



# Agenda

## Operational Management Committee

Date:	Tuesday, 14 January 2020 at 18:30
Venue:	Town Hall, St Annes, FY8 1LW
Committee members:	<p>Councillor Roger Small (Chairman) Councillor Tommy Threlfall (Vice-Chairman)</p> <p>Councillors Mark Bamforth, Julie Brickles, Alan Clayton, Chris Dixon, Will Harris, Paul Hodgson, John Kirkham, Kiran Mulholland, David O'Rourke, Stan Trudgill.</p>

### Public Platform

To hear representations from members of the public in accordance with Article 15 of the Constitution.

To register to speak under Public Platform: see [Public Speaking at Council Meetings](#)

	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>Confirmation of Minutes:</b> To confirm the minutes, as previously circulated, of the meeting held on <a href="#">17 December 2019</a> as a correct record.	1
3	<b>Substitute Members:</b> Details of any substitute members notified in accordance with council procedure rule 23(c).	1
	<b>DECISION ITEMS:</b>	
4	Budget Setting - Fees and Charges 2020/21	3-5
5	Budget Setting - Prioritisation of Capital Bids	6-15
6	Budget Setting - Consideration of Revenue Bids	16-19
7	Wood Street Car Park Regeneration	20-24
	<b>INFORMATION ITEMS:</b>	
8	Environmental Enforcement Options	25-27

<b>9</b>	Budget Setting - Revenue Budget 2020/21 - First Draft	<b>28</b>
<b>10</b>	Revenue Budget Monitoring Report 2019/20 – Position As at 30th November 2019	<b>29-35</b>
<b>1</b>	Capital Programme Monitoring Report 2019/20 - Position as at 30 November 2019	<b>36-46</b>
<b>12</b>	Mid Year Performance 2019/20	<b>47-52</b>
<b>13</b>	Fairhaven to Church Scar Coastal Defence Works	<b>53-55</b>
<b>14</b>	Reports of the various Outside Bodies	<b>56-58</b>
<b>15</b>	Corporate Plan	<b>59-61</b>

Contact: Tara Walsh - Telephone: (01253) 658658 – Email: [democracy@fylde.gov.uk](mailto:democracy@fylde.gov.uk)

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<http://fylde.cmis.uk.com/fylde/DocumentsandInformation/PublicDocumentsandInformation.aspx>

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## DECISION ITEM

REPORT OF	MEETING	DATE	ITEM NO
MANAGEMENT TEAM	OPERATIONAL MANAGEMENT COMMITTEE	14 JANUARY 2020	4
<b>BUDGET SETTING – FEES AND CHARGES 2020/21</b>			

### PUBLIC ITEM

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

### SUMMARY

Each year, as part of the budget-setting process, the schedule of fees and charges for the coming year (for each of the services that the Council provides) is reviewed by budget-holders prior to that schedule being considered by the relevant Programme Committee and finally being approved at the March Budget Council meeting.

Each Programme Committee is required to recommend to the Council for approval a schedule of fees and charges for those activities within the remit of the Committee.

This report requests that Members consider the proposed schedule of fees and charges for those services within the remit of this committee as detailed at Appendix A to this report and provide a recommendation to Council in this regard.

Note: A full schedule of proposed fees and charges for all Council services for 2020/21 is accessible at the link below:

<https://new.fylde.gov.uk/council/finance/draft-fees-and-charges-2020-21/>

### RECOMMENDATIONS

**The Committee is requested to consider the schedule of fees and charges for those activities within the remit of this committee as detailed in Appendix A to this report and:**

1. To recommend to Council a proposed schedule of fees and charges applicable for 2020/21; and
2. To note that the final fees and charges for 2020/21 will be approved by the Budget Council in March 2020.

### SUMMARY OF PREVIOUS DECISIONS

The proposed fees and charges for services that are within the terms of reference of each programme committee are recommended to Council for approval as part of the annual budget-setting process. There have been no previous decisions in respect of these fees and charges for 2020/21.

CORPORATE PRIORITIES	
Spending your money in the most efficient way to achieve excellent services ( <b>Value for Money</b> )	✓
Delivering the services that customers expect of an excellent council ( <b>Clean and Green</b> )	✓
Working with all partners ( <b>Vibrant Economy</b> )	✓
To make sure Fylde continues to be one of the most desirable places to live ( <b>A Great Place to Live</b> )	

**REPORT**

1. Each year, as part of the budget-setting process for the coming financial year, budget-holders are required to review the fees and charges that the Council applies to the range of services which it delivers.
2. There are different considerations for assessing changes to the level of fees and charges depending upon the nature of the service. This is explained below:
  - For certain activities, for example some environmental health-related activities, fee levels are set by statute at a prescribed level. In respect of these types of activity the review of fees and charges is restricted to ensuring that the correct amount is approved by Council and is correctly applied for the forthcoming year;
  - For other types of charges in respect of services for which the Council has statutory responsibilities (for example in relation to licensing matters) fee levels must be set at an appropriate level such that only eligible costs are recovered. In respect of these types of activity the review of fees and charges comprises a review of costs and the adjustment of fees where necessary to avoid the under or over-recovery of costs. Where only minor discrepancies are found between costs and fee levels the charges may be left unchanged until the next review to avoid the costs associated with more regular leaflet re-printing etc.; and
  - For other activities which are not set by statute and for which the Council is not acting under statutory powers (e.g. games site fees) fee levels may be set at levels that are determined by the Council itself. In respect of these types of activity the review of fees and charges comprises a review of costs, a review of the fee levels of competitor providers and after a consideration of the likely effect on demand for the services and the total income that would be received at different fee levels.
3. Fee levels for all services have been reviewed according to the differing criteria as described above and the Programme Committee is invited to consider and provide comments as appropriate.
4. The role of the Council's Programme Committees in providing a recommendation to Council of a schedule of fees and charges for services within the remit of that committee is a key part of the budget-setting process for the coming year. The final schedule of fees and charges for all Council services will be considered by the Budget Council in March 2020.

**IMPLICATIONS**

Finance	The recommendation to Council of a schedule of proposed fees and charges for services within the remit of each Programme Committee is a key part of the budget-setting process for the coming year. This report requests that Members consider the schedule of fees and charges as detailed at Appendix A and provide a recommendation to Council as appropriate. Any financial implications from proposed changes to fees and charges will be quantified and reflected in the financial forecast contained in the final Medium Term Financial Strategy report to be considered by Budget Council in March 2020.
Legal	None arising from this report
Community Safety	None arising from this report
Human Rights and Equalities	None arising from this report
Sustainability and Environmental Impact	None arising from this report
Health & Safety and Risk Management	None arising from this report

LEAD AUTHOR	CONTACT DETAILS	DATE
Management Team		December 2019

BACKGROUND PAPERS		
Name of document	Date	Where available for inspection
n/a	n/a	n/a

## DECISION ITEM

REPORT OF	MEETING	DATE	ITEM NO
MANAGEMENT TEAM	OPERATIONAL MANAGEMENT	14 JANUARY 2020	5
<b>BUDGET SETTING – PRIORITISATION OF CAPITAL BIDS 2020/21</b>			

### PUBLIC ITEM

#### SUMMARY

The Council has a duty to manage its assets and capital resources in order to best deliver its objectives as set out in the Corporate Plan.

The consideration of capital bids for inclusion or otherwise within the Council's approved Capital Programme is a key component of the budget-setting process and contributes to the longer-term management of the Council's resources in an efficient and effective manner.

This report requests that Members provide that consideration and prioritisation process in respect of the capital bids for 2020/21 which fall within the terms of reference of this Committee.

#### RECOMMENDATIONS

##### The Committee is requested:

1. To consider and provide any feedback or comments on each of the capital bids relevant to this Committee's terms of reference as shown at Appendix A to this report; and
2. To provide a prioritised list of bids supported by the Committee for further consideration by the Budget Working Group.

#### SUMMARY OF PREVIOUS DECISIONS

The capital bids that are relevant to the terms of reference of this Committee are considered and prioritised each year as part of the annual budget-setting process. There have been no previous decisions in respect of these capital bids.

CORPORATE PRIORITIES	
Spending your money in the most efficient way to achieve excellent services ( <b>Value for Money</b> )	✓
Delivering the services that customers expect of an excellent council ( <b>Clean and Green</b> )	✓
Working with all partners ( <b>Vibrant Economy</b> )	✓
To make sure Fylde continues to be one of the most desirable places to live ( <b>A Great Place to Live</b> )	✓
Promoting Fylde as a great destination to visit ( <b>A Great Place to Visit</b> )	✓

## REPORT

1. The Council has a duty to manage its assets and capital resources in order to best deliver its objectives as set out in the Corporate Plan.
2. The prioritisation of capital investment according to a well-defined and rational approach is especially important in helping to prioritise resources when the demand for such resources exceeds the total of the resources available. This process is defined within the Council's Capital Strategy, the latest revision of which was approved by Council on 11<sup>th</sup> April 2016.
3. A key element of the prioritisation process, as described within the Capital Strategy, is the consideration of capital bids by the Council's Programme Committees. The capital bids for 2020/21 which fall within the terms of reference of this committee are shown at Appendix A to this report. The Committee is requested to consider and prioritise the capital bids relevant to this Committee's terms of reference.
4. Once capital bids have been prioritised by each programme committees, the Budget Working Group will review the outcome of the deliberations of programme committees and will make recommendations to the Finance and Democracy Committee via an updated Medium Term Financial Strategy (MTFS) report on a proposed budget package which will include capital budget proposals.

IMPLICATIONS	
Finance	The consideration of capital bids for inclusion or otherwise within the Council's approved Capital Programme is a key component of the proper financial management of the Council's resources. This report requests that Members provide that consideration and prioritisation process in respect of the capitals bids for 2020/21 which fall within the remit of this Committee.
Legal	No implications arising from this report.
Community Safety	No implications arising from this report.
Human Rights and Equalities	No implications arising from this report.
Sustainability and Environmental Impact	No implications arising from this report.
Health & Safety and Risk Management	No implications arising from this report.

LEAD AUTHOR	CONTACT DETAILS	DATE
Allan Oldfield	<a href="mailto:Allan.oldfield@fylde.gov.uk">Allan.oldfield@fylde.gov.uk</a>	10 <sup>th</sup> December 2019

BACKGROUND PAPERS		
Name of document	Date	Where available for inspection
Council Report - Approved Capital Strategy	11th April 2016	<a href="http://www.Fylde.gov.uk">www.Fylde.gov.uk</a>

### Attached documents

#### Appendix A – Capital Project Bids for Consideration and Priority:

1. The Snowdon Road Depot – Welfare and Employee Facilities
2. Pleasant Street Car Park Toilet Facility
3. Outdoor digital signage

## No1: Snowdon Road Depot Welfare Improvements

### Description of Scheme:

The project involves improvements to the depot welfare and office facilities at Snowdon Road which accommodates approximately 100 employees covering waste, fleet, cleansing and parks. The toilets, shower facilities, mess area / canteen, meeting, training and interview facilities at the depot are all inadequate i.e. the existing toilet facilities do not meet the minimum standards required by the Health and Safety at work act 2013 of 5 toilets and 5 wash hand basins for 76-100 members of staff.

Investment is needed in facilities for employees that deliver services at the front end for Fylde in all conditions to create fit-for-purpose male and female toilet facilities, showers, a canteen 'break out' area, briefing room and associated offices. The substandard, temporary, portacabins will be removed.

Within the 2019/20 capital programme £200,000 has been approved to improve the welfare facilities at Snowdon Rd Depot. The original proposal was to provide compliant welfare facilities for the waste operational staff. It did not include combined mess/welfare facilities for both waste and parks operational staff. The site has been assessed and it is evident that there is the opportunity to address other welfare issues that have been identified as part of employee feedback and the initial project assessment work. A scheme has been developed which provides fit-for-purpose facilities for waste and parks operational staff, brings the teams together, addresses space limitations on the site and represents value for money compared to the initial more limited project.

### Capital cost plan:

Cost Heading	Total £
Construction works	£326,000
Site Investigation & Design Fees	£9,000
Contingency	£8,000
<b>Total Scheme Cost:</b>	<b>£343,000*</b>

*\*£200,000 is already in the current capital project, this bid is to consider the additional funding of £143,000*

### Outputs (i.e. details of what the investment will specifically deliver):

- To provide fit for purpose depot and office accommodation
- To create a quality work environment for operational employees
- To meet statutory health and safety requirements
- To improve and extend the existing portal frame building
- Increase the useable space within the Snowdon Road depot site
- Future proof the facility

### Outcomes (i.e. details of the broader benefits achieved by the investment, for example community or environmental benefit, health and safety compliance, or statutory obligations):

- Safer and better work environment
- Comply with Health and Safety at Work Act requirements regarding toilet welfare facilities
- Improved workforce motivation and morale with the provision of modern fit for purpose facilities
- Better integration between operational staff from parks, fleet, waste, cleansing



**Contribution to corporate objectives (i.e. how does the project achieve or help deliver priorities within the corporate plan):**

**Value for Money**

- Deliver the accommodation project
- Continuously review services and assets to improve efficiency and effectiveness

**Budget Resource Requirements**

Breakdown of initial capital costs and future revenue implications

Estimated Total Capital costs of bid (£000's): £ 143,000

Annual additional Revenue costs arising from the bid (£000's): £ 0

OR

Future Annual Revenue Savings achievable as a result of the bid: (£000's): £ 0

**Please provide any further details of revenue savings below:**

**Value and phasing of bid:**

2019/20	2020/21	2021/22	2022/23	Additional capital investment required (i.e. the value of the bid)
£000	£143,000	£000	£000	

**Existing resources in the Capital Programme relating to this scheme:**

2019/20	2020/21	2021/22	2022/23	Existing capital resources in the approved Capital Programme
£200,000	£000	£000	£000	

**Estimated timescales for the bid:**

Start Date April 2020	Completion Date September 2020
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**Project Risks (outline any risks to delivery of the project and how these will be mitigated)**

Risk	Impact	Mitigating Action
Not securing planning permission	No change	Pre application discussions with the Council's planning team
Delays	Increased costs	Implement within timeframe

# FBC – Capital Bid 2020/21

Prepared by/Bid Originator – **Andrew Loynd**



## No 2: Pleasant St WCs Refurbishment

**Description of Scheme:** To replace and improve the current WCs provided at Pleasant St in the centre of Lytham and to install a turnstile to enable payment to be collected from customers to contribute to the upkeep of the facility. There is no statutory requirement to provide public conveniences, however, the Public Health Act 1936 allows local authorities to “provide sanitary conveniences in proper and convenient situations”.

As a result of the need to make all public WC facilities Disability Discrimination Act (now covered by the Equalities Act) compliant and following consolidation, most of the retained toilet units in Fylde have been upgraded. Under the Council’s agreement with Danfo, there are twelve toilet facilities operational. Ten have been upgraded with individual Danfo units, which comprise a toilet and sink facilities within separate rooms, for which a fee is charged. Two facilities (Church Street, Kirkham and Pleasant Street, Lytham) are currently free of charge with a traditional set up of multiple cubicles in one room with shared sink facilities serviced and maintained by Danfo. A further new facility is due to be constructed by the Splash Park on St Annes Promenade Gardens early 2020.

Under the terms of the existing arrangement with Danfo the Council pays for the ongoing cleaning and maintenance of the public conveniences. A fee of 20 pence is charged for use of ten of the facilities and the income is retained by the Council. The income from these facilities is significantly less than the annual costs of operating and maintaining the service. The total cost of the Danfo contract was £143,260 in 2018/19, while the associated income was £27,016 (approximately 15% of the overall budgeted costs).

Although the two free facilities are well maintained by Danfo, they have not been upgraded and have deteriorated over time. Pleasant St WCs in the centre of Lytham is a particularly well-used facility and it is proposed a refurbishment of this facility is carried out. To enable income to be generated to help support the costs of providing this service it is also proposed that a turnstile is included at the entrances to the facility. The Budget Working Group have requested that this option is worked up as part of the 2019-20 Capital Bid Programme and Danfo have been approached for an up to date quotation for the works which will be subject to full market competition prior to appointing the commission.

### Capital cost plan:

Cost Heading	Total £
Ladies Refurbishment	25,650
Gents Refurbishment	22,466
Disabled Refurbishment	6,665
BWIC Costs	15,460
Turnstile purchase and installation	12,246
Total Scheme Cost:	<b>£82,487</b>

### Outputs (i.e. details of what the investment will specifically deliver):

Improve the provision of fit for purpose public convenience facilities while enabling income to be generated to support the provision of award-winning standard and high specification Danfo toilets in Fylde for the benefit of residents and visitors.

Work will include removing and replacing all current fixtures and fittings with modern facilities, decorate walls, deep clean existing wall and floor tiles, replace entrance doors with timed opening and closing and install baby changing facilities. This will be applied to ladies, gents and disabled sections of the building.

**Outcomes (i.e. details of the broader benefits achieved by the investment, for example community or environmental benefit, health and safety compliance, or statutory obligations):**

- Improved quality toilet provision
- Showcase Fylde as a place to visit in support of a thriving tourist economy in response to the increased number of visitors to the area
- The improved facility will be to a high standard specification including ongoing maintenance with a life expectancy in excess of the contract
- All health and safety implications of the facilities will be managed within the cleaning and maintenance arrangements with Danfo
- Consistent with aims of the asset management plan to maximise the use of Council land and assets in supporting the council's strategic objectives and priorities for the benefit of residents

**Contribution to corporate objectives (i.e. how does the project achieve or help deliver priorities within the corporate plan):**

**Value for Money**

- Increase income through new and existing means
- Continuously review services and assets to improve efficiency and effectiveness
- Champion the quality and reputation of Fylde

**Clean & Green**

- Continue to deliver high standards of cleanliness

**A Vibrant Economy**

- Enhance and improve our town and village centres

**A Great Place to Live**

- Work with partners to improve health and wellbeing of all residents

**A Great Place to Visit**

- Provide a positive first impression of Fylde

**Budget Resource Requirements**

Breakdown of initial capital costs and future revenue implications

Estimated Total Capital costs of bid (£000's): £ 82,487

Annual additional Revenue costs arising from the bid (£000's): £ 0

OR

Future Annual Revenue Savings achievable as a result of the bid: (£000's): £ 0

**Please provide any further details of revenue savings below:**

<b>Value and phasing of bid:</b>				
<b>2019/20</b> £000	<b>2020/21</b> £82,487	<b>2021/22</b> £000	<b>2022/23</b> £000	Additional capital investment required (i.e. the value of the bid)
<b>Existing resources in the Capital Programme relating to this scheme:</b>				
<b>2019/20</b> £000	<b>2020/21</b> £000	<b>2021/22</b> £000	<b>2022/23</b> £000	Existing capital resources in the approved Capital Programme
<b>Estimated timescales for the bid:</b>				
Start Date    September 2020			Completion Date November 2020	

<b>Project Risks (outline any risks to delivery of the project and how these will be mitigated)</b>		
<b>Risk</b>	<b>Impact</b>	<b>Mitigating Action</b>
The quote received may not be competitively priced	Best value not achieved	Tender process will be followed
Timescales not met	Facilities not refurbished within expected timescale, damaging to Council's reputation	Work scheduled Autumn 2020 to enable works to be procured and reported to members plus ensures when facilities are closed it is during a quieter period during the year.

## No 3: Outdoor Digital Signage

### Description of Scheme:

The project involves the installation of two free standing outdoor digital signage units: one in the centre of Lytham and one in the centre of St Annes.

The proposal is for two heavy duty, weather proof units made of steel. The display screens are protected by toughened safety glass, with each unit having internet connection provided by a 4G data link. Each unit is manufactured to operate between temperatures of -20 degrees to +50 degrees. They will be bolted to a concrete plinth and will require an electricity supply. The units will have a built in air cooling system, moisture control and be fully compliant with electrical safety requirements.

Each unit will have the corporate branding and offer the opportunity of providing tourist information, sponsored advertising and dynamic information covering events activities, council and stakeholder promotions, special offers, late sales for theatres / restaurants / attractions and tide times). Up to date information will be managed and controlled remotely by experienced council officers based at the Town Hall via an internet connection. The operating times of the units would be appropriately controlled by officers and the units will be programmed to go into sleep / standby mode overnight.

Initial consultation has taken place with The Planning department and planning permission will be required.

A third 'lectern style' digital display unit will be purchased for the mobile Tourist Information Centre. The mobile TIC unit is in circulation during the Spring and Summer at events and on busy weekends. The addition of a digital display unit will provide the opportunity to provide useful live / real time information and access at events and on busy weekends at different locations around the Borough.



A detailed breakdown of the funding strategy is detailed below –

**Capital cost plan:**

Cost Heading	Description	Total £
Digital display units	Supply and of two heavy duty, weather proof digital display units	£26,000
Installation	Installation of the above	£4,000
Lectern style digital display unit	Supply of lectern style digital display unit for the mobile TIC centre	£2,000
<b>Total</b>		<b>£32,000</b>

**Outputs (i.e. details of what the investment will specifically deliver):**

Two heavy duty units that can be controlled remotely – one in the centre of Lytham and one in the centre of St Annes with the ability to display timely information, carry advertising and messages.

Additionally, a mobile lectern unit for use in the mobile Tourist Information unit (seasonally used) for web access and the provision of tourism information / events information.

**Contribution to corporate objectives (how does the proposal achieve or help deliver priorities within the Corporate Plan?)**

Community benefit presenting relevant and timely information on community events and activities in key footfall locations, links to the digital high street priority. Being able to assist with tourist information such as places to eat / stay / things to do / events related information / tidal information. Commercial opportunity to raise income through advertising, this is not expected to fund the capital cost but would contribute to the annual revenue costs.

**Budget Resource Requirements - Breakdown of initial capital costs and future revenue implications**

Estimated **Total Capital costs** of bid (£000's): **£32,000**

Annual future '**Additional Revenue**' costs arising from the bid as applicable (£000's): **£0**

Any additional costs will be met from existing approved revenue budgets and potential income from advertising on the units.

**Value and phasing of bid (amend dates as necessary):**

2020/21 £32,000	2021/22 £0	2022/23 £0	2023/24 £0	Total £32,000
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**Existing resources in the Capital Programme relating to this scheme (as applicable):**

2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
<b>Estimated timescales for the bid:</b>				
Project Start Date : May 2020		Project Completion Date: July 2020		

<b>Project Risks (outline any risks to delivery of the project and how these will be mitigated)</b>		
<b>Risk</b>	<b>Impact</b>	<b>Mitigating Action</b>
Physical damage to the unit	Loss of operating unit and additional maintenance	Ensure units purchased are heavy duty and able to withstand vandalism and weather factors (salt / sand). Warranty and service support from manufacturers
Loss of power / internet	Unit becomes unusable	Ensure involvement of Technical Services / ICT officers
Not updating information or able to respond to requests	Loss of potential advertising revenue and reputation	Ensure dedicated team of officers with responsibility to manage the units

## DECISION ITEM

REPORT OF	MEETING	DATE	ITEM NO
MANAGEMENT TEAM	OPERATIONAL MANAGEMENT COMMITTEE	14 JANUARY 2020	6
<b>BUDGET SETTING – CONSIDERATION OF REVENUE BID</b>			

### PUBLIC ITEM

#### SUMMARY

At the March 2020 Budget Council meeting Members will be requested to approve a revenue budget for 2020/21. That budget must include sufficient resources both for existing activities and for any new areas of expenditure that have been recommended by the Finance and Democracy Committee, following earlier consideration by the appropriate programme committee i.e. items of revenue growth.

The consideration of revenue growth items is a key component of the budget-setting process and contributes to the longer-term management of the Council's resources in an efficient and effective manner. This report requests that Members provide that consideration in respect of the revenue bid for 2020/21 which falls within the terms of reference of this Committee.

#### RECOMMENDATIONS

##### The Committee is requested:

To consider and provide any feedback or comments on the revenue growth bid relevant to this Committee's terms of reference as shown at Appendix A to this report.

#### SUMMARY OF PREVIOUS DECISIONS

The revenue growth bids that are relevant to the terms of reference of each Programme Committee are considered each year by that Committee as part of the annual budget-setting process.

#### CORPORATE PRIORITIES

Spending your money in the most efficient way to achieve excellent services ( <b>Value for Money</b> )	✓
Delivering the services that customers expect of an excellent council ( <b>Clean and Green</b> )	✓
Working with all partners ( <b>Vibrant Economy</b> )	✓
To make sure Fylde continues to be one of the most desirable places to live ( <b>A Great Place to Live</b> )	✓
Promoting Fylde as a great destination to visit ( <b>A Great Place to Visit</b> )	✓

#### REPORT

1. The role of the Council's Programme Committees in the consideration of revenue growth bids is described within the Timetable for Developing Budget Proposals 2020/21 report which was approved by the Finance and Democracy Committee in the autumn. This provides the members of the programme committee with the opportunity to discuss all revenue growth bids and to indicate their support or otherwise for each bid.



2. Once revenue growth bids have been considered by the appropriate programme committee, the Budget Working Group will review the outcome of the deliberations of programme committees and will make recommendations to the Finance and Democracy Committee via an updated Medium Term Financial Strategy (MTFS) report on a proposed budget package which will include any revenue budget proposals.

IMPLICATIONS	
Finance	The consideration of revenue growth bids for inclusion or otherwise within the Council's approved Revenue Budget is a key component of the budget-setting process. This report requests that Members provide that consideration in respect of the revenue growth bid for 2019/20 which falls within the remit of this Committee.
Legal	No implications arising from this report.
Community Safety	No implications arising from this report.
Human Rights and Equalities	No implications arising from this report.
Sustainability and Environmental Impact	No implications arising from this report.
Health & Safety and Risk Management	No implications arising from this report.

LEAD AUTHOR	CONTACT DETAILS	DATE
Budget Holders		24 December 2019

BACKGROUND PAPERS		
Name of document	Date	Where available for inspection
Finance and Democracy Committee - Timetable for Developing Budget Proposals 2020/21	23 <sup>rd</sup> September 2019	<a href="http://www.Fylde.gov.uk">www.Fylde.gov.uk</a>

#### Attached documents

#### Appendix A – Revenue Growth Bid for Consideration:

1. Bus Shelter Revenue Growth Bid

# FBC – Revenue Growth Bid 2020/21

Prepared by/Bid Originator – Andrew Loynd



## **Scheme Title: Bus Shelter Maintenance budget**

### **Description of Scheme:**

#### **1. Background**

The bus shelter maintenance budget is currently set at £9,000 per year. This budget is to be used for all repairs and replacements for 76 standard (metal frame with Perspex/glazed windows) and brick shelters. This equates to £118.42 per shelter.

Most years at least one shelter is seriously damaged, e.g. a vehicle collision, resulting in the shelter needing to be replaced or (for brick shelters) rebuilt. Each incident costs in the region of £5,000 to remedy. In addition, there are spates of vandalism that affects multiple shelters resulting in Perspex/glazed panels being damaged. Remaining budgets are normally spent on making these damaged shelters safe and where possible replacing Perspex/glazed panels.

With annual budgets normally being used to reactively repair shelters, no pro-active programme of maintenance has been possible. Lancashire County Council recommends an annual maintenance budget of £800 per year per unit shelter.

#### **2. Proposal**

The Operational Management Committee's Bus Shelter Working Group has reviewed this situation and has suggested that the annual budget be increased by £11,000 to £20,000 which would equate to £263.15 per shelter. This is still some way short of Lancashire County Council's recommendation, but Fylde Officers believe it will enable a pro-active maintenance programme to be initiated.

The pro-active maintenance programme will include replacing lower Perspex/glazed panels with painted sheet metal to reduce the number of panels that can be smashed. This will be done in a way that reflects the more recent shelters that have been installed which do not have Perspex lower sections. In addition, larger upper panels will be divided by central supports to reduce the size of panels should they be vandalised and need replacing plus other strengthening work. The additional funding will also enable a programme of repainting and more thorough cleaning to be implemented so that older shelters can be refreshed. Requests for additional facilities, such as the creation of side panels or seating for those shelters without them, will be considered. If enough funding remains in the budget, then shelters that are in very poor condition or beyond improvement can be replaced.

#### **3. Outcomes (including details of the broader benefits achieved -for example community or environmental benefit, health and safety compliance, or statutory obligations)**

- Properly maintained shelters can encourage use of local bus services, helping to protect them from future funding cuts.
- Damaged and poorly maintained shelters, particularly those in remote areas, can be imposing environments whereas those properly maintained are more likely to be used who feel vulnerable or may otherwise suffer from isolation.
- Well maintained shelters will have a positive impact on the street scene
- Well maintained shelters could be adopted by Community Groups to add planters to them and use them as a feature for In Bloom initiatives or businesses to sponsor.
- Shelters being properly maintained will avoid them falling further into disrepair which could have associated health and safety implications plus will help to extend the useful life thereby reducing future replacement costs.

**4. Contribution to corporate objectives (how does the proposal achieve or help deliver priorities within the Corporate Plan?)**

**Clean and Green**

- Continue to deliver high standards of cleanliness

**A Vibrant Economy**

- Improve the transport infrastructure and traffic flow

**A Great Place to Live**

- Provide a positive first impression of Fylde

**Summary of revenue costs**

**£000**

Additional budget	11,000
<b>Total cost per annum</b>	<b>11,000</b>

**Any Other Information**

The council is committed to continue working with partners (LCC and the transport providers) to achieve the maximum from all resources used in the provision of bus shelters, including the installation of new shelters where required and the improvement of existing facilities.

## DECISION ITEM

REPORT OF	MEETING	DATE	ITEM NO
DEVELOPMENT SERVICES DIRECTORATE	OPERATIONAL MANAGEMENT COMMITTEE	14 JANUARY 2020	7
<b>WOOD STREET CAR PARK REGENERATION</b>			

### PUBLIC ITEM

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

### SUMMARY

The Regeneration Programme for St. Annes, most recently set out in the 2020 Vision document, includes on-going commitment to be delivered through a series of public realm projects for the upgrading of physical environment of the town centre streets and public spaces. Following the delivery of the St. Andrews Road South project it was agreed by the Planning Committee that the next phase to be delivered would be the easterly end of Wood Street which incorporates the car park.

The Council's Regeneration Team have developed plans for improvement of the street scene in this area to be funded from S106 contributions. Alongside this project will include improvements to the car park. the Operational Management Committee are requested to approve £20,000 from the Car Park Improvement capital scheme for 2019/20 to fund the car park related work.

### RECOMMENDATION

#### The Committee is requested:

1. To approve the expenditure of £20,000 from the approved scheme for car park improvements that is within the Capital Programme for 2019/20 for works to Wood Street Car Park, as described within this report, that will complement the broader Wood Street Regeneration project.

### SUMMARY OF PREVIOUS DECISIONS

Operational Management Committee, 10 September 2019:

The Committee were provided with an up to date position of the Capital Programme as at 31<sup>st</sup> July 2019.

### CORPORATE PRIORITIES

Spending your money in the most efficient way to achieve excellent services ( <b>Value for Money</b> )	✓
Delivering the services that customers expect of an excellent council ( <b>Clean and Green</b> )	✓
Working with all partners ( <b>Vibrant Economy</b> )	✓
To make sure Fylde continues to be one of the most desirable places to live ( <b>A Great Place to Live</b> )	✓
Promoting Fylde as a great destination to visit ( <b>A Great Place to Visit</b> )	✓

## REPORT

### Background

1. Fylde Council's Regeneration team has led on the regeneration of St Annes through physical interventions of public realm enhancements and building refurbishment. A significant proportion of funding has been secured through capital grants and recently developer contributions by way of Section 106 Agreements. An agreed Regeneration Framework linked residential and other relevant approvals to the enhancement of the town centre to promote economic sustainability. This model has also been used in Lytham, Kirkham and other smaller centres.
2. St. Annes has been divided into a series of zones, each one being the subject of an individual scheme for improvement. Large areas of the centre have been regenerated but some remain to be refurbished to the standard of public realm already completed. Wood Street is the next area for improvement with the North East part, focussed around the public car park, being the first area for enhancement.

### Wood Street Car Park Current Condition

3. The car park, located to the front of a line of retail units, was created in the mid 1980's. The surface is constructed of brick paving with hard landscaping of brick planters and integrated seating areas dividing the parking bays into three sections. Access is from Park Road with a one-way route through to the exit on St Andrew's Road South. There are 13 standard (fee paying) parking bays, 5 disabled bays and one very underused motorcycle parking bay. The recommended minimum number of disabled bays for this car park is 3.
4. The car park is in reasonable condition however some elements are dated with the original planters and street furniture not to the standard now expected when compared to the regenerated areas of St Annes. In one area the brick paving surface and kerbing have become displaced by tree roots causing potential trip hazards. The planters have been repaired on several occasions in recent years to replace displaced coping bricks and stones with some sections needing to be rebuilt.

### Scheme Details

5. The Council's regeneration team propose to refurbish and enhance the northern side of Wood Street (east end) which includes the car park. This section of Wood Street contains several specialist retail and commercial uses, so the upgrade will be of benefit, creating an enhanced quality of place. The total proposed scheme, which is shown in Appendix 1 includes the project to improve Wood Street Car Park and the wider surrounding area with the following features:
  - New paving to the commercial frontage from St. Andrews Road South to Park Road. This will enhance the setting and appearance of the buildings.
  - New paving to the footway to the outer edge of the car park adjoining the carriageway which will likewise enhance the car park and overall appearance of the street.
  - Relaying of part of the paving to ensure its longevity and that it aligns better aiding manoeuvring
  - Use of York stone paving at either ends of the scheme to integrate the scheme into those undertaken previously. Materials will be of the St. Annes 'palate'.
  - The removal of 4 mature trees causing damage to the pavement to be replaced by 5 semi mature specimens spaced along the whole frontage in artistically designed paving with speciality root system barriers to ensure longevity, structural stability and minimising long term pavement damage.
  - York stone paving sections along the outer pavement frontage to subdivide the length of the block paving surfacing.
  - Up lighting of the trees.
  - Enhanced shrub planting to add character to the street and soften the impact of parked cars.
  - Using the opportunity to undertake small scale refurbishments to Wood Street (central section), which was one of the first regeneration schemes to be completed.

6. The proposed scheme will include renewing part of the car park surface where the parking bays are located and will remove the current planters which split the parking into three sections. New planters will be introduced which will divide the parking into 4 sections. The plans have 14 standard bays and 4 disabled bays. The payment machine will be moved to a more central position with additional space provided for customers, so they are not stood in the main driving route through the car park. The angles of the parking bays will be adjusted so that they are more in compliance with current standards. The proposed new root system barriers for the trees will help protect the car park surface from future displacement thereby limiting trip hazard risk and maintenance costs.

### **Funding**

7. The quantified cost of both schemes is £204,000. The majority will be funded from a S106 contribution from the Heyhouses mixed use scheme managed by the Council's Regeneration team. The Operational Management Committee are requested to approve £20,000 from the Car Park Improvement capital budget for 2019/20 towards the total cost of the improvements to the car park and associated landscaping.

### **Value for Money and Procurement**

8. The Council's Regeneration team will procure the work through the commissioning framework at Lancashire County Council ensuring value for money within the budget available. The cost effectiveness of this procurement path has previously been considered by the Council in the context of other public realm schemes including St. Annes, Ansdell and Kirkham. It is proposed to maintain this method of working for this scheme. This arrangement provides assurances in respect to best value for procuring materials, equipment and construction for specialist public realm projects.
9. This partnership approach with Lancashire County Council has proven to be excellent value for money and enabled the successful delivery of public realm specialist projects. The process enables accurate costings for public realm schemes with guarantees about timing and financial monitoring during construction.

### **Viable Alternatives**

10. Although Wood Street Car Park is mostly in a reasonable condition, the regeneration scheme provides an opportunity to improve the standard of this area in a cost-effective way. If the car park-related scheme was not to be provided, then the wider area would be improved with the car park remaining in a serviceable though dated-looking condition.

### **Conclusion**

11. It is recommended that the Operational Management Committee approve the expenditure of £20,000 for improvement work to Wood Street Car Park that complements the Council's Regeneration Team's Wood Street regeneration project.

IMPLICATIONS	
Finance	The approved Capital Programme includes provision for car park improvements in the sum of £30,000 per annum. The works as proposed within this report would be funded from that existing approved resource.
Legal	None
Community Safety	None
Human Rights and Equalities	None
Sustainability and Environmental Impact	The scheme will include improved tree root management which should ensure the trees are able to grow to maturity without needing to be cut as a result of the displacement of car park/footpath surface and the creation of associated trip hazards.

Health & Safety and Risk Management	The scheme will resolve current trip hazards and limit future potential for trip hazards to be created.
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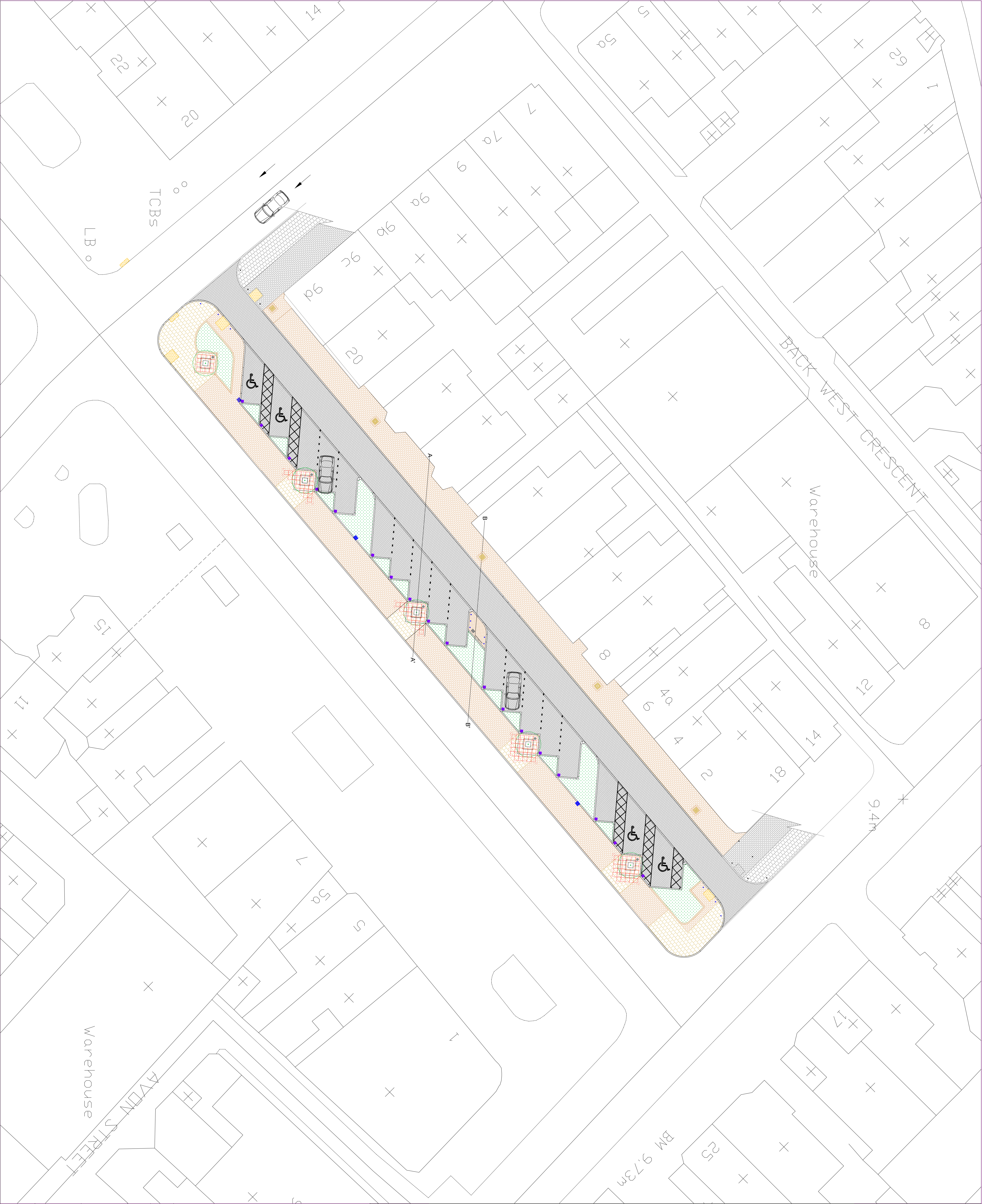
LEAD AUTHOR	CONTACT DETAILS	DATE
Andrew Loynd	<a href="mailto:andrew.loynd@fylde.gov.uk">andrew.loynd@fylde.gov.uk</a> 01253 658 527	23/12/2019

BACKGROUND PAPERS		
Name of document	Date	Where available for inspection
LSA 2020 Vision	2010	Town Hall and web site <a href="http://www.fylde.gov.uk">www.fylde.gov.uk</a>

Attached documents

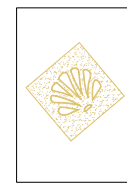
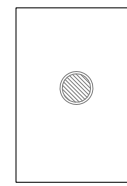
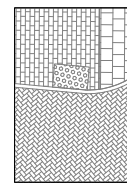
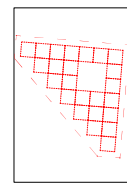
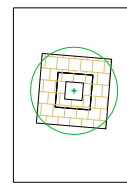
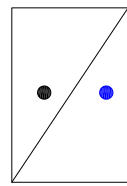
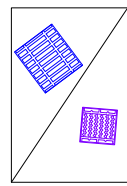
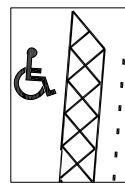
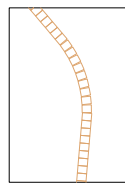
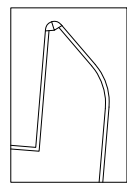
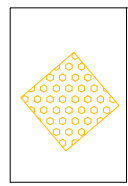
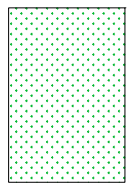
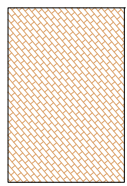
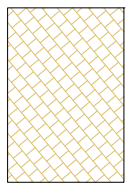
Appendix 1 – Proposed design of Wood Street Regeneration Project





NOTES

Yorksone paving: specification and laying pattern to match existing. Paving to be laid on a motor bed



Proposed permeable (600 x 600 x 60mm) asphalt  
allow for the storage and installation of electric bikes  
laid on a motor bed

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allow for the storage and installation of electric bikes  
laid on a motor bed

Rev 1 Dec 2019) inclusion of PCC channel in the car park, redefining of some block parking,  
removal of some bollards and the Yorksone from outside the shops and  
the inclusion of some artistic Yorksone pavements.

Revision

Date	Revision
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Technical Services  
Development Services  
The Town Hall  
Lytham St Annes  
Lancashire  
FY8 1LW  
Tel: 01253 658658 E-mail: webmaster@fylde.gov.uk

Drawn By:	SK	Date:	Oct 2019
Checked By:	PD	Scale:	1:200 @ A1

Project:

St Annes Regeneration  
Wood Street Car Park

Type:

General Arrangement

Drawing Number:

RT\_19002\_01 Rev 1



## INFORMATION ITEM

REPORT OF	MEETING	DATE	ITEM NO
RESOURCES	OPERATIONAL MANAGEMENT	14 JANUARY 2020	8
<b>ENVIRONMENTAL ENFORCEMENT OPTIONS</b>			

### PUBLIC ITEM

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

### SUMMARY OF INFORMATION

Cleansing priorities and resident concerns with regards to littering and dog fouling remain high and cannot be adequately addressed within current resources. As a result, Councillors have asked Officers to investigate alternative means of combatting anti-social environmental crimes, with greater emphasis on enforcement. This information item provides an update on specialist enforcement services to address environmental crime issues such as dog fouling, littering and other dog control measures under the Public Space Protection Orders.

### SOURCE OF INFORMATION

N/A

### LINK TO INFORMATION

N/A

### WHY IS THIS INFORMATION BEING GIVEN TO THE COMMITTEE?

To keep the Committee informed of matters relating operational issues

### FURTHER INFORMATION

Kathy Winstanley, Head of Health and Environment, [kathy.winstanley@fylde.gov.uk](mailto:kathy.winstanley@fylde.gov.uk), 01253 658634



## INFORMATION NOTE

### Private Sector Environmental Enforcement Option

Amongst the key priorities for Fylde Council is to create clean, safe and healthy communities and maintain high quality parks and open spaces. This means ensuring that the environment remains clean and free of litter and dog fouling. The Operational Services and Parks staff do an excellent job of keeping the area clean with regular praise from residents and visitors. There are over 700 litter bins across the borough which are emptied daily, with increased frequency during the warmer weather and events season. There are also 40 bins located on the beach to encourage people to dispose of their waste responsibly. In addition to the bins, there are also several mobile litter pickers and street sweepers who move around cleansing the area and collected discarded rubbish. The cleansing team also respond reactively to reports of litter and dog fouling to ensure that the borough remains clean and tidy and the Dog Wardens inform, educate and enforce dog related environmental offences through Public Space Protection Orders.

Despite all this, there are continued challenges to delivering a clean borough, with irresponsible individuals choosing to carryout anti-social behaviour such as littering, dropping cigarette butts and chewing gum, failing to pick up after their dogs or letting their dogs run out of control or off the lead in restricted areas. These types of environmental street scene issues are emotive and cause concern for residents and businesses alike, with the desire for clean streets and action against irresponsible dog ownership common themes on social media platforms. Traditionally, officers have followed an informative and educational approach with campaigns aimed at highlighting environmental crimes and encourage prevention through responsible waste disposal and dog ownership. However, residents still regularly express concern and have expectations that are beyond what can be delivered within current resources, particularly the expectation to see more enforcement action, or 'stick' along with the 'carrot'. Councillors have asked Officers to investigate alternative means of combatting anti-social enviro crimes, with greater emphasis on enforcement.

Looking at best practice elsewhere it is evident that the private sector can complement the services of Local Authority Officers by offering a more targeted approach. A private sector company called District Environmental has been operating in several Lancashire districts that could potentially work in collaboration with the council to tackle these issues. The company have the same commitment to addressing environmental issues and crime as Fylde Council and are keen to support the council in creating a cleaner, greener Fylde.

Initial discussion held with District Environmental has identified the opportunity to explore further the opportunity to secure a resource that can deliver high rates of enforcement as well as engaging with the local community. District offer an **"end to end"** cost neutral environmental service funded through the income generated from fixed penalties with no upfront payment by the council. Patrols are dedicated to the core offences of general littering, vehicle litter, dog fouling and the enforcement of Public Space Protection Orders with support to parks and green space patrols and investigating dog fouling complaints, alley-way dumping, and fly tipping. The engagement work with public would include handing out leaflets, carrying out surveys and presenting to local schools.

District Environmental will be invited to an Elected Member Learning Hour in February to provide detailed information on the service they can offer and respond to any queries. Following this, a decision item will be brought before the March Operational Management Committee recommending a 12-month pilot scheme of a specialist enforcement service to address environmental crime issues such as dog fouling, littering and other dog control measures under the Public Space Protection Orders, to be informed by the dialogue between now and the March committee.

**FURTHER INFORMATION AVAILABLE FROM**

Kathy Winstanley, Head of Health and Environment, [kathy.winstanley@fylde.gov.uk](mailto:kathy.winstanley@fylde.gov.uk), 01253 658634

## INFORMATION ITEM

REPORT OF	MEETING	DATE	ITEM NO
MANAGEMENT TEAM	OPERATIONAL MANAGEMENT COMMITTEE	14 JANUARY 2020	9
<b>BUDGET SETTING – REVENUE BUDGET 2020/21 - FIRST DRAFT</b>			

### PUBLIC ITEM

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

### SUMMARY OF INFORMATION

The first draft of the revenue budget for 2020/21 has been prepared and is available via the link below. As in previous years, the budget has been prepared on a continuation basis and has been updated to reflect all Committee and Council decisions made to date, the outcome of the budget-rightsizing exercise and all virements.

### SOURCE OF INFORMATION

Revenue Budget Book 2020/21 – First Draft

### LINK TO INFORMATION –

<https://new.fylde.gov.uk/council/finance/revenue-budget-2020-21-first-draft/>

### WHY IS THIS INFORMATION BEING GIVEN TO THE COMMITTEE?

The provision of a first draft of the 2020/21 Revenue Budget to the Council's Programme Committees allows members of each Programme Committee to review the draft revenue budget for the services within the Committee's terms of reference and to provide any comments or feedback as appropriate to the committee Lead Officer, Service Director or budget holders.

This first draft does not reflect any changes to fees and charges for 2020/21 as these will be considered by Programme Committees during the January cycle of meetings. Nor does it reflect any revenue growth items or the revenue implications of capital bids. At this stage the draft budget for 2020/21 does not include recharges in respect of support services and service management costs as these elements remain to be finalised. A further budget-rightsizing exercise will be carried out early in 2020 and this first draft will be updated to reflect any changes arising from that piece of work.

The final revenue budget for 2020/21 will include any subsequent decisions made and will be presented to Members for approval at the Council meeting on 4th March 2020.

### FURTHER INFORMATION

Contact: Paul O'Donoghue, Chief Financial Officer.

Tel 01253 658566

e-mail: [paul.o'donoghue@fylde.gov.uk](mailto:paul.o'donoghue@fylde.gov.uk)

# INFORMATION ITEM

REPORT OF	MEETING	DATE	ITEM NO
MANAGEMENT TEAM	OPERATIONAL MANAGEMENT COMMITTEE	14 JANUARY 2020	10
<b>REVENUE BUDGET MONITORING REPORT 2019/20 –            POSITION AS AT 30<sup>th</sup> NOVEMBER 2019</b>			

## PUBLIC ITEM

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

## SUMMARY OF INFORMATION

The purpose of this report is to provide an update of the Council's General Fund (GF) Revenue Budget as at 30<sup>th</sup> November 2019 and specifically for those services under the Committee's remit.

## SOURCE OF INFORMATION

Chief Financial Officer – the report is based upon information extracted from the financial ledger system of the Council for the period to 30th November 2019.

## LINK TO INFORMATION

General Fund Revenue Budget Monitoring Report 2019/20 as at 30<sup>th</sup> November 2019:

<http://www.fylde.gov.uk/council/finance/budget-monitoring>

## WHY IS THIS INFORMATION BEING GIVEN TO THE COMMITTEE?

This information is provided to enable the committee to consider and scrutinise periodic revenue budget monitoring reports for those services under the committee's remit.

## FURTHER INFORMATION

Contact: Paul O'Donoghue, Chief Financial Officer.

Tel 01253 658566 e-mail: [paul.o'donoghue@fylde.gov.uk](mailto:paul.o'donoghue@fylde.gov.uk)

**Attached:** Revenue Budget Monitoring Report 2019/20

# GENERAL FUND REVENUE BUDGET MONITORING REPORT 2019/20

## POSITION AS AT 30<sup>TH</sup> NOVEMBER 2019

### Summary

The purpose of this report is to provide an update on the Council's General Fund Revenue Budget as at 30<sup>th</sup> November 2019. The report includes a narrative description of the most significant variances from the profiled latest budget and details any actions required to address these. Appendix A to this report shows the value of the most significant variances (those in excess of £5k) for all of the Council services by Committee and provides a brief explanation for each variance.

### 1. Background

- 1.1 The Council operates a system of Revenue Budget Monitoring which revolves around the production of detailed monthly monitoring reports for budget holders. Significant variances from the expected budget position at the point of monitoring, both for expenditure and income, are summarised in monitoring reports which are periodically reported to each Programme Committee for information purposes. This report therefore details the findings and issues emerging from budget monitoring carried out to 30<sup>th</sup> November 2019.
- 1.2 It should be noted that work continues on improving budget profiling across the Council in order that budget profiles more accurately reflect the spending pattern of individual budgets across the financial year. This serves to enhance budget monitoring and focus attention on true variances rather than budget profiling issues. This is a continuous process with budget holders so that the improved profiling continues to refine the budget monitoring system.
- 1.3 Council approved the 2019/20 budget at its meeting on 5<sup>th</sup> March 2019. Subsequently on 24<sup>th</sup> June 2019 the Finance and Democracy Committee approved the Council's outturn position for 2018/19. The impact of those approvals, including savings and growth options approved at Council and slippage from 2018/19 approved by the Finance and Democracy Committee, are now reflected in the Council's financial ledger.

### 2. Budget Rightsizing Exercise

- 2.1 Since 2011 an annual budget rightsizing exercise has been undertaken to analyse underspends which have occurred over the last 3 financial years and to adjust current and future year budgets to better reflect the level of resource requirement in the context of current financial constraints. This process was undertaken during the autumn of 2019 and the resulting changes to budgets were reflected in the revised Financial Forecast that was presented to the Council in December 2019. These amendments have also now been reflected in the Council's financial ledger. Therefore this report monitors expenditure and income against the updated approved budgets.

### 3. Budget Areas to Note

As would be expected, because monitoring is being undertaken as a comparison to recently revised budgets, there are only a small number of variances from that revised position to note. The main variances are described below:

#### i. Employee Costs

The budget forecast which was approved by Council in March 2019 assumes Employee Cost Savings (including vacancy savings arising from delays in the recruitment to vacant posts) of £300,000 per annum from 2019/20 onwards. The actual level of savings achieved in relation to direct employee costs for the current year to date shows a level of savings in excess of this. This budget will be kept under review during the remainder of the financial year.

## **ii. Crematorium Income**

The number of cremations held this year has been below that forecast and the level of income received has reduced accordingly. The income budget for cremations has been raised year-on-year as previous income forecasts have been exceeded, but there is a concern that the level may now be set too high. A review of future income forecasts will be undertaken to consider the appropriate levels of future income expectations. This budget will be kept under review during the remainder of the year and the service may yet recover the position if activity increases in the following months.

## **iii. Computer Services**

An underspend is currently recorded against these budgets, however this period does not account for the renewal and ongoing services of our server operating system infrastructure licensing, Office 365, or desktop operating system licensing which are due calendar year end. Similarly, development works around the enhancement of user journeys on the website- from payment through to back office system and service fulfilment- which have completion delivery conditions upon them are also not accounted for in this period. With that in mind we do anticipate these variances to reduce significantly in the next period. Network improvement projects incorporating new technologies in the face of changing security compliance considerations are also planned for early 2020 which will require investment in the purchase of computer equipment. Due to the timing of these projects a proportion of the budgets may need to be rephased into 2020/21 as part of the next update to the Financial Forecast.

## **iv. Fleet and Plant Expenditure**

There are a number of favourable variances in respect of vehicle costs. Some are due to the fact that a number of vehicles have been acquired in the past 18 months, replacing older and more expensive to maintain vehicles. Additionally fuel costs for the first part of the year have been lower than anticipated. These budgets will be kept under review during the remainder of the financial year and adjusted as necessary as part of the next budget right-sizing exercise.

## **4. Conclusions**

- 4.1 The updated financial forecast, as presented to the Finance and Democracy Committee in November 2019, shows projected surpluses for 2019/20 and 2020/21 followed by a period of uncertainty as the national framework for the financing of local government will be subject to review. In light of the uncertainties surrounding future national funding arrangements the Council needs to continue with the approach to delivering savings and efficiencies and maximising income which have helped deliver balanced budgets and contribute to reserves over recent years. Through continued focus on the importance of financial stability the Council has delivered a significant savings programme since 2007 and has continued to reduce senior management costs and other overheads. Ongoing modernisation work and business improvement will continue to make Council services more efficient, save money and maintain frontline services to customers.
- 4.2 Finance staff work continuously with budget holders across the Council, and are heavily reliant upon budget-holders to be able to understand and quantify the potential impact of in-year hotspot variances within their areas of responsibility.
- 4.3 Regular budget monitoring reports such as this one are an integral part of the Council's financial monitoring framework. These are made available on the Council's website.

**REVENUE MONITORING 2019/20 - Period 8 to November 30th November 2019 (Variances in excess of £5K)**

Key

<b>BLUE</b>	Variance currently showing but expected to be on target at year end
<b>GREEN</b>	Favourable variance against latest budget
<b>AMBER</b>	Adverse variance against latest budget
<b>RED</b>	Projected adverse outturn variance

Service Area	Detailed Description	Full Year Budget	Budget as at Period 8	Actual & Commitments as at Period 8	Variance as at Period 8	FAVOURABLE / ADVERSE	Alert	Budget Holder Comments
		£	£	£	£			

**FINANCE & DEMOCRACY COMMITTEE / CORPORATE CROSS CUTTING BUDGETS**

All Council services	Employee costs including basic pay, pension, NI, and overtime, plus agency costs	9,197,862	6,245,617	6,202,559	-43,058	FAV	GREEN	The budget forecast which was approved by Council in March 2019 assumes Employee Cost Savings (including vacancy savings arising from delays in the recruitment to vacant posts) of £300,000 per annum from 2019/20 onwards. The actual level of savings achieved in relation to direct employee costs for the current year to date shows a level of savings in excess of this. This budget will be kept under review during the remainder of the financial year.
Elections - Other/Referendum	Elections - Neighbourhood Plan Referenda	26,411	17,611	0	-17,611	FAV	GREEN	The Council is currently waiting to see if permission to appeal to the Supreme Court is granted against an earlier Court of Appeal decision which challenged the St Annes Neighbourhood Plan. However it is unlikely that a Neighbourhood Planning referendum will be required in 2019/20 and this funding may ultimately be rescheduled to 2020/21. This budget will be kept under review during the remainder of the year and re-phased as necessary.

**OPERATIONAL MANAGEMENT COMMITTEE**

Vehicles & Plant	FMS Materials Cost	145,670	97,211	71,362	-25,849	FAV	GREEN	There are a number of favourable variances in respect of vehicle costs. Some are due to the fact that a number of vehicles have been acquired in the past 18 months, replacing older and more expensive to maintain vehicles. Additionally fuel costs for the first part of the year have been lower than anticipated. These budgets will be kept under review during the remainder of the financial year and adjusted as necessary as part of the next budget right-sizing exercise.
	Repairs by Commercial Garages	23,400	15,698	10,493	-5,205	FAV	GREEN	
	Fuel Costs	313,406	208,984	186,728	-22,256	FAV	GREEN	
	Tyres - Renewal	34,636	23,186	13,642	-9,544	FAV	GREEN	
Car Parks	Cash Collection - Pay and Display	11,000	7,336	18,052	10,716	ADV	AMBER	The cost of collecting cash from the pay and display machines, along with card-processing charges, have increased in recent years and it will be necessary to review this budget as part of the next budget right-sizing exercise.



## Appendix A (Cont'd)

### REVENUE MONITORING 2019/20 - Period 8 to November 30th November 2019 (Variances in excess of £5K)

Key

<b>BLUE</b>	Variance currently showing but expected to be on target at year end
<b>GREEN</b>	Favourable variance against latest budget
<b>AMBER</b>	Adverse variance against latest budget
<b>RED</b>	Projected adverse outturn variance

Service Area	Detailed Description	Full Year Budget	Budget as at Period 8	Actual & Commitments as at Period 8	Variance as at Period 8	FAVOURABLE / ADVERSE	Alert	Budget Holder Comments
		£	£	£	£			

#### OPERATIONAL MANAGEMENT COMMITTEE (Cont'd)

Fylde Waste Schemes	Other Sales	-50,000	-33,340	-67,382	-34,042	FAV	<b>GREEN</b>	This is additional unbudgetted income arising from the increased sale of chargeable wheeled bins in respect of newly built properties. This additional income will be reflected in the next update to the Financial Forecast.
Computer Services	Purchase of Computer Equipment, Program Licence Charges, Development Costs, Miscellaneous.	448,372	298,979	113,311	-185,668	FAV	<b>GREEN</b>	An underspend is currently recorded against these budgets, however this period does not account for the renewal and ongoing services of our server operating system infrastructure licensing, Office 365, or desktop operating system licensing which are due calendar year end. Similarly, development works around the enhancement of user journeys on the website- from payment through to back office system and service fulfilment- which have completion delivery conditions upon them are also not accounted for in this period. With that in mind we do anticipate these variances to reduce significantly in the next period. Network improvement projects incorporating new technologies in the face of changing security compliance considerations are also planned for early 2020 which will require investment in the purchase of computer equipment. Due to the timing of these projects a proportion of the budgets may need to be rephased into 2020/21 as part of the next update to the Financial Forecast.

#### TOURISM AND LEISURE COMMITTEE

Parks Development - Lytham & St Annes	Parks Furniture	16,100	10,736	22,390	11,654	ADV	<b>AMBER</b>	The year to date has seen additional expenditure for the purchase of memorial benches. It is anticipated that this additional cost will be offset by increased income for commemorative benches during the remainder of the year. This budget will be kept under review during the remainder of the financial year and may require adjustment as part of the next update to the Financial Forecast.
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## Appendix A (Cont'd)

### REVENUE MONITORING 2019/20 - Period 8 to November 30th November 2019 (Variances in excess of £5K)

Key

<b>BLUE</b>	Variance currently showing but expected to be on target at year end
<b>GREEN</b>	Favourable variance against latest budget
<b>AMBER</b>	Adverse variance against latest budget
<b>RED</b>	Projected adverse outturn variance

Service Area	Detailed Description	Full Year Budget	Budget as at Period 8	Actual & Commitments as at Period 8	Variance as at Period 8	FAVOURABLE / ADVERSE	Alert	Budget Holder Comments
		£	£	£	£			

#### ENVIRONMENT, HEALTH & HOUSING COMMITTEE

Cemetery & Crematorium	Cremations	-1,140,000	-760,152	-702,365	57,787	ADV	AMBER	The number of cremations held this year has been below that forecast and the level of income received has reduced accordingly. The income budget for cremations has been raised year-on-year as previous income forecasts have been exceeded, but there is a concern that the level may now be set too high. A review of future income forecasts will be undertaken to consider the appropriate levels of future income expectations. This budget will be kept under review during the remainder of the year and the service may yet recover the position if activity increases in the following months.
Taxi Licensing	Hackney Carriage Driver Licences	-16,094	-10,732	-20,749	-10,017	FAV	GREEN	A change in legislation 3 years ago introduced annual and 3 yearly licences. This year is the first renewal for the 3 yearly licence leading to an increase in income in the current year. The number of new application has also increased. As this is anticipated to be a recurring increase in income the budgets will be amended as appropriate as part of the next update to the financial forecast. Additionally, the number of applications for new and replacement vehicles has increased, leading to additional income from the issue of new licences.
	Private Hire Vehicle Licences	-25,296	-16,868	-26,811	-9,943	FAV	GREEN	

## Appendix A (Cont'd)

### REVENUE MONITORING 2019/20 - Period 8 to November 30th November 2019 (Variances in excess of £5K)

Key

<b>BLUE</b>	Variance currently showing but expected to be on target at year end
<b>GREEN</b>	Favourable variance against latest budget
<b>AMBER</b>	Adverse variance against latest budget
<b>RED</b>	Projected adverse outturn variance

Service Area	Detailed Description	Full Year Budget	Budget as at Period 8	Actual & Commitments as at Period 8	Variance as at Period 8	FAVOURABLE / ADVERSE	Alert	Budget Holder Comments
		£	£	£	£			

#### PLANNING COMMITTEE

Development Management	Consultants Fees	25,000	16,668	5,910	-10,758	FAV	GREEN	The council employs external consultants in order to provide specialist advice on particular planning matters as and when necessary. Expenditure against this budget is very much dependant upon the nature of applications received. A number of applications currently before the Council for consideration will require specialist advice. This budget will continue to be carefully monitored and adjusted as necessary as part of the next update to the Financial Forecast.
Planning Appeals	Planning Appeal Hearing Costs	50,000	33,340	660	-32,680	FAV	GREEN	Since the local plan was adopted, the number of planning appeals considered following public inquiry, which is the most costly method to the council, has reduced. As the local plan is now 12 months old and cannot be regarded as 'recently adopted' for the purposes of applying national planning policy, it may be that developers will once again seek to challenge the decisions of the council. This budget will continue to be carefully monitored and adjusted as necessary as part of the next update to the Financial Forecast.
Planning Enforcement	Enforcement Costs	25,000	16,668	0	-16,668	FAV	BLUE	Legal action in regard to a number of sites is currently underway and it is likely that there will be a call on this budget during the remainder of the current financial year. This budget will continue to be carefully monitored and adjusted as necessary as part of the next update to the Financial Forecast.
Planning Policy	Local Development Framework Costs	15,000	10,004	0	-10,004	FAV	BLUE	The local plan is currently under review and costs will be incurred in the latter part of the financial year as this process continues. This budget will continue to be carefully monitored and adjusted as necessary as part of the next update to the Financial Forecast.

## INFORMATION ITEM

REPORT OF	MEETING	DATE	ITEM NO
MANAGEMENT TEAM	OPERATIONAL MANAGEMENT COMMITTEE	14 JANUARY 2020	11
<b>CAPITAL PROGRAMME MONITORING REPORT 2019/20            POSITION AS AT 30 NOVEMBER 2019</b>			

### PUBLIC ITEM

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

### SUMMARY OF INFORMATION

The purpose of this report is to provide an update on the approved Capital Programme of the Council as at 30th November 2019 and specifically for those schemes under the remit of the Committee.

### SOURCE OF INFORMATION

Chief Financial Officer – the report is based upon information extracted from the financial ledger system of the Council for the period to 30th November 2019.

### LINK TO INFORMATION

Capital Programme monitoring Report to 30th November 2019:

<http://www.fylde.gov.uk/council/finance/budget-monitoring/>

### WHY IS THIS INFORMATION BEING GIVEN TO THE COMMITTEE?

This information is provided to enable the committee to consider and scrutinise the Capital Programme monitoring reports for those schemes under the remit of the Committee.

### FURTHER INFORMATION

Contact: Paul O'Donoghue, Chief Financial Officer.

Tel 01253 658566 e-mail: [paul.o'donoghue@fylde.gov.uk](mailto:paul.o'donoghue@fylde.gov.uk)

**Attached** - Capital Programme Monitoring Report 2019/20

# **CAPITAL PROGRAMME MONITORING REPORT 2019/20 –**

## **POSITION AS AT 30<sup>TH</sup> NOVEMBER 2019**

### **Summary**

The purpose of this report is to provide an in-year progress update in respect of those schemes within the Capital Programme that have been approved for delivery in 2019/20, together with an update on the overall Five Year Capital Programme of the Council. This report includes a narrative description of some of the more significant schemes within the Capital Programme and details any risks and the actions required to address these. Appendix A to this report provides an update by Committee on schemes scheduled for commencement or delivery in 2019/20. Appendix B provides a summary of the latest position for the 5 year Capital Programme and Appendix C provides details of the financing of the programme.

### **1. Background**

The Council approved the Capital Programme on 5<sup>th</sup> March 2019. That update showed a balanced capital programme position from 2019/20 onwards. This report includes year to date expenditure and sets out the latest phasing of the programme and any additions or changes since the capital programme was presented to Council in March 2019. The Programme has also been rolled forward to include the year 2023/24.

### **2. Notes on Specific Schemes**

There are a number of schemes for which further information is provided below:

#### **i) Coast Protection Scheme**

The Fairhaven and Church Scar Coast Protection Scheme budget is £21.8m, being funded by Flood Defence Grant-in-Aid (which is an Environment Agency eligible cost reimbursable grant) of up to £21.4m; alongside a contribution from Fylde Council of £0.4m.

Work started on site in December 2017 and has progressed well. The revised Contract Completion Date is December 2020, but it is anticipated that contract Completion will be closer to summer 2020.

In addition to the core sea defence works a range of public realm enhancements to the scheme have been added with a budget of £360k (plus an extra £50k for an automated car park barrier system), funded by Fylde Council from the Capital Investment Reserve.

#### **ii) Fairhaven Lake & Promenade Gardens Restoration including the Adventure Golf Scheme**

The main building and landscape works contract will now be undertaken between September 2020 and April 2021. Consequently this supplementary scheme has now been re-phased into 2020/21 to reflect this as part of the latest update to the Financial Forecast. Events and Activities at the lake and gardens will continue throughout this period.

The Adventure Golf scheme has been delayed from the original dates set out within the Committee reports due to physical constraints arising from the Heritage Lottery Fund works at the location. The Adventure Golf works has now be rescheduled into 2020/21 as part of the latest update to the Financial Forecast. The proposed start date for physical works is April 2020 with a completion target of summer 2020.

#### **iii) Disabled Facilities Grants**

The grant allocation has been increased for 2019/20 to a total of £1,090k which, together with slippage of £13k from 2018/19 and a further £40k from New Fylde Housing in relation to DFG works on properties that they own, provides total funding for 2019/20 of £1,143k. This revised allocation will be reflected in the next update of the Financial Forecast. Grant awards are progressing well and it is anticipated that the majority of the grant allocation will be spent in 2019/20.

#### **iv) St Annes Regeneration Schemes**

The next phase of regeneration works in St Annes was agreed to be Wood Street, subject to agreement with landowners following the usual model. However, despite several meetings with tenants and owners there remain difficulties in securing authority to carry out works to all forecourts for implementation of the easterly side of the works. As a result it is now recommended that the westerly side (The Council's car park side) be finalised initially with a view to commencement in the spring of 2020. In addition it is proposed to extend the Pier link scheme/ Clifton Drive South to include other elements of the town centre regeneration plan as set out in the 2020 Vision document. It is anticipated that works will commence in February 2020, with an element of the scheme now being rescheduled into 2020/2021 as part of the next update to the Financial Forecast.

#### **v) Lytham Regeneration Schemes**

In respect of the major capital scheme for Lytham Town Centre, a number of suggestions have been made from the Business Group and other parties. Some of which require careful consideration with agencies such as Lancashire County Council. Options are being considered involving local members and a draft plan drawn together. This will have a phased programme of works to be considered by planning committee. It is envisaged that the first phase will be commenced this financial year.

### **3 Conclusions**

- 3.1 Actual expenditure to 30<sup>th</sup> November 2019 is £7.521m against an updated full year budget of £15.872m. This equates to 47% of the latest budget. Certain schemes will be adjusted or re-phased into 2020/21 as part of future Financial Forecast updates that are reported to Members during the year.
- 3.2 The current Capital Programme as updated is showing a balanced position for 2019/20 onward. The Capital Programme and the associated financing will be subject to discussion with members during the months in the lead up to the annual budget setting process for 2020/21.
- 3.3 Any additional expenditure which is not fully-funded by external finance would normally require the generation of capital receipts or further borrowing (the latter placing further pressure on the Revenue Budget from the consequent repayment costs). However Budget Council on 4<sup>th</sup> March 2013 approved the creation of a Capital Investment Reserve to finance future capital expenditure.

The balance of this reserve at 31st March 2019 was £4.385m. Of this, £3.398m is committed to deliver existing approved capital schemes in future years, leaving an unallocated balance on the reserve of £0.987m.

Further transfers into the reserve in the total sum of £1.830m (£0.721m for 2019/20 and £1.109m for 2020/21) are estimated in the November update to the financial forecast as presented to the Finance and Democracy Committee, which would result in a revised unallocated balance on the reserve of £2.817m. These estimated transfers into the reserve are, of course, subject to change as actual expenditure and income levels will undoubtedly differ to the forecast amounts over the next two financial years.

Additional future projects will be subject to further consideration as part of the budget setting process for 2020/21. Whilst it remains the case that this reserve is the preferred source of finance for any further additions to the Capital Programme, continuing contributions to the reserve are required in order to maintain a sustainable funding source for future years.

# **CAPITAL PROGRAMME - 2019/20 IN-YEAR SCHEME MONITORING REPORT - AS AT 30/11/19**

## **Appendix A**

APPROVED SCHEMES	Financing Source	Approved Budget 2019/20 £000	Slippage B/F from 2018/19 £000	Adjustments from 05/03/19 £000	Updated Budget 2019/20 £000	Expenditure to 30/11/19 £000	Variance £000	Comments
<b><u>FINANCE &amp; DEMOCRACY COMMITTEE</u></b>								
Accommodation Project - Phase 8 - Town Hall Car Park	General asset disposal receipts	0	33	0	33	17	16	This scheme (the final element of the Accommodation Project) has now been completed. The only outstanding element of the scheme relates to the final invoices and the retention amounts, which are expected to be finalised during 2019/20.
Purchase of Land Adjacent to Squires Gate Station	Capital Investment Reserve	0	0	5	5	0	5	Negotiations with the landowner have commenced for the Council to purchase a small parcel of land to facilitate the creation of an accessible route to Squires Gate Railway Station platform. Once purchased the Council will grant a long ground lease of this land to Network Rail to include the transference of responsibility for management and maintenance of the land.
<b>Sub total</b>		<b>0</b>	<b>33</b>	<b>5</b>	<b>38</b>	<b>17</b>	<b>21</b>	
<b><u>TOURISM &amp; LEISURE COMMITTEE</u></b>								
St Annes Pool	No external finance - funded by borrowing / general asset disposal receipts	93	0	-93	0	0	0	No expenditure is currently planned. This budget has been removed and any further updates will be reflected in future reports to Committee.
Fairhaven Lake & Promenade Gardens Restoration	Capital Investment Reserve	120	0	148	268	135	133	The main building and landscape works contract will now be undertaken between September 2020 and April 2021. Consequently this supplementary scheme has now been re-phased into 2020/21 to reflect this as part of the latest update to the Financial Forecast. Events and Activities at the lake and gardens will continue throughout this period.
Promenade Footways	No external finance - funded by borrowing / general asset disposal receipts	40	-5	40	75	0	75	A scheme is being developed to utilise this funding to complement the 'St Annes Road West – Square to Pier Link and Gateway' capital scheme. It is anticipated that the proposed scheme will be submitted to the Tourism and Leisure Committee for consideration in March 2020 for delivery in 2020/21. Consequently this scheme will be re-phased as part of the next update to the financial forecast.
Staining Playing Fields Development Scheme	Capital Investment Reserve	129	151	-94	186	168	18	Phases 1 and 2 of the scheme commenced in April 2019 and the works are due to be complete by March 2020 within the budget of £186,000. Whilst the contractor was 'on site' to undertake these phases it became apparent that the secondary drainage works and additional levelling of the site (phase 3 of the scheme) needed to be undertaken at the same time to ensure best value for money and a fully competent drainage scheme. The remaining budget for Phase 3 is £94,000 and a scheme for these works are being designed in consultation with the parish council and community groups. It is expected that physical works will start in March/April 2020 with an anticipated finish date of May 2020. Therefore the £94,000 budget for phase 3 of the scheme has been re-phased into 2020/21 to reflect this as part of the latest update to the Financial Forecast.

# **CAPITAL PROGRAMME - 2019/20 IN-YEAR SCHEME MONITORING REPORT - AS AT 30/11/19**

# **Appendix A (cont'd.)**

APPROVED SCHEMES	Financing Source	Approved Budget 2019/20 £000	Slippage B/F from 2018/19 £000	Adjustments from 05/03/19 £000	Updated Budget 2019/20 £000	Expenditure to 30/11/19 £000	Variance £000	Comments
<b>TOURISM &amp; LEISURE COMMITTEE (cont'd.)</b>								
Ashton Gardens Play Area	Capital Investment Reserve	20	0	0	20	0	20	This project is expected to be completed in December 2019 within budget.
Ashton Gardens Nursery Improvements	Capital Investment Reserve	30	0	0	30	0	30	The works for this scheme have been tendered and are planned to be undertaken during January 2020 with the scheme expected to be completed within budget during 2019/20.
Coastal Signage Improvements	Capital Investment Reserve	60	0	-60	0	0	0	A proposed scheme is currently being developed. It is intended that the scheme will be presented to the Tourism and Leisure Committee for consideration in March 2020. As the scheme will no longer commence in 2019/20 it has been re-phased into 2020/21 as part of the latest update to the Financial Forecast.
Open Space access control measures	Capital Investment Reserve	15	0	0	15	0	15	Further consultation has been undertaken with ward members and residents to establish the exact need of access controls at King George V Playing Fields and Blackpool Road Playing Fields This consultation has not proved decisive in establishing public need for access controls at the site. Officers will monitor the situation and a report will be presented at a future meeting of the Tourism and Leisure Committee and any changes will be reflected in the next update to the Financial Forecast.
Coastal Explorers	Capital Investment Reserve	20	0	0	20	0	20	Officers are developing external funding bids to support this project. An 'expression of interest' to the 'Big Lottery' fund has been submitted which, if successful, will require a full funding bid to be prepared and submitted. This would be for a grant in the sum of £150,000. A further funding bid will be submitted to Arts Council England in 2020 in the sum of £50,000. As the outcome of these bids will not be known by the end of the financial year it is anticipated that the £20,000 Council contribution will not now be required until 2021. Consequently the scheme will be re-phased as part of the next update to the Financial Forecast.
Weeton Village Hall - public open space improvements	S106 Developer Contributions	0	0	7	7	7	0	A Service Level agreement has been prepared between Fylde and Weeton Parish Council. The scheme is expected to be completed within budget during 2019/20.
Fylde Sand Dunes Improvement Scheme	S106 Developer Contributions / Specific Grants	0	0	52	52	0	0	A proposed scheme was presented to the Tourism & Leisure Committee in November 2019, and subsequently approved by the Finance & Democracy Committee, with funding in the sum of £25,000 being provided by developer s106 contributions. In December 2019 it was announced that the grant application to the Lancashire Wildlife Trust in the sum of £27,000 had been successful, and consequently all of the required funding for the scheme has now been secured.
<b>Sub total</b>		<b>527</b>	<b>146</b>	<b>0</b>	<b>673</b>	<b>310</b>	<b>311</b>	



# **CAPITAL PROGRAMME - 2019/20 IN-YEAR SCHEME MONITORING REPORT - AS AT 30/11/19**

# **Appendix A (Cont'd)**

APPROVED SCHEMES	Financing Source	Approved Budget 2019/20 £000	Slippage B/F from 2018/19 £000	Adjustments from 05/03/19 £000	Updated Budget 2019/20 £000	Expenditure to 30/11/19 £000	Variance £000	Comments
<b><u>OPERATIONAL MANAGEMENT COMMITTEE</u></b>								
Replacement Vehicles	Capital Investment Reserve / Borrowing	471	148	0	619	376	243	It is anticipated that all vehicle purchases will be completed to budget in 2019/20. If any vehicle orders are delayed due to specific build time this may lead to the re-phasing of a proportion of the budget into 2020/21.
Car Park Improvements	No external finance - funded by borrowing / general asset disposal receipts	30	0	0	30	0	30	A proposed scheme will be presented for consideration to the Operational Management Committee at either the January or March 2020 meeting of the committee for delivery in 2020/21. Consequently this scheme will be re-phased into 2020/21 as part of the next update to the financial forecast.
Public Transport Improvements	S106 Developer Contributions	48	30	13	91	31	60	This funding is being spent as projects are developed. To date £13,200 has been allocated to Staining Parish Council to support a free local bus service. A number of other schemes are being developed and negotiations with Lancashire County Council, as the commissioning body for bus services for the borough, are continuing in order to assess the viability of each scheme. Not all of this funding may be expended in 2019/20 and it may be necessary to re-phase the unspent element into 2020/21 as part of the next update to the financial forecast.
Fairhaven and Church Scar Coast Protection Scheme	Specific Government Grant (Environment Agency) / Capital Investment Reserve	7,330	2,276	0	9,606	5,573	4,033	Delivery of the scheme remains on schedule, with further information provided within the body of this report. Any changes or re-phasing will be reflected in future updates to the financial forecast.
Fairhaven and Church Scar Coast Public Realm Works	Capital Investment Reserve	260	100	0	360	0	360	A report on this scheme is being presented to special meetings of the Operational Management and the Finance and Democracy Committees in December 2019. Any changes to the scheme arising from the deliberations of those committees will be reflected in the next update to the financial forecast.
Accommodation/ facilities at Snowdon Rd Depot	Capital Investment Reserve	200	0	0	200	0	200	An updated and enhanced scheme will be proposed to the January meeting of the Operational Management Committee requesting support for a capital growth bid for 2020/21 in respect of the additional funding required. Consequently this scheme will be not now be commenced in 2019/20 and will therefore be re-phased into 2020/21 as part of the next update to the financial forecast.
North Beach Car Park: Development of Toilet Facilities	Capital Investment Reserve	185	0	-185	0	0	0	In November 2019 the Finance and Democracy Committee approved the virement of the funding for this scheme into an alternative scheme for toilet provision at the Splash Park facility.
Toilet facilities and perimeter fencing at the Splash Park facility	Capital Investment Reserve	0	0	185	185	0	185	In November 2019 the Finance and Democracy Committee approved the virement of the funding from the North Beach Car Park Toilet Facilities to an alternative scheme for toilet provision and the installation of perimeter fencing at the Splash Park facility in the same amount. The works are expected to commence in 2019/20 with completion anticipated before the main 2020 tourist season.

# **CAPITAL PROGRAMME - 2019/20 IN-YEAR SCHEME MONITORING REPORT - AS AT 30/11/19**

## **Appendix A (Cont'd)**

APPROVED SCHEMES	Financing Source	Approved Budget 2019/20 £000	Slippage B/F from 2018/19 £000	Adjustments from 05/03/19 £000	Updated Budget 2019/20 £000	Expenditure to 30/11/19 £000	Variance £000	Comments
<b>OPERATIONAL MANAGEMENT COMMITTEE (cont'd)</b>								
Stanner Bank car park - barrier scheme	Capital Investment Reserve	50	0	0	50	0	50	This scheme will be delivered alongside the Fairhaven and Church Scar Public Realm Works scheme, a report on which is being presented to special meetings of the Operational Management and the Finance and Democracy Committees in December 2019. Any changes to the scheme arising from the deliberations of those committees will be reflected in the next update to the financial forecast.
Charging Infrastructure for Electric Taxis	Specific Government Grant	0	0	150	150	0	150	A scheme is currently being developed to provide electricity charging points for taxis. Four Rapid Charging points are proposed to be installed across the Fylde Borough to provide suitable locations at key hubs that taxis stop or pass. The Car Park Working Group supported the installation of one of the charging points on Lytham Station car park. The contract is to be issued in December with new chargers to be installed from March to August 2020. Consequently as this scheme will not now be delivered in 2019/20 it will be re-phased into 2020/21 as part of the next update to the financial forecast.
<b>Sub total</b>		<b>8,574</b>	<b>2,554</b>	<b>163</b>	<b>11,291</b>	<b>5,980</b>	<b>5,311</b>	

### **ENVIRONMENT, HEALTH & HOUSING COMMITTEE**

Disabled Facilities Grants (DFG) Programme	Specific Grant (Better Care Fund) / External Contributions / Grant repayments	1,050	13	80	1,143	818	325	The grant allocation has been increased for 2019/20 to a total of £1,090k which, together with slippage of £13k from 2018/19 and a further £40k from New Fylde Housing in relation to DFG works on properties that they own, provides total funding for 2019/20 of £1,143k. This revised allocation has been reflected in the latest update of the Financial Forecast. Grant awards are progressing well and It is anticipated that the majority of the grant allocation will be spent in 2019/20.
Housing Needs Grant	DFG Grant Repayments	0	16	25	41	2	39	The income from returned DFG grants is intended to be used for incidental costs relating to abortive DFG works e.g. architect fees. As this requirement is unplanned it is not readily predictable as to when costs will be incurred. It is anticipated that not all expenditure will be spent this financial year and any remaining monies will be requested for slippage to 2020/21.
Affordable Housing Scheme Sunnybank Mill, Kirkham	S106 Developer Contributions	460	-460	0	0	0	0	This scheme was completed to budget in March 2019.
Church Road Methodist Church, St Annes	S106 Developer Contributions	275	0	0	275	275	0	This scheme was completed to budget in August 2019.
Affordable Warmth Scheme	Specific Grant (Lancashire County Council)	0	8	0	8	1	7	This funding is intended to provide financial support for means-tested affordable warmth measures undertaken by CHiL (Cosy homes in Lancashire) Scheme as and when required. It is anticipated that not all expenditure will be spent this financial year and any remaining monies will be requested for slippage to 2020/21.

## CAPITAL PROGRAMME - 2019/20 IN-YEAR SCHEME MONITORING REPORT - AS AT 30/11/19

## Appendix A (Cont'd)

APPROVED SCHEMES	Financing Source	Approved Budget 2019/20 £000	Slippage B/F from 2018/19 £000	Adjustments from 05/03/19 £000	Updated Budget 2019/20 £000	Expenditure to 30/11/19 £000	Variance £000	Comments
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### ENVIRONMENT, HEALTH & HOUSING COMMITTEE (cont'd)

CCTV Replacement Schemes	Specific Grant (LSP Performance Reward Grant)	0	27		27		27	It has been agreed by the Environment, Health and Housing Committee that capital expenditure will only be made on essential work or replacement CCTV when necessary and subject to approval. It is anticipated that not all expenditure will be spent this financial year and any remaining monies will be requested for slippage to 2020/21.
Cemetery and Crematorium - Infrastructure Works	Capital Investment Reserve	294			294	75	219	This scheme is currently being delivered and it is expected to be completed by the end of January 2020.
<b>Sub total</b>		<b>2,079</b>	<b>-396</b>	<b>105</b>	<b>1,788</b>	<b>1,171</b>	<b>617</b>	

### PLANNING COMMITTEE

St Annes Regeneration Schemes	S106 Developer Contributions / Capital Investment Reserve	315	0	0	315	10	305	The next phase of regeneration works in St Annes was agreed to be Wood Street, subject to agreement with landowners following the usual model. However, despite several meetings with tenants and owners there remain difficulties in securing authority to carry out works to all forecourts for implementation of the easterly side of the works. As a result it is now recommended that the westerly side (The Council's car park side) be finalised initially with a view to commencement in the spring of 2020. In addition it is proposed to extend the Pier link scheme/ Clifton Drive South to include other elements of the town centre regeneration plan as set out in the 2020 Vision document. It is anticipated that works will commence in February 2020, with an element of the scheme now being rescheduled into 2020/2021 as part of the next update to the Financial Forecast. #
St Annes Road West – Square to Pier link and Gateway	Capital Investment Reserve	110	0	0	110	0	110	This scheme is being progressed in consultation with various agencies including Lancashire County Council and the owners of adjoining land. The works are expected to commence in April 2020. The scheme will be re-phased into 2020/21 as part of the next update to the Financial Forecast.
Lytham Regeneration Schemes	S106 Developer Contributions / Capital Investment Reserve	400	0	0	400	0	400	In respect of the major capital scheme for Lytham Town Centre, a number of suggestions have been made from the Business Group and other parties. Some of which require careful consideration with agencies such as Lancashire County Council. Options are being considered involving local members and a draft plan drawn together. This will have a phased programme of works to be considered by planning committee. It is envisaged that the first phase will be commenced this financial year.
Kirkham Public Realm Improvements	S106 Developer Contributions / Capital Investment Reserve	0	5	0	5	0	5	It is expected that this scheme will be delivered within budget during this financial year.
M55 Link Road	S106 Developer Contributions / M55 Link Road Reserve	0	103	1,000	1,103	20	1,083	Discussions are ongoing with the developer of the residential land at Queensway and other public bodies to secure funding to enable the accelerated delivery of the M55 link road. Given deadlines attached to other funding streams that have been secured to accelerate the delivery of the link road, it is expected that a decision on the accelerated delivery of the road will be made this financial year.
Ansdell / Fairhaven - Public Realm Scheme	Capital Investment Reserve	0	10	0	10	0	10	It is expected that this scheme will be delivered within budget during this financial year.

# **CAPITAL PROGRAMME - 2019/20 IN-YEAR SCHEME MONITORING REPORT - AS AT 30/11/19**

## **Appendix A (Cont'd)**

APPROVED SCHEMES	Financing Source	Approved Budget 2019/20 £000	Slippage B/F from 2018/19 £000	Adjustments from 05/03/19 £000	Updated Budget 2019/20 £000	Expenditure to 30/11/19 £000	Variance £000	Comments
<b>PLANNING COMMITTEE (cont'd)</b>								
St Annes Pier - Coastal Revival Fund	Specific Grant	0	24	0	24	13	11	It is expected that this scheme will be delivered within budget during this financial year. This project has been tied to the phasing of a wider scheme of works by the Pier Company.
Tree Planting	Capital Investment Reserve	25	0	0	25	0	25	It is expected that this scheme will be delivered within budget during this financial year.
Kirkham and Wesham Station	S106 Developer Contributions	0	0	15	15	0	15	The procurement of a feasibility study to examine the options available to deliver a park and ride facility at Kirkham and Wesham Station is currently underway. It is expected that the study will be completed during the current financial year.
Future High Street Fund: Kirkham	Specific Grant	0	0	75	75	0	75	The initial confirmed allocation of £75,000 provides the resource for the development of a substantive full bid under the Future High Street Fund (FHSF) programme - the substantive bids are expected to be in the £5m - £10m range. A further application has been made for an additional £75,000 funding to develop the full bid which is expected to be confirmed or otherwise in early 2020. The Planning Committee in November 2019 approved the broad approach to the development of the Future High Street Fund Business Case, which will also form part of a longer term regeneration strategy for the town centre, and agreed to adopt the Future High Street Consultants Brief for the purposes of commissioning the appropriate consultants to assist with the preparation of the Business Case.
<b>Sub total</b>		<b>850</b>	<b>142</b>	<b>1,090</b>	<b>2,082</b>	<b>43</b>	<b>2,039</b>	
<b>Total Expenditure</b>		<b>12,030</b>	<b>2,479</b>	<b>1,363</b>	<b>15,872</b>	<b>7,521</b>	<b>8,299</b>	

**UPDATED 5 YEAR CAPITAL PROGRAMME 2019/20 TO 2023/24 - BY SCHEME**

	Estimate 2019/2020 £000	Estimate 2020/2021 £000	Estimate 2021/2022 £000	Estimate 2022/2023 £000	Estimate 2023/2024 £000
<b>FINANCE &amp; DEMOCRACY COMMITTEE</b>					
Accommodation Project - Phase 8 - Town Hall Car Park	33				
Purchase of Land Adjacent to Squires Gate Station	5				
<b>Sub total</b>	<b>38</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOURISM &amp; LEISURE COMMITTEE</b>					
Fairhaven Lake & Promenade Gardens Restoration	268	2,045	125		
Fairhaven Adventure Golf	0	505			
Promenade Footways	75	0	40	40	40
Staining Playing Fields Development Scheme	186	94			
Ashton Gardens Play Area	20				
Ashton Gardens Nursery Improvements	30				
Coastal Signage Improvements	0	60			
Open Space access control measures	15				
Coastal Explorers	20				
Weeton Village Hall	7				
Fylde Sand Dunes Improvement Scheme	52				
<b>Sub total</b>	<b>673</b>	<b>2,704</b>	<b>165</b>	<b>40</b>	<b>40</b>
<b>OPERATIONAL MANAGEMENT COMMITTEE</b>					
Replacement Vehicles	619	562	119	306	971
Car Park Improvements	30	30	30	30	30
Public Transport Improvements	91	48	48	30	
Fairhaven and Church Scar Coast Protection Scheme	9,606				
Fairhaven and Church Scar Coast Public Realm Works	360				
Accommodation/ facilities at Snowdon Rd Depot	200				
North Beach Car Park: Development of Toilet Facilities	185				
Stanner Bank car park - barrier scheme	50				
Charging Infrastructure for Electric Taxis	150				
<b>Sub total</b>	<b>11,291</b>	<b>640</b>	<b>197</b>	<b>366</b>	<b>1,001</b>
<b>ENVIRONMENT, HEALTH &amp; HOUSING COMMITTEE</b>					
Disabled Facilities Programme	1,143	1,130	1,130	1,130	1,130
Housing Needs Grant	41				
Affordable Housing Scheme - Sunnybank Mill, Kirkham	0				
Church Road Methodist Church, St Annes	275				
Affordable Warmth Scheme	8				
Rapid Deployment CCTV Replacement Projects	27				
Cemetery and Crematorium - Infrastructure Works	294				
<b>Sub total</b>	<b>1,788</b>	<b>1,130</b>	<b>1,130</b>	<b>1,130</b>	<b>1,130</b>
<b>PLANNING COMMITTEE</b>					
St Annes Regeneration Schemes	315				
St Annes Road West – Square to Pier link and Gateway	110				
Lytham Regeneration Schemes	400	300	100		
Kirkham Public Realm Improvements	5				
M55 Link Road - S106 monies for design work	1,103				
Ansdell / Fairhaven - Public Realm scheme	10				
St Annes Pier - Coastal Revival Fund	24				
Tree Planting	25				
Kirkham and Wesham Station	15				
Future High Street Fund: Kirkham	75	75			
<b>Sub total</b>	<b>2,082</b>	<b>375</b>	<b>100</b>	<b>0</b>	<b>0</b>
<b>Total Expenditure</b>	<b>15,872</b>	<b>4,849</b>	<b>1,592</b>	<b>1,536</b>	<b>2,171</b>

**UPDATED 5 YEAR CAPITAL PROGRAMME 2019/20 TO 2023/24 - FINANCING**

	Estimate 2019/2020 £000	Estimate 2020/2021 £000	Estimate 2021/2022 £000	Estimate 2022/2023 £000	Estimate 2023/2024 £000
<b>FINANCING:</b>					
Capital Receipts - General Asset Sales	45	45	45	45	45
Capital Receipts - Right to Buy Receipts	25	25	25	25	25
Better Care Fund / Disabled Facilities Grant	1,103	1,090	1,090	1,090	1,090
Disabled Facilities Grant Repayments - 'Housing Needs Grants'	41				
Section 106 Monies - St Annes	265				
Section 106 Monies - Lytham	130				
Section 106 Monies - Church Road Methodist Church, St Annes	275				
Section 106 Monies - M55 Link-Road	103				
Section 106 Monies - Public Transport Improvements	91	48	48	30	
Section 106 Monies - Staining Chain Lane Playing Fields	174				
Section 106 Monies - Kirkham and Wesham Station	15				
Section 106 Monies - Weeton Village Hall	7				
Section 106 Monies - Fylde Sand Dunes Improvement Scheme	25				
Capital Investment Reserve	1,356	625			
Capital Investment Reserve	875	410	100		
Capital Investment Reserve - Underwriting max £343k - Fairhaven	0	32			
M55 Link-Road Reserve	1,000				
Funding Volatility Reserve - Fairhaven Restoration Project	0	400			
Other External Finance (see analysis below )	9,837	1,652	165	40	40
Direct Revenue Finance					
Prudential Borrowing	505	522	119	306	971
<b>Total Financing</b>	<b>15,872</b>	<b>4,849</b>	<b>1,592</b>	<b>1,536</b>	<b>2,171</b>

<b>Total surplus (-) / shortfall in year</b>	0	0	0	0	0
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<b>Cumulative surplus (-) / shortfall</b>	0	0	0	0	0
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See note below for external funding available to finance the above schemes:

**Other External Finance: Analysis**

LSP Performance Reward Grant	27				
Environment Agency - Fylde Coastal Preliminaries	9,206				
Lancashire County Council - Affordable Warmth Scheme	8				
Coastal Revival Fund - St Annes Pier	24				
Central Government Grant - Future High Street Fund: Kirkham	75	75			
Staining Parish Council	11	14			
Friends of Staining Open Spaces	1				
John Lees Charitable Trust	0	30			
New Fylde Housing - DFG Contribution	40	40	40	40	40
Lancashire Environmental Fund - Fylde Sand Dunes Imp't Scheme	27				
Heritage Lottery Fund - Fairhaven Restoration Project	268	1,084	125		
Sport England - Fairhaven Restoration Project - confirmed	0	100			
United Utilities - Fairhaven Restoration Project	0	60			
Lytham Schools Foundation - Fairhaven Restoration Project	0	15			
RSPB - Fairhaven Restoration Project	0	8			
Coastal Communities Fund - Fairhaven Restoration Project	0	130			
Lawn Tennis Association - Fairhaven Restoration Project	0	51			
Lancashire Environmental Fund - Fairhaven Restoration Project	0	30			
Café Tenant Contribution - Fairhaven Restoration Project	0	15			
Central Government - Charging Infrastructure for Electric Taxis	150				
	9,837	1,652	165	40	40

## INFORMATION ITEM

REPORT OF	MEETING	DATE	ITEM NO
DEVELOPMENT DIRECTORATE	OPERATIONAL MANAGEMENT COMMITTEE	14 JANUARY 2020	12
<b>MID-YEAR PERFORMANCE 2019/20</b>			

### 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 first half of the financial year 2019/20. Performance is reported against the targets set for the year and commentary is provided by performance exception.

### SOURCE OF INFORMATION

Operational Management team input data into the InPhase corporate online system from service based performance data.

### LINK TO INFORMATION

<http://fyldeperformance.inphase.com> - Fylde Council performance information suite

### WHY IS THIS INFORMATION BEING GIVEN TO THE COMMITTEE?

The performance information is relevant to the committee terms of reference and the responsibility of the committee to monitor performance of the services within its remit.

### FURTHER INFORMATION

Contact: Alex Scrivens, Performance & Improvement Manager (01253 658543 or [alex.scrivens@fylde.gov.uk](mailto:alex.scrivens@fylde.gov.uk)).

## Mid-Year Commentary by Performance Exception for the Operational Management Committee

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

*Commentary is provided to explain why progress has exceeded target, with details of how this will be maintained.*

PM03: Number of complaints received (Corporate) was 14, last year's comparison figure is 18, the current target is 60.

*There has been a review of the complaints process which has led to the development of new corporate software to manage all complaints, the half year performance is good, the new process and software will ensure greater accuracy. Members are advised that there may be some margin of error in the data as a result of the changes implemented, as such current data will not be used to inform process or policy change.*

PM64: Percentage satisfaction with IT service overall was 100% and last year's comparison figure is 100%. The current target is 95%.

*Closer interaction with staff and the ability to supply feedback on every closed helpdesk call has allowed staff using the service to provide more detailed feedback. Performance is maintained by continuing to monitor how we react to helpdesk calls along with refresher training on customer care and technical training to meet customer expectation. In addition, ITIL Problem Management and root cause analysis is followed to avoid recurring issues.*

PM74: Percentage first time HGV fleet MOT passes was 100% and last year's comparison figure is 91%. The current target is 90%.

*This high level of performance is directly related to PM102 and PM96 as well as improved driver training and maintenance routines across the fleet.*

PM96: Percentage of customers satisfied with MOT experience is 100% compared to last year's 100%. The current target is 90%.

*Customers continually report an excellent level of customer service delivered throughout the team in line with Fylde competencies which will continued to be met and surpassed.*

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 current target is green.

*The operator licence risk score for Fylde Council is in the green giving a very good "satisfactory" status. This is backed up by a full audit carried out independently by the Freight Transport Association and the recent awarding of IRTE Workshop Accreditation (Institute of Road Transport Engineers'). Accreditation provides an independent, best practice review of workshop procedures and set up, highlighting best practice compliance in areas such as premises, equipment, technical staff, management, clerical staff, documentation, quality and appearance. The auditor gave a clean bill of health and a glowing report stating that Fylde Council now has some of the best systems that he has seen in a long time and he will be sharing our processes with other facilities as best practice.*

PM132: Number of proactive dog enforcement patrols is 1267 and the current target is 375.

*This is a new performance measure, previously unreported upon and may be affected by other priorities throughout the period such as complaints, investigations etc. The figure represents the actual number of proactive patrols undertaken.*

PM141: Number of online transactions made independently by the customer is 5526 compared to last year's total of 9947. The mid-year target was 4800.

*Fylde Council's new website launched in 2019 built on the success of the on-line Green Waste subscription service, introduced in 2017, all services can now be accessed on-line with 24/7 access for customers who are increasingly making it the channel of choice to engage with the council.*

PM47: The number of unique hits on the Council's website [www.fylde.gov.uk](http://www.fylde.gov.uk) is 150,231 compared to last year's 156,160. The mid-year target was 99,996.



*The number of unique visitors to the [www.fylde.gov.uk](http://www.fylde.gov.uk) website continues to remain high and we are again anticipating this will increase as the new council website gathers momentum. More people are interacting online, and with regular website promotion from our ever expanding social media networks, we are confident that unique visitors will steadily increase as more residents take up the option of a 24/7 online presence.*

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

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

*None to report.*

**\*\*\*\*\* PERFORMANCE UPDATE NOTE \*\*\*\*\***

The council has recently implemented a system that monitors and manages contact through social media, the system will make it possible to report performance in respect to social media contact and impact. Future reporting will include the indicators listed below which have the mid-year performance and provisional targets which will be reviewed when a full year's data has been possible.

PM161: Number of Facebook updates; mid-year 281, target for the year is 500.

PM163: Total number of Facebook followers; mid-year is 6296, target for the year is 5000.






PM164: Total number of Facebook engagement; mid-year is 203,072, target for the year is 300,000.

PM165: Total number of Facebook reach; mid-year is 1,307,907, target for the year is 1,200,000.












PM167: Total number of Twitter impressions; mid-year is 520,000, target for the current year is 480,000.













PM168: Total number of Twitter mentions; mid-year is 1521, target for the current year is 2500.

## PERFORMANCE KEY ICON STATUS

	<b>Over Performance</b> – the indicator is over performing against 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.
<b>N/A</b>	<b>Not Applicable</b> – no comparable data available. This could be due to the methodology being change or being a new measure created.

# APPENDIX 1: Performance Measures mid-year performance (1st April 2019 - 30th September 2019)

Operational Management						
Local Key Performance Indicators	Frequency	Good Performance Is	APR 2018 SEP 2018	APR 2019 SEP 2019	Mid-Year Target	Performance Status
Complaints Handling						
<a href="#">PM03: Number of complaints received (Corporate)</a>	Monthly	Smaller is Better	18	<b>14</b>	60	
<a href="#">PM07: Number of complaints not responded to within five working days</a>	Monthly	Smaller is Better	3	<b>1</b>	0	
ICT Delivery						
<a href="#">PM64: % satisfaction with IT service overall</a>	Monthly	Bigger is Better	100	<b>100</b>	95	
<a href="#">PM95: Percentage of ICT Service delivery available during core times</a>	Monthly	Bigger is Better	99.92	<b>100</b>	99	
Waste & Fleet Management						
<a href="#">PM101: Kg of residual waste per household (quarterly only for LG Inform)</a>	Quarterly	Smaller is Better	128.5	<b>127</b>	130	
<a href="#">PM55: Missed bins as a percentage of all collections</a>	Quarterly	Smaller is Better	0.06	<b>0.05</b>	0.05	
<a href="#">PM56: Percentage of household waste recycled</a>	Quarterly	Bigger is Better	40	<b>40</b>	40	
<a href="#">PM74: Percentage first time HGV fleet MOT passes</a>	Quarterly	Bigger is Better	91	<b>100</b>	90	
<a href="#">PM96: Percentage of customers satisfied with MOT experience</a>	Quarterly	Bigger is Better	100	<b>100</b>	90	
<a href="#">PM102: Current Operator Compliance Risk Score (traffic light)</a>	Quarterly	Bigger is Better	Green	<b>Green</b>	Green	
<a href="#">PM132: Number of proactive dog enforcement patrols</a>	Quarterly	Bigger is Better	NEW	<b>1267</b>	375	

Operational Management						
Local Key Performance Indicators	Frequency	Good Performance Is	APR 2018 SEP 2018	APR 2019 SEP 2019	Mid-Year Target	Performance Status
Customer Contact						
<a href="#">PM140: Total number of online transactions made using digital services</a>	Monthly	Bigger is Better	5239	<b>9389</b>	9000	
<a href="#">PM141: Number of online transactions made independently by the customer</a>	Monthly	Bigger is Better	9947	<b>5526</b>	4800	
<a href="#">PM142: Number of online payments made independently by the customer</a>	Monthly	Bigger is Better	3474	<b>2947</b>	3000	
<a href="#">PM160: Number of Twitter tweets updates</a>	Monthly	Bigger is Better	NEW	<b>318</b>	300	
<a href="#">PM161: Number of Facebook updates</a>	Monthly	Bigger is Better	NEW	<b>281</b>	240	
<a href="#">PM163: Total number of Facebook followers</a>	Monthly	Bigger is Better	NEW	<b>6296</b>	5000	
<a href="#">PM164: Total number of Facebook engagement</a>	Monthly	Bigger is Better	NEW	<b>203,072</b>	180,000	
<a href="#">PM165: Total number of Facebook reach</a>	Monthly	Bigger is Better	NEW	<b>1,307,907</b>	1,200,000	
<a href="#">PM166: Total number of Twitter followers</a>	Monthly	Bigger is Better	NEW	<b>10586</b>	10000	
<a href="#">PM167: Total number of Twitter impressions</a>	Monthly	Bigger is Better	NEW	<b>520,000</b>	480,000	
<a href="#">PM168: Total number of Twitter mentions</a>	Monthly	Bigger is Better	NEW	<b>1521</b>	1500	
<a href="#">PM169: Percentage of Fylde Council email newsletters viewed</a>	Monthly	Bigger is Better	NEW	<b>64</b>	60	
<a href="#">PM47: The number of unique hits on the Council's website <a href="http://www.fylde.gov.uk">www.fylde.gov.uk</a></a>	Monthly	Bigger is Better	156160	<b>150231</b>	99996	
<a href="#">PM49: Percentage of phone calls to 01253 658658 answered</a>	Monthly	Bigger is Better	86.5	<b>87</b>	90	

## INFORMATION ITEM

REPORT OF	MEETING	DATE	ITEM NO
DEVELOPMENT SERVICES DIRECTORATE	OPERATIONAL MANAGEMENT COMMITTEE	14 JANUARY 2020	13
<b>FAIRHAVEN TO CHURCH SCAR COAST DEFENCE WORKS</b>			

### PUBLIC ITEM

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

### SUMMARY OF INFORMATION

An update is given on the progress of the Fairhaven to Church Scar Scheme (the Scheme).

### SOURCE OF INFORMATION

The Scheme's Project Manager (Mike Pomfret).

### LINK TO INFORMATION

Please see the below 1 page summary note.

### WHY IS THIS INFORMATION BEING GIVEN TO THE COMMITTEE?

This update is given to keep the Committee informed of the progress of the Scheme.

### FURTHER INFORMATION

Contact Mike Pomfret, [mike.pomfret@fylde.gov.uk](mailto:mike.pomfret@fylde.gov.uk).

## Summary Note

1. The overall Scheme remains below budget and ahead of programme. Mindful of its commitments for an early opening at Church Scar and Fairhaven for public footfall by the 31st March 2020, Fylde Council is planning on taking over the main promenades at Church Scar and Fairhaven at the beginning of 2020 to complete a separate seating project/contract in preparation for the March opening. One reason for this is to introduce 'Happy to Chat' seating areas.
2. Church Scar remains to be opened on 31/03/20; and best endeavours are being made also to open up the Fairhaven promenade to public footfall at the same time, or as soon as practicable after such.
3. The further works at Granny's Bay are contracted to be complete in December 2020, though current forecasts suggest that this date may be able to be brought forward closer to Summer 2020.
4. Regarding the key items at Fairhaven:
  - Promenade slabs complete.
  - Kerbing to car park complete.
  - Lake lowered/new pipework installed.
5. Regarding the key items at Granny's Bay:
  - Earthworks complete.
  - Installation of precast concrete revetment units complete.
6. An instruction to progress with the detailed design and construction of the remodelled car park entrance concept at Stanner Bank, inclusive of a car park barrier payment system was issued on the 18<sup>th</sup> December 2019.
7. It is planned that the construction of the remodelled car park entrance will be the last activity on the Scheme, following Granny's Bay construction (although there will be safe public footfall through the car park entrance works to the substantive Scheme upon completion of the seating project/contract).
8. The latest public newsletter (November 2019) was distributed to over 3000 properties, and the Customer Centre (now located at St Paul's Car Park) has had over 2500 people attend to date.

## Recent Photographs





## INFORMATION ITEM

REPORT OF	MEETING	DATE	ITEM NO
RESOURCES DIRECTORATE	OPERATIONAL MANAGEMENT COMMITTEE	14 JANUARY 2020	14
<b>REPORTS OF THE VARIOUS OUTSIDE BODIES</b>			

### PUBLIC ITEM

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

### SUMMARY OF INFORMATION

On 15 July 2019, Council made a number of appointments to outside bodies. These appointments followed from recommendations from the programme committees for appointments from within their respective memberships.

In line with the Protocol for Members on Outside Bodies (Part 5f of the Council's Constitution), every member serving on an outside body is required to complete a reporting form every six months, which is submitted to the relevant programme committee to which the external partnership relates.

Included as an appendix to this report are: returned completed reporting forms and a list of outstanding reports/ details of those bodies which have not met.

### SOURCE OF INFORMATION

Elected member representatives to the Outside Bodies

### INFORMATION ATTACHED

Outside Bodies Reports and Summary

### WHY IS THIS INFORMATION BEING GIVEN TO THE COMMITTEE?

The information is provided to maintain an understanding of the work of the outside bodies, and remain abreast of any issues that may have an impact on the residents of the borough or the council.

### FURTHER INFORMATION

Contact Tracy Manning, Director of Resources – [tracy.manning@fylde.gov.uk](mailto:tracy.manning@fylde.gov.uk)



Outside Body		Councillor	Report Status
<b>Operational Management Committee, 14/01/20 meeting</b>			
	Fairhaven and Church Scar Coastal Defence Project Board	Thomas Threlfall	Attached
	Lancashire Waste Partnership	Chair of Op Mgmt (Cllr Small)	Nil report
	PATROL	John Kirkham	Nil report – No Meetings
	Sintropher Working Group	John Kirkham	Nil report – No Meetings

## **Outside Bodies - Member Reporting Form**

### **Details**

**Councillor Name and Role on Outside Body** *(for example, Observer, Trustee, Director):-*

Councillor Thomas Threlfall

**Email:-** clrrtthrelfall@fylde.gov.uk

**Name of Outside Body:-** Fairhaven and Church Scar Project Board

### **Report**

The Church Scar remains ahead of schedule and well under budget, the public realm scheme funds have recently been approved by operational management and finance and democracy committees to enable things to move forward.

The additional works at Granny's Bay are contracted to be completed by December 2020

# INFORMATION ITEM

REPORT OF	MEETING	DATE	ITEM NO
OFFICE OF THE CHIEF EXECUTIVE	OPERATIONAL MANAGEMENT COMMITTEE	14 JANUARY 2020	15
<b>THE CORPORATE PLAN 2020-2024</b>			

## PUBLIC ITEM

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

## SUMMARY OF INFORMATION

The draft of the emerging Corporate Plan 2020-2024 can be accessed using the link included in this report. The Corporate Plan outlines the key strategic objectives and aims of the council for the period 2020-2024. The plan is renewed every four years with annual progress reports and reviews, the strategic objectives and aims in the plan inform the operational business plans for each service area.

This is the first draft of the 2020-2024 plan that is currently subject to consultation feedback from all stakeholders. The draft plan is available on the council web site with details on how to provide feedback. The draft plan considers the statutory responsibilities of the council focusing on the strategic initiatives that are pertinent to Fylde which are additional to the day to day operation of the council. The Plan takes into consideration emerging legislation, policy and changes in resources and responsibilities and is informed by partners, elected members and external organisations.

The Corporate Plan is a key strategic document that forms part of the Council's budget and policy framework. The plan is presented as a one page 'poster' that presents the longer-term objectives and the key actions / commitments that will be delivered to achieve the objectives. The plan is part of the performance management framework linking with the Directorate Service Plans developed each year which include more detail on actions required to deliver the strategic objectives.

The current Corporate Plan comes to its conclusion on 1<sup>st</sup> April 2020. For the new Corporate Plan 2020-24, a consultation period will be held externally from 2<sup>nd</sup> January 2020 to 17<sup>th</sup> February 2020 allowing for partnership and public feedback. Members can also submit comments, suggestions or feedback by emailing [alex.scrivens@fylde.gov.uk](mailto:alex.scrivens@fylde.gov.uk) or using the online facility on the website that all stakeholders have access to. The consultation will be promoted via Social Media and a press release produced for the local press. The final draft of the Corporate Plan 2020-2024 will be presented to Full Council on April 20<sup>th</sup>, 2020.

## SOURCE OF INFORMATION

- Current legislation in all service areas
- Local Government Association guidance
- District Council Network advice, initiatives and projects
- Directorate Service Plans
- Partner consultation, research and feedback
- Medium Term Financial Forecast
- Resident Survey and other customer feedback

**LINK TO INFORMATION**

Appendix 1: Corporate Plan 2020-24 DRAFT 271119

Appendix 2: [Corporate Plan 2020-24 Consultation LINK](#)

**WHY IS THIS INFORMATION BEING GIVEN TO THE COMMITTEE?**

The information is being included on the agenda of every committee in the January 2020 cycle of meetings to ensure that all elected members are aware of the opportunity to provide comment, suggestion, feedback and ideas as well as seek clarification on the emerging Corporate Plan 2020-2024.

**FURTHER INFORMATION**

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# DRAFT: CORPORATE PLAN 2020/24

## Economy

## Environment

## Efficiency

## Tourism

### AMBITIONS

#### To create a vibrant and healthy economy we will:

- Develop & deliver Master Plans for the town centres
- Support and promote appropriate development
- Facilitate improved transport infrastructure and connectivity
- Maximise the use of all council owned assets
- Work with partners to attract new employment and create vibrant economic communities
- Retain and enhance the identity of our local communities

#### To deliver services customers expect we will:

- Reduce the use of plastics & increase recycling
- Enhance the natural environment
- Improve coast and countryside accessibility
- Address anti-social behaviour
- Create clean, safe and healthy communities
- Provide high quality parks and open spaces
- Provide safe, clean and accessible coast and countryside facilities
- Provide coastal defences and drainage infrastructure to protect against flooding
- Implement energy efficient initiatives

#### By spending money in the most efficient way we will:

- Keep council tax as low as possible whilst delivering first class services
- Adopt a 'Customer First Attitude'
- Actively seek feedback to improve service delivery
- Apply technology to deliver services in the most efficient way possible
- Continuously review every service to meet changing customer expectation
- Champion and enhance the reputation of the council
- Keep customers informed through open and transparent communication

#### To create a great place to live and visit we will:

- Provide high quality leisure, tourism, arts, sports and recreation facilities
- Deliver and support a diverse programme of events across the Fylde coast and countryside
- Develop and promote unique destination points across the coast and countryside
- Maintain public swimming provision
- Provide parking solutions that meet the needs of residents, workers and visitors
- Support and facilitate heritage and arts

### ACTIONS

- Develop policy to protect the character of communities i.e. heritage assets, listed features, town centre markets
- Implement means of influencing legislation for leasehold arrangements on residential dwellings
- Work with partners to deliver the M55 Link Road and other transport infrastructure i.e. rural bus routes
- Deliver enough housing of appropriate type, tenure, design, density and mix to meet local need
- Work with partners in town centres to:
  - increase shopping footfall and the retail offer
  - encourage activity after 6pm
  - implement a zero-tolerance litter policy
  - provide car parking to attract customers
- Consult with interested parties and agree the future use of Lytham Institute in accordance with the terms of the Trust
- Develop the Enterprise Zone through the Fylde Coast partnership attracting employment and new industry
- Support the regeneration of our towns and villages
- Deliver next phase of St Anne's regeneration
- Deliver Kirkham High Street regeneration project
- Progress Lytham regeneration programme
- Apply the Commercial Strategy to council assets and future investment to secure best value
- Work with local business and partners to improve town centre shopping experiences and markets
- Explore opportunities for income generation from use of natural assets i.e. location filming, event hire
- Channel business rates funding opportunities to economic development.
- Review leases and Service Level Agreements

- Implement carbon reduction policies including: plastics reduction, tree planting, energy efficiency and recycling
- Design education and awareness programmes to support carbon reduction policies and actions
- Work with partners to deliver the carbon reduction policy actions i.e. reduce, re-use, recycle, tree planting
- Identify priority locations for tree planting to include numbers and types of trees
- Develop coast & countryside walks and pathways, improving signage and incorporating ranger events
- Educate and enforce to prevent littering, fly tipping, illegal signage, dog fouling and anti-social activity
- Develop the cemetery & crematorium project to address parking, green energy efficiency and long-term expansion
- Work with partners on flood prevention measures and drainage infrastructure to protect properties
- Engage with partners on health & wellbeing issues in the community and assist residents with accessing support
- Further reduce the number of empty homes and encourage the development of quality energy efficient affordable homes to rent or buy
- Create and maintain high quality parks and open spaces working with volunteer groups to achieve Green Flags
- Maintain our seaside award and work toward Blue Flag status
- Explore opportunities to introduce electric car charging points
- Proactively enforce against illegal encampments
- Deliver a regeneration programme for St Anne's coastal strip including sea defences
- Deliver public realm and drainage infrastructure to enhance rural areas

- Implement measures to seek grant funding, sponsorship, advertising and partnership working
- Explore income generating opportunities and maximise return from assets in line with the commercial policy
- Develop innovative ways of using signage, including advertising, use of digital screens to communicate with customers
- Promote the resident's car parking permit and simplify the offer
- Provide access to council services through all possible means with particular focus on the most vulnerable
- Enable customers to provide feedback on service at the point of delivery and use it to improve the service
- Review all emergency plans and incorporate measures for responding to incidents
- Use bin stickers and vehicles to promote council services
- Review the Public Space Protection Orders as means of enforcement
- Implement a code of conduct scheme for professional / multiple dog walkers
- Implement the signage strategy to create greater awareness of what is available, how we perform and enhance our reputation
- Support the Boundary Commission with the review of Fylde for 2023
- Review bus shelter provision and maintenance including income generating opportunities
- Implement new toilet provision at locations based on demand and investigate income opportunities

- Deliver an events programme that covers the coast and countryside including:
  - Strengthening our existing events
  - Investigating new opportunities
  - Marketing and promoting events
  - Supporting galas, club days and carnivals
- Represent the council on Lowther Trust ensuring the purpose of the Trust is achieved and the council's interests are protected
- Deliver the Fairhaven Lake project to include:
  - Completing the HLF bid
  - Introduce Adventure Golf and other activities
  - Improve facilities i.e. café, car parking, kiosk
- Promote the Parks Development approach to partnerships across the Borough on parks and open space
- Work in partnership with Lytham Hall to enhance and preserve the Grade 1 listed asset
- Pursue registration of LSA art collection and options available for display with partners
- Work with LCC to develop car parking options for the coastal promenades and manage overnight parking provision
- Develop leisure offer along the coast to cater for residents and visitors all year round eg, pier, Island, Fairhaven
- Review motor home parking provision