

DECISION ITEM

REPORT OF	MEETING	DATE	ITEM NO
OFFICE OF THE CHIEF EXECUTIVE	FULL COUNCIL	15 FEBRUARY 2021	9
CORPORATE PLAN 2020-2024 PRIORITISATION AND DELIVERY			

PUBLIC ITEM

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

SUMMARY

The report provides an update on the Corporate Plan that was approved at Full Council on 19th October 2020 which included updated actions as a result of the COVID-19 pandemic. Committee Chairmen and lead officers have considered the priority for each objective and have set a realistic completion date over the four-year period of the plan.

The Corporate Plan takes into consideration emerging legislation, policy and changes in resources and responsibilities and is informed by partners, elected members and external organisations. The COVID pandemic has led to a change in resource allocation, responsibilities and priorities for the period of the pandemic and for some time after.

RECOMMENDATION

That the Council approves the priority order and the proposed completion dates for the outcomes in the Corporate Plan 2020-24 included in Appendix 2 to the report.

SUMMARY OF PREVIOUS DECISIONS

The Corporate Plan 2020-2024 draft was approved by Full Council on [February 10th 2020](#)

The Corporate Plan 2020-2024 refresh was approved by Full Council on [19th October 2020](#)

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

REPORT

1. The Council operates a four-year Corporate Plan which outlines the key objectives and outcomes the Authority will deliver on behalf of the Fylde community, the current 2020 to 2024 Corporate Plan was approved at [Full Council on 19th October 2020](#) and included as Appendix 1 and included consideration of COVID-19 impact.
2. Appendix 2 includes the objectives by committee drawn from the Corporate Plan 2020-24 providing a time frame for delivery against the plan, this work has taken into consideration the impact that COVID-19 measures have had on resources and priorities. The council is dealing with pandemic measures at present, so the Chairs have made deadline estimates based on the current circumstances and knowledge.
3. The Corporate Plan is reviewed on an annual basis taking account of any changes that may need to be made in response to policy, regulation or legislative change, the committee priority and completion dates will be reviewed as part of the annual update, any unforeseen impact from the COVID measures will be reflected in the update.
4. By setting out the Corporate Plan objectives by committee the Chairs have a framework that links the business of the committee to the agreed corporate strategic objectives ensuring that the committee delivers the outcomes within their remit.
5. The Corporate Plan takes into consideration emerging legislation, policy and changes in resources and responsibilities. The objective is to clearly articulate for all stakeholders the strategic issues the Council plans to address over the four-year period even if there are changes made in response to circumstances during the life of the plan.
6. The Corporate Plan forms part of the Council's budget and policy framework and must be approved by Full Council, members are asked to approve the committee prioritisation and completion time frame for the 2020-2024 Corporate Plan included in Appendix 2.
7. Performance against the plan is captured and monitored through the performance management framework and can be viewed online at <http://fyldeperformance.inphase.com> at any time by any stakeholder, the council is transparent and open about performance.
8. An online downloadable version of the plan by committee objectives will capture the details of the prioritisation and completion dates to provide a user friendly accessible version for all stakeholders.

IMPLICATIONS	
Finance	There are no direct financial implications as a result of this report, implications are considered as part of the service planning process.
Legal	There are no direct legal implications as a result of this report, implications are considered as part of the service planning process.
Community Safety	There are no direct community safety implications as a result of this report, implications are considered as part of the service planning process.
Human Rights and Equalities	There are no direct human rights or equalities implications as a result of this report, implications are considered as part of the service planning process.
Sustainability and Environmental Impact	There are no direct sustainability or environmental implications as a result of this report, implications are considered as part of the service planning process.
Health & Safety and Risk Management	There are no direct health & safety or risk management implications as a result of this report, implications are considered as part of the service planning process.

LEAD AUTHOR	CONTACT DETAILS	DATE
Allan Oldfield	Allan.oldfield@fylde.gov.uk 01253 658658	February 2021
Alex Scrivens	Alex.scrivens@fylde.gov.uk 01253 658543	February 2021

BACKGROUND PAPERS		
Name of document	Date	Where available for inspection
Corporate Plan 2020-24 (plan on a page)	03/09/2020	Corporate Plan 2020-2024
Corporate Plan Progress	Ongoing Live	http://fyldeperformance.inphase.com
Performance Information	Ongoing Live	http://fyldeperformance.inphase.com

Attached documents

APPENDIX 1: The Corporate Plan 2020-2024

APPENDIX 2: Corporate Plan 2020-24 – Committee Based Prioritisation & Timeframe

CORPORATE PLAN

2020-24

SECTION ONE ECONOMY

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 & create vibrant economic communities
- Retain and enhance the identity of our local communities

ACTIONS

- Develop policy to protect the character of communities i.e. heritage assets, listed features, town centres
- Implement means of influencing legislation for leasehold arrangements on residential dwellings

Work in collaboration with partners to deliver:

- M55 Link Road scheme
- Improved transport infrastructure e.g. rural bus routes, cycling lanes
- A passing loop on the South Fylde railway line
- Deliver enough houses 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 stakeholders to secure the future use of Lytham Institute in accordance with the purpose 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
- Develop an Economic Recovery Plan post Covid-19

SECTION TWO ENVIRONMENT

AMBITIONS

To deliver services customers expect we will:

- Reduce the use of plastics & increase recycling
- Enhance the natural environment
- Improve coast and countryside accessibility
- 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
- Reduce anti-social behaviour, disorder and crime

ACTIONS

- 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
- Take action on partnership priorities such as anti-social behaviour, nuisance and environmental disorder

SECTION THREE EFFICIENCY

AMBITIONS

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

ACTIONS

- 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
- In collaboration support the development of the Greater Lancashire Plan
- Explore Combined Authority options for Lancashire along with local government re-organisation

SECTION FOUR TOURISM

AMBITIONS

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

- 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 National Lottery Heritage Fund (NLHF) project, including Improved facilities i.e. café, car parking, kiosk etc.
 - Introduce Adventure Golf and other activities
 - 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 museum accreditation of LSA art collection with Arts Council England and explore 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 e.g. pier, Island, Fairhaven
- Review motor home parking provision

Fylde Council: CORPORATE PLAN 2020-24

Chairman's Prioritisation Log

Project Lead/s: Allan Oldfield, Paul Walker, Tracy Manning, Mark Evans, Paul O'Donoghue

Actions	Due Date																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																			
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		Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	Q1 2024/25		
Actions	Due Date																
Progress Lytham regeneration programme (Action split as below)																	
- Outcome: Central Beach Lighting Scheme	MED Q1 2021/22		M														
- Outcome: Clifton Street Refurbishment	MED Q2 2022/23							M									
Work with local business and partners to improve town centre shopping experiences and markets (Action split as below)																	
- Outcome: Appoint Town Centres Manager	HIGH Q4 2020/21	H															
- Outcome: Town Centre Strategy Implementation	HIGH Q3 2023/24												H				
Further reduce the number of empty homes and encourage the development affordable homes (Outcome: Develop empty homes strategy)	HIGH Q4 2021/22					H											
Tourism and Leisure - Cllr C Little																	
Explore opportunities for income generation from use of natural assets i.e. location filming, event hire (Outcome: production and agreement of a filming directory which is available to promote location filming in Fylde)	MED Q2 2021/22			M													
Develop coast & countryside walks and pathways, improving signage and incorporating ranger events (Action split as below)																	
- Outcome: Investigation as the cost and logistics for the production of information on digital walks and trails in Fylde - Medium Q1 2021-22	MED Q1 2021/22		M														
- Outcome: Production of a programme of walks led by the Rangers - Medium Q2 2021-22 .	MED Q2 2021/22			M													
- Outcome: Completion of agreed signage improvements. High Q4 2021-22	HIGH Q4 2021/22					H											
Create and maintain high quality parks and open spaces working with volunteer groups to achieve Green Flags (Outcome: Submission of annual Green Flag Park Awards applications where considered achievable - High Q4 2020-21 and thereafter annually).	HIGH Q1 2022/23 and thereafter annually						H					H				H	
Maintain our seaside award and work toward Blue Flag status (Outcome: Submission of annual Seaside Award application - High Q 1 2021-22 and thereafter annually. Consideration of submission of Blue Flag Beach Award application if applicable).	HIGH Q1 2021/22		H														
Implement the signage strategy to create greater awareness of what is available and enhance our reputation (Outcome: delivery of the agreed programme of signage improvements - High Q4 2021-22).	HIGH Q4 2021/22					H											
Deliver an events programme that covers the coast and countryside including: (Action split as below)																	
- Strengthening our existing events (Outcome: Review existing support provided - High Q3 2021-22).	MED Q4 2021/22					M											
- Investigating new opportunities (Outcome: Investigate possible new opportunities for a events - Medium Q4 2021-22).	HIGH Q4 2021/22					H											
- Marketing and promoting events (Outcome: Production of an annual programme of events and publication on Discover Fylde - High Q4 2021-22).	HIGH Q2 2021/22 and thereafter annually			H				H				H					
- Supporting galas, club days and carnivals (Outcome: Provide support and assistance towards galas/club days/carnivals - High Q2 2021-22 and thereafter annually).	MED ONGOING					M				M					M		
Represent the council on Lowther Trust ensuring the purpose of the Trust and the council's interests are protected (Outcome: Attend regular monthly meetings - Medium Ongoing).	MED ONGOING					M				M					M		
Completing the National Lottery Heritage Fund (NLHF) project, including i.e. café, car parking, kiosk etc. (Outcome: Completion of physical project improvements - High Q4 2021-22).	HIGH Q4 2021/22					H											
Introduce Adventure Golf and other activities (Outcome: Completion of Adventure Golf project and introduction of a full events diary for the Lake - High Q 1 2022-23).	HIGH Q1 2022/23						H										
Promote the Parks Development approach to partnerships across the Borough on parks and open space (Outcome: Present and promote the parks development approach to parish and town councils - Medium Q 3 2021-22).	MED Q3 2021/22				M												
Work in partnership with Lytham Hall to enhance and preserve the Grade 1 listed asset (Outcome: Continue ongoing liaison and support to Lytham Hall - Medium Ongoing).	MED ONGOING					M				M					M		
Pursue museum accreditation of LSA art collection with Arts Council England and options for display with partners (Action split as below)																	
- Outcome: Submit application for museum accreditation - High Q2 2021-22	HIGH Q2 2021/22			H													
- Outcome: Investigate options for exhibition venues - High Q 3 2021-22)	HIGH Q3 2021/22				H												
Develop leisure offer along the coast to cater for residents and visitors all year round e.g., pier, Island, Fairhaven (Outcome: Devise strategic plan for complementary leisure offer along the coast - Medium Q 4 2021-22).	HIGH Q1 2022/23						H										
Operational Management - Cllr R Small																	
Improved transport infrastructure e.g. rural bus routes, cycling lanes (Outcome: evidence of process /structures in place to engage with partners that deliver bus routes and cycle lanes)	LOW Q1 2021/22		L														
A passing loop on the South Fylde railway line - (Outcome: complete GRIP 3 Strategic Outline Business Case)	HIGH Q3 2021/22				H												
Implement a zero-tolerance litter policy (Outcome - measures in place to issue FPNs if warnings unheeded)	MED Q2 2021/22			M													
Provide car parking to attract customers (Outcome: clean, well signed, clearly marked, easy to use / pay car parks)	HIGH Q1 2021/22		H														
Review leases and Service Level Agreements (Outcome: evidence / policy / process of lease review in place given the practice of reviewing leases would be ongoing)	LOW Q4 2021/22					L											
Educate and enforce to prevent littering, fly tipping, illegal signage, dog fouling and anti-social activity (Outcome: measures in place to advise and educate on litter management and enforce as / when required)	MED Q3 2021/22				M												
Develop the cemetery & crematorium project to address parking, green energy efficiency long-term expansion (Outcome: a project plan is in place with time frames for delivery of the development of the facility and surrounding location)	LOW Q3 2021/22				L												
Explore opportunities to introduce electric car charging points (Outcome: policy / process in place to engage with providers and include in future schemes on council owned assets where necessary / appropriate)	LOW Q4 2021/22					L											
Deliver a regeneration programme for St Anne's coastal strip including sea defences (Outcome: the report from the initial work outlining the requirements and costing for the sea defence work including business displacement cost and any added public realm)	HIGH Q2 2021/22			H													

Project Lead/s: Allan Oldfield, Paul Walker, Tracy Manning, Mark Evans, Paul O'Donoghue		Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	Q1 2024/25		
Actions	Due Date																
Implement measures to seek grant funding, sponsorship, advertising and partnership working (Outcome: policy / process in place to explore sponsorship and advertising opportunities across all service activities)	MED Q1 2022/23						M										
Develop innovative ways of using signage, including advertising, digital screens to communicate with customers (Outcome: new coastal signage in place, digital screens in use and borough entrance / welcome schemes in place)	LOW Q1 2022/23						L										
Promote the resident's car parking permit and simplify the offer (Outcome: evidence of campaign to support resident parking and review of the scheme carried out)	LOW Q1 2021/22		L														
Review all emergency plans and incorporate measures for responding to incidents (Outcome: One Stop Shop for Emergency Plans and out of hours operations / support in place under designated officer)	MED Q4 2022/23									M							
Use bin stickers and vehicles to promote council services (Outcome: to extend advertising and sponsorship, also include key corporate messages)	LOW Q2 2022/23											L					
Review the Public Space Protection Orders as means of enforcement (Outcome: this is part of the earlier objective about littering enforcement would be better wrapping enforcement into one objective with the same deadline and direction on appetite of tolerance)	LOW Q2 2023/24											L					
Implement a code of conduct scheme for professional / multiple dog walkers (Outcome: scheme in place and offer for dog walkers to sign up)	LOW Q3 2021/22				L												
Review bus shelter provision and maintenance including income generating opportunities (Outcome: review completed and advertising options are in place)	LOW Q2 2022/23							L									
Implement new toilet provision at locations based on demand and investigate income opportunities (Outcome: a report that outlines the history and issues of toilet provision in Fylde so that any assessment of need / demand has a framework within which to work and understanding of the longer term implications)	MED Q4 2021/22																
Work with LCC to develop car parking options for the coastal promenades and manage overnight parking provision (Outcome: Agreed proposals for any provision of overnight parking / motor homes i.e. locations, facilities etc. and measure with LCC to prevent overnight parking on residential streets)	HIGH Q1 2021/22		H														
Review motor home parking provision (Outcome: as above a clear plan on whether motor homes are properly accommodated or not)	HIGH Q1 2021/22		H														
Environmental, Health and Housing - Cllr T Threlfall																	
Implement carbon reduction policies including: plastics reduction, tree planting, energy efficiency and recycling (Outcome: Develop a Carbon Reduction Strategy in consultation with council departments and partners to reduce overall carbon reductions and investigative alternative greener technologies and business approaches and as a part of this to consider what resources the council might require to take this initiative forward)	MED Q4 2023/2024														M		
Design education and awareness programmes to support carbon reduction policies and actions (Outcome: As above)	MED Q4 2023/2024														M		
Work with partners to deliver the carbon reduction policy actions i.e. reduce, re-use, recycle, tree planting (Outcome: As above)	MED Q4 2023/2024														M		
Identify priority locations for tree planting to include numbers and types of trees (Outcome: to work with the Working Group established by the Planning Committee to influence this)	MED Q3 2021/2022				M												
Work with partners on flood prevention measures and drainage infrastructure to protect properties (Outcome: the Flooding Working g Group to complete its work and bring recommendations forward for consideration)	HIGH Q1 2022/2023						H										
Engage with partners on health & wellbeing issues in the community and assist residents with accessing support (Outcome: To built on the partnership working established as part of the pandemic response and to continue to work with partners on developing initiatives to support the good health of the community)	HIGH Q1 2022/2023						H										
Proactively enforce against illegal encampments (Outcome: Planning Committee to enforce when infringements are on private land and the Legal Team, in consultation with council -wide officers, to respond to infringements on council land)	HIGH Q3 2021/2022				H												
Deliver public realm and drainage infrastructure to enhance rural areas (Outcome: to deliver capital projects on drainage initiatives)	HIGH Q4 2023/2024														H		
Take action on partnership priorities such as anti-social behaviour, nuisance and environmental disorder (Outcome: to establish a team to respond to anti-social behaviour through education, with enforcement as a final deterrent, and to evaluate the success of the team in the autumn of 2021)	LOW Q1 2022/2023						L										
TOTAL ACTIONS: 93		7	13	11	18	14	10	4	1	5	1	3	6	7	1		