impact. Completions are being monitored via the Local Plan monitoring framework, and if necessary, adjustments to the plan can be made to ensure delivery.*

**PM40: Number of affordable homes delivered (Gross) was 94 and last year's comparison figure was 215, the target is 180.**

*The service maximises opportunities for on-site delivery on schemes that come through. Delivery options have reduced on-site affordable housing contributions from private developers and drop in delivery by Registered providers on 100% affordable housing schemes.*

**PM55: Missed bins as a percentage of all collections was 0.07 and last year's comparison figure was 0.05, the target is 0.05.**

*The number of missed bins has increased slightly due to street access issues on several new build developments where ongoing works are being completed can prevent vehicle access, as well as continued issues with parked cars. The service makes over 2 million collections per annum, missed bins are less than 1% with most returned for collection within 1 working day.*

**PM56: Percentage of household waste recycled was 40% and last year's comparison figure was 40%, the target is 50%.**

*The national 50% target was set before regulations were revised to remove food waste from the green bin collection stream, which was a direct result of LCC processing changes at the treatment facility. Shortly afterwards the garden waste collection charge was introduced which resulted in a decrease in overall garden waste tonnages. These service changes have a negative impact on the overall recycling rate. The team are running promotions to raise awareness through targeted recycling campaigns to help increase participation. Lancashire County Council are planning the introduction of weekly food waste recycling, which is anticipated to commence in 2025, this will result in an increase in the overall recycling rate.*

**PM116: Number of households with prevention duty owed been assisted to remain in their own home was 30 and last year's comparison figure was 9, the target is 40.**

*There has been an increase in households requiring assistance to prevent homelessness and remain in their accommodation. Support can include payment towards arrears or negotiations with the Landlord. The service has been more successful in enabling clients to remain in their own homes.*

**PM117: Number of households with prevention duty assisted to source alternative accommodation owed was 75 and last year's comparison figure was 49, the target is 40.**

*Increase in households approaching for assistance to prevent homelessness, where they cannot remain in their own homes, but we have been able to source alternative accommodation whilst they are still on prevention duty and have not been made homeless, where a relief duty is owed.*

**PM28:** Number of households living in temporary accommodation at the end of the quarter was 164 and last year's comparison figure was 93, the target is 40.

*The 164 is cumulative based on the number of households living in temporary accommodation at the end of each quarter. The average quarterly figure is 41 households in temporary accommodation.*

**PM07:** Number of complaints not responded to within five working days was 25 compared to last year's 60, the current target is 0.

*This was clearly an issue last year with a rate of 60 because of post-pandemic changes in the work environment, the workplace and changes in roles and responsibilities. The reduction to 25 is encouraging but there is no reason an interim holding response cannot be provided within 5 working days which would meet the target provided that the response includes details of who is dealing with the complaint and when to expect a full response. The target will not shift from zero, support will be offered to service areas where arrangements need to be improved to capture all complaints within the 5 working days.*

**PM86:** Percentage of FOIs responded to within the statutory deadline of 20 days was 81.47% compared to last year's 92.86%, the current target is 100%.

*The resource in place to administer, monitor and check FOIs has been significantly impacted by sickness absence as well as maternity leave and employee changes. A review of the team has resolved the resource challenges.*






**PM02:** Average number of days of sickness per Full Time Employee was 8.65 compared to last year's 8.14. The current target is 6 days.

*Levels of sickness absence are still recovering from the pandemic-related issues, the increase in seasonal short-term illness has had an impact. The reduction of sickness absence is a corporate target for 2023/24, the target will remain at 6 days per annum per employee.*

**PM05:** Percentage of sickness absence because of long-term sickness was 48% compared to last year's 39.87%. The current target is 35%.




*Long-term sickness absence has increased because of stress, anxiety, and depression amongst the workforce. Post-pandemic changes in the work environment have proven to be challenging for some individuals, it only takes a small number of employees with long-term sickness absences to increase the percentage. Measures to address sickness absence in 23/24 will focus on the causes of long-term sickness and prevent absence in the first instance.*



PERFORMANCE STATUS ICONS	
	<b>Over Performance</b> – the indicator is overperforming against the target.
	<b>On Track</b> – the indicator is performing within tolerance of target.
	<b>Cautionary Under Performance</b> – the indicator is moderately under performing. Whilst the indicator has slipped from target it maybe a minor blip overall or minor action will remedy it.
	<b>Under Performance</b> – the indicator is under performing against target.
	<b>Missing Data</b> – the indicator is missing data, this could be due to lag in data in the way the information is collated, or because its currently unavailable.

Key Performance Indicators	Frequency	Good Performance Is	Year-end 2021-22	Year-end 2022-23	Target	Status
<a href="#">PM152: Percentage of major appeals allowed against all major application (2yr rolling figure)</a>	Quarterly	Smaller is Better	0.42	0	10	✓
<a href="#">PM151: Percentage of major applications in 13 weeks or where extensions agreed (2yr rolling figure)</a>	Quarterly	Bigger is Better	93.41	97.5	70	✓
<a href="#">PM37: Percentage of minor applications determined within 8 weeks</a>	Quarterly	Bigger is Better	92	98	70	✓
<a href="#">PM38: Percentage of other applications determined within 8 weeks</a>	Quarterly	Bigger is Better	93.9	97.4	70	✓
<a href="#">PM120: Annual number of visitors visiting Fylde (millions)</a>	Annual	Bigger is Better	1.19	2.21	1.19	✓
<a href="#">PM121: Number of day visitors visiting Fylde (millions)</a>	Annual	Bigger is Better	0.98	1.8	0.98	✓
<a href="#">PM122: Number of visitors staying in Fylde as part of a holiday or short break (millions)</a>	Annual	Bigger is Better	0.21	0.41	0.21	✓
<a href="#">PM123: Annual number of days visitors have stayed in Fylde (millions)</a>	Annual	Bigger is Better	1.83	3.48	1.83	✓
<a href="#">PM124: Annual number of visitor days from staying visitors in Fylde (millions)</a>	Annual	Bigger is Better	0.86	1.67	0.86	✓
<a href="#">PM125: Total economic generated with the local economy through visitor &amp; tourism business (millions)</a>	Annual	Bigger is Better	111.95	215.06	111.95	✓
<a href="#">PM128: Number of full time equivalent jobs supported by the visitors to Fylde</a>	Annual	Bigger is Better	1,435.00	2,442.00	1,435.00	✓
<a href="#">PM129: Total number of Accommodation Stock (bedspaces)</a>	Annual	Bigger is Better	10,372.00	12,070.00	10,372.00	✓
<a href="#">PM131: Total number of Non-serviced accommodation stock</a>	Annual	Bigger is Better	8,538.00	9,066.00	8,538.00	✓
<a href="#">PM21: Number of community groups supported (including 'in bloom' &amp; 'friends of')</a>	Annual	Bigger is Better	28	35	30	✓
<a href="#">PM22: Number of 'in bloom' awards achieved by groups working with LA</a>	Annual	Bigger is Better	22	39	35	✓
<a href="#">PM23: Number of swims at St Annes pool</a>	Monthly	Bigger is Better	63,542	93,371	73,500	✓
<a href="#">PM102: Current Operator Compliance Risk Score (traffic light)</a>	Quarterly	Bigger is Better	Green	Green	Green	✓
<a href="#">PM132: Number of proactive dog enforcement patrols</a>	Quarterly	Bigger is Better	1,280.00	4,188.00	2,400.00	✓
<a href="#">PM113: Number of households to whom a relief duty is owed</a>	Quarterly	Bigger is Better	157	165	100	✓
<a href="#">PM114: Number of households with relief duty is owed who have been assisted to source accommodation</a>	Quarterly	Bigger is Better	66	76	40	✓
<a href="#">PM115: Number of households to whom a prevention duty is owed</a>	Quarterly	Bigger is Better	112	127	100	✓
<a href="#">PM03: Number of complaints received (Corporate)</a>	Monthly	Smaller is Better	317	258	300	✓
<a href="#">PM140: Total number of online transactions made using digital services</a>	Monthly	Bigger is Better	21,935	34,854	25,000	✓
<a href="#">PM141: Number of online transactions made independently by the customer</a>	Monthly	Bigger is Better	17,738	28,448	20,000	✓
<a href="#">PM142: Number of online payments made independently by the customer</a>	Monthly	Bigger is Better	22,390	29,255	24,998	✓
<a href="#">PM160: Number of Twitter tweets updates</a>	Monthly	Bigger is Better	840	747	600	✓
<a href="#">PM161: Number of Facebook updates</a>	Monthly	Bigger is Better	860	773	480	✓
<a href="#">PM162: Number of news releases, statements and letters issued</a>	Monthly	Bigger is Better	136	105	60	✓
<a href="#">PM163: Total number of Facebook followers</a>	Monthly	Bigger is Better	10,978	14,000	10,000	✓
<a href="#">PM165: Total number of Facebook reach</a>	Monthly	Bigger is Better	2,665,671	4,509,909	2,400,000	✓
<a href="#">PM166: Total number of Twitter followers</a>	Monthly	Bigger is Better	11,984	12,216	11,000	✓
<a href="#">PM64: % satisfaction with IT service overall</a>	Monthly	Bigger is Better	100	100	95	✓
<a href="#">PM66b: Average days processing new claims for Council Tax Reduction</a>	Quarterly	Smaller is Better	9.88	7.59	12	✓
<a href="#">PM67a: Average days processing changes in circumstances for Housing Benefit</a>	Quarterly	Smaller is Better	4.7	5.23	7	✓
<a href="#">PM67b: Average days processing changes in circumstances for Council Tax Reduction</a>	Quarterly	Smaller is Better	4.19	4.35	7	✓

<a href="#">PM130: Total number of Serviced Accommodation Stock</a>	Annual	Bigger is Better	2,925.00	3,004.00	2,925.00	
<a href="#">PM20: Number of Major parks achieving a 'Green Flag' award</a>	Annual	Bigger is Better	6	6	5	
<a href="#">PM94: Number of recorded safety inspections carried out on each unit of children's play equipment</a>	Annual	Bigger is Better	51	51	51	
<a href="#">PM101: Kg of residual waste per household (quarterly only for LG Inform)</a>	Quarterly	Smaller is Better	130	135	135	
<a href="#">PM96: Percentage of customers satisfied with MOT experience</a>	Quarterly	Bigger is Better	100	100	100	
<a href="#">PM108 % of the total DFG Budget committed</a>	Quarterly	Bigger is Better	100	100	100	
<a href="#">PM109 Percentage of food hygiene interventions completed (Category A to D)</a>	Quarterly	Bigger is Better	69	100	100	
<a href="#">PM111: % of customers who agree that the adaptation has increased their independence</a>	Quarterly	Bigger is Better	100	100	100	
<a href="#">PM112: % of customer rating the DFG service as either good or excellent</a>	Quarterly	Bigger is Better	100	98.75	100	
<a href="#">PM25: % of premises scoring 3 or higher on the food hygiene rating scheme</a>	Quarterly	Bigger is Better	98	98	98	
<a href="#">PM70: % of Licensing Act 2003 certificates issued within 3 working days of statutory time scale (Q)</a>	Annual	Bigger is Better	100	100	100	
<a href="#">PM71c: Total % of hackney carriage/private hire vehicle &amp; driver licenses issued within 3 days</a>	Annual	Bigger is Better	100	100	100	
<a href="#">PM72: Percentage of statutory EPA Permitted process inspections completed (quarterly)</a>	Annual	Bigger is Better	100	100	100	
<a href="#">PM73: Percentage of high risk "A" rated health and safety premise inspections completed (quarterly)</a>	Annual	Bigger is Better	100	100	100	
<a href="#">PM14: Percentage of invoices paid within 30 days or within agreed payment terms (Corporate)</a>	Quarterly	Bigger is Better	95.95	95.69	95	
<a href="#">PM164: Total number of Facebook engagement</a>	Monthly	Bigger is Better	186,737	179,421	180,000	
<a href="#">PM169: Percentage of Fylde Council email newsletters viewed</a>	Monthly	Bigger is Better	57	60	60	
<a href="#">PM47: The number of unique hits on the Council's website www.fylde.gov.uk</a>	Monthly	Bigger is Better	451,073	331,653	300,000	
<a href="#">PM49: Percentage of phone calls to 01253 658658 answered</a>	Monthly	Bigger is Better	92.42	92.75	90	
<a href="#">PM66a: Average days for processing New Claims for Housing Benefit</a>	Quarterly	Smaller is Better	9.83	11.53	12	
<a href="#">PM68: Proportion of Council Tax collected</a>	Quarterly	Bigger is Better	95.98	96.6	97.5	
<a href="#">PM69: Percentage of Business Rates, which should have been received, received</a>	Quarterly	Bigger is Better	94.37	98.39	98	
<a href="#">PM95: Percentage of ICT Service delivery available during core times</a>	Monthly	Bigger is Better	99.68	100	99	

<a href="#">PM74: Percentage first time HGV fleet MOT passes</a>	Quarterly	Bigger is Better	90	85	100	
<a href="#">PM29a: Total number of housing advice cases</a>	Quarterly	Bigger is Better	773	784	800	
<a href="#">PM40: Number of affordable homes delivered (Gross)</a>	Quarterly	Bigger is Better	215	94	180	
<a href="#">PM39: Net additional homes provided</a>	Monthly	Bigger is Better	384	221	304.8	
<a href="#">PM126: Economic impact by day visitors to Fylde (£ millions)</a>	Annual	Bigger is Better	99.15	69.25	99.15	
<a href="#">PM127: Economic impact by staying visitors in Fylde (£ millions)</a>	Annual	Bigger is Better	164.33	145.8	164.33	
<a href="#">PM55: Missed bins as a percentage of all collections</a>	Quarterly	Smaller is Better	0.05	0.07	0.05	
<a href="#">PM56: Percentage of household waste recycled</a>	Quarterly	Bigger is Better	40	40	50	
<a href="#">PM116: Number of households with prevention duty owed been assisted to remain in their own home</a>	Quarterly	Bigger is Better	9	30	40	
<a href="#">PM117: Number of households with prevention duty assisted to source alternative accommodation</a>	Quarterly	Bigger is Better	49	75	40	
<a href="#">PM28: Number of households living in temporary accommodation at the end of the quarter</a>	Quarterly	Smaller is Better	93	164	40	
<a href="#">PM07: Number of complaints not responded to within five working days</a>	Monthly	Smaller is Better	60	25	0	
<a href="#">PM86: Percentage of FOIs responded to within the statutory deadline of 20 days</a>	Monthly	Bigger is Better	92.86	81.47	100	
<a href="#">PM02: Average number of days sickness per Full Time Employee</a>	Monthly	Smaller is Better	8.14	8.65	6	
<a href="#">PM05: Percentage of sickness absence as a result of long-term sickness</a>	Quarterly	Smaller is Better	39.87	48	35	

END