



Agenda

Operational Management Committee

Date:	Tuesday, 6 March 2018 at 6:30 pm
Venue:	Town Hall, St Annes, FY8 1LW
Committee members:	<p>Councillor David Eaves (Chairman) Councillor Sandra Pitman (Vice-Chairman)</p> <p>Councillors Frank Andrews, Julie Brickles, Alan Clayton, Richard Fradley, Karen Henshaw JP, Paul Hodgson, John Kirkham, Kiran Mulholland, Jayne Nixon, Thomas Threlfall.</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	Declarations of Interest: 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	Confirmation of Minutes: To confirm the minutes, as previously circulated, of the meeting held on 16 January 2018 as a correct record.	1
3	Substitute Members: Details of any substitute members notified in accordance with council procedure rule 22(c).	1
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Contact: Sharon Wadsworth - Telephone: (01253) 658546 – Email: 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
RESOURCES DIRECTORATE	OPERATIONAL MANAGEMENT COMMITTEE	6 MARCH 2018	4
GREEN WASTE SUBSCRIPTION SERVICE – PAYMENT PROCESS			

PUBLIC ITEM

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

SUMMARY

The report outlines the payment process for the green waste subscription service and the approach taken to align the payments process with the objectives and aims of the Transformation Strategy approved in September 2017.

RECOMMENDATIONS

1. That the committee endorse the payment process for the green waste subscription service and the approach taken to ensure the most efficient value for money methods whilst ensuring equality and the opportunity for engagement by every resident in the borough.

SUMMARY OF PREVIOUS DECISIONS

March 31st 2016 – Operational Management: The Green Waste Subscription Service
 May 31st 2016 – Operational Management: Green Waste Service Charges Across Lancashire
 September 13th 2016 – Operational Management: Subscription Base Green Waste Collection Service
 January 17th 2017 – Operational Management: Green Waste Subscription Service
 December 5th 2016 – Full Council: Subscription Base Green Waste Collection Service
 March 2nd 2017 – Budget Council: Budget
 September 25th 2017 – Finance & Democracy Committee: Transformation Strategy

CORPORATE PRIORITIES

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

REPORT

1. In June 2017 the council introduced the green waste subscription service which attracted 17,303 customers each making a separate payment for the service. In line with modern service delivery systems the most efficient means of setting up the new service is to apply digital technology, integrating different systems to reduce cost, resource time, human intervention and waste. As with any new service there were a number of logistical problems and lessons learnt in the planning, development and implementation stages.
2. In September 2017 the councils Transformation Strategy ([Fylde Council: Transformational Strategy 2016 - 2020 \(396KB\)](#)) was approved by the Finance & Democracy Committee which outlined the next phase of efficiency measures required at Fylde council in order to achieve a self-sufficient council by 2020, inevitably the strategy has a strong digital focus which reflects the predominant customer demand. The strategy complements the change in customer expectations in a society dominated by digital technology that has transformed engagement with service providers including the council, the customer today expects ease of access to a service at any time with the ability for self-service. When developing the payment process for any council service the current as well as future customer requirements are taken into account. Officers are aware that when the draft Transformational Strategy was discussed by members of the cross-party working group, members were particularly concerned that no residents should be left behind by digital transformation. Therefore the Strategy itself was tempered to reflect that digital transactions are the preference, with support and encouragement for the customer to be comfortable with this preference, it is in this spirit that transactions regarding the green waste subscription service are carried out.
3. In order to sign up for the green waste subscription service the customer registers online setting up an account and makes an electronic payment. This process is self-service and can be carried out at any time without the need for human intervention. The online procedure had some teething problems in year one which have been addressed resulting in the vast majority of subscriptions simply happening at all hours through mobile and fixed line technologies however, despite this 13565 customers paid by card. This represents the most efficient means of paying for the green waste service, it is in line with the majority of customer's expectation and the aims and objectives of the Transformation Strategy. This is the preferred method of registering and paying for the service and the method that is promoted by the team at every opportunity in accordance with the objective to *'support the migration of customers online to drive up self-service.'*
4. The team have then considered the various scenarios for those customers who cannot sign up for the service without additional support in order to cater for every possible option, the various scenarios are outlined below.
 - a. **The customer has no online access or does not want to engage online** – the customer service team will take the details of the customer over the phone or face to face and register them online, setting an account up for them using a dormant generic email address. Payment can be taken over the phone and a receipt is sent out by post to confirm the payment. Data from the major broadband providers indicates that 15% of Fylde households do not have online access at the property, however a number of these do have online access through a mobile contract. A significant number of subscriptions are made by family members on behalf of relatives at different addresses that do not have online access or are not confident using online platforms for payments. There are also free to use self-service computers in the Town Hall that many customers have used to register for the service both with and without support from the staff. Open sessions have been held at Kirkham CAB and the Town Hall to demonstrate and support use of the online platform, and customer service staff show customers that drop in and state they are not sure about the online option how to use the service, subsequently a number of signed up after the support registering themselves. Our partners at the Citizens Advice Bureau in Kirkham have also supported residents in registering and paying on-line.
 - b. **The customer sends a cheque in the post with a request for the service** – because of the requirement for the customer to register and the preferred approach to promote online payment the cheque is returned with a polite letter that outlines the online process and contact details for support and advice. In almost every case the customer then signs in online and pay by card, clearly indicating that some residents who are able and willing to engage online are unaware of the service.

- c. **The customer wants to pay by cheque** – the team will discuss with the customer the benefits of paying by card or other online method rather than by cheque which include; the fact that cheques will be phased out at some point; the customer is required to register and pay at the point of registration so has to come to the Town Hall if payment is by cheque (which is an inconvenience for many); processing a cheque adds cost; and the service is not guaranteed until the cheque clears. In many cases the customer will after discussion, and the opportunity for some rapport, pay by card or online. However, there are examples of where a customer is still keen to pay by cheque and in these instances the customer is accommodated to pay in this manner.
 - d. **The customer wants to pay by cash** - the team will discuss with the customer the benefits of paying by card or other online method rather than by cash which include; the customer is required to register and pay at the point of registration so has to come to the Town Hall if payment is by cash (which is an inconvenience for many as outlined above in the example of the cheque payment); processing a cash and cash handling adds cost and risk. As with cheque payments in many cases the customer will after discussion and the opportunity for some rapport pay by card or online. However, for those customers still keen to pay by cash, the customer is accommodated to pay in this way.
 - e. **The customer has no bank account** – whilst this leaves cash as the only option if the customer wanted the service and this would be facilitated the team would enquire if the customer wanted support and advice on personal financial management. No customer has requested the green waste service and indicated that they do not have a bank account.
 - f. **The customer has no online access, cannot get to the Town Hall & wants to pay by cash or cheque** – When a customer has contacted the team and enquired about the service but is not online, wants to pay cash or cheque and cannot get to the Town Hall an officer has arranged a visit and signed them up at their home. This has also been the case when a customer has been unable to get to the Town Hall and is not comfortable or accustomed to sharing card payment details over the phone. This demonstrates the commitment the council has to all its customers, and that although the preference is for digital transactions, that no customer will ever be left behind, as was the spirit of the intention of members in this regard.
5. One of the methods of digital payment is direct debit, an electronic recurring payment that is the preferred method of the council with 3504 customers signing up to the green waste service for the 2017/18 part year by direct debit. One of the logistical problems in the launch of the service was integration between the financial system and the waste management system with respect to direct debit payments, the systems did not link and agency staff were required to manually transfer the data. The introduction of processes that require human interaction on this scale increases cost, the risk of error and time.
 6. The solution is to commission a bespoke digital integrator between the two systems, essentially allowing the sharing of data between the systems in a format that each system can understand. The integrator could not be developed in time for the payment process for year two so the option of an electronic recurring payment had to be withdrawn for 2018/19. The 3504 customers that opted for direct debit last year have been written to individually and the situation explained to them with the reassurance that a form of electronic recurring payment will be re-introduced from 2019/20, the majority of the customers written to have subscribed used alternative online payments and no one has responded to the notification to complain about the loss of direct debit for 2018/19. From 2019/20 electronic recurring payment options will be available and it will be widely promoted as the preferred payment method.
 7. In the first part year of the green waste service 17,069 of the 17,303 or 98.6% of subscriptions paid by electronic means demonstrating that the primary demand and expectation from the vast majority of customers is for an online service similar to the experience offered by other service providers. The customer service team will monitor how many requests are received for cash or cheque payments and how many customers are unable to engage online continuing to offer support so that any resident can access the service.
 8. The council has adopted a culture of continuous change to deliver improvement, efficiency and value for money since 2004 with the objective of delivering ‘more from less’ in every service area. This approach has reduced the revenue budget requirement at Fylde council from £11,449,000 in 2010 to £8,881,000 as at January 2018 (MTFS update to Finance & Democracy Committee), taking £2,568,000 out of the operating cost

of the council whilst at the same time experiencing [levels of customer](#) and employee satisfaction that are amongst the highest in the councils history. The approach taken to the payment process for green waste is part of this culture and consistent with the objectives of the Transformation Strategy that states the council will design and deliver services quicker at much lower cost by:

- a. *Identifying high volume front-line services not currently available online, and provide them online ensuring service is as transactional as possible, the target is to require no officer input (end to end digital services)*
 - b. *Reviewing services and payment facilities Fylde currently provide online to ensure they are as transactional as possible and easy for customers to use*
 - c. *Supporting the migration of customers online to drive up self-service*
 - d. *Reducing the need for contact in person and over the phone creating capacity whilst increasing productivity*
9. The Transformation Strategy states that; *‘Priority will be given to services with the highest volume of front-line interaction with customers which offer the greatest opportunity for savings in corporate cross cutting transactions i.e. payments and invoicing.’* With 17,000 plus customers the green waste subscription service is one of the highest volume transaction front line services. However, it is also recognised in the strategy that the required transformation based on technology will *‘take time before demand for face to face or phone service diminishes, during which it is essential that customers who need to interact using those formats continue to do so.’* In developing the payment process for the green waste service these requirements have been considered.
10. Cheque payments have been phased out by most retailers and banks are planning to remove cheque books, the council will be required to stop taking cheques at some point in the future. The switch to online payments is an integral part of the Transformation Strategy preparing the council to meet customer expectations and continuously seek efficiencies, customers have been advised that cheque payments will be phased out for all payments with almost all customers then switching to card payment. A significant amount of customers have complimented the council for making registration and payment for a range of services available online at any time, comments along the lines that it is about time the council got into the 21st Century are common, and in fact the greatest number of complaints received last year was when the online system had problems because so many people choose and were encouraged to use it.
11. It is important to note that no one has been refused access to the Green Waste Service even if they do not have a computer, they cannot get to the Town Hall, do not have a bank account and can only pay by cash. Last year staff visited a number of residents to sign them up and collect payment. The customer service team are the first point of contact for all service and they fully appreciate that society is changing with cheque payments already being phased out by retailers and banks and hard currency probably ending in the longer term but in the midst of that change they will still accommodate anyone that simply cannot or does not want to engage in modern service systems.
12. The ability to ‘opt in’ and make payment for a service as part of the CTAX bill is not permitted under the current legislation that governs the billing process.

IMPLICATIONS	
Finance	There are no direct financial implications
Legal	There are no legal implications
Community Safety	There are no direct community safety implications
Human Rights and Equalities	There are no direct human rights or equalities implications
Sustainability and Environmental Impact	There are no direct sustainability or environmental impact implications
Health & Safety and Risk Management	There are no direct health & safety or risk management implications

LEAD AUTHOR	CONTACT DETAILS	DATE
Tracy Morrison	Tracy.morrison@fylde.gov.uk	19/02/2018

BACKGROUND PAPERS		
Name of document	Date	Where available for inspection
Operational Management Committee Meetings	March 2016 to January 2018	www.fylde.gov.uk
Finance & Democracy Meeting	September 25 th 2017 (Item 8) Transformation Strategy	www.fylde.gov.uk

DECISION ITEM

REPORT OF	MEETING	DATE	ITEM NO
RESOURCES DIRECTORATE	OPERATIONAL MANAGEMENT COMMITTEE	6 MARCH 2018	5
APPOINTMENT TO OUTSIDE BODIES/WORKING GROUPS			

PUBLIC ITEM

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

SUMMARY

Each year full Council appoints members to outside bodies for the forthcoming municipal year.

In May 2015 Council asked that the programme committees make recommendations from within their respective memberships for those outside bodies relating to the brief for the committee.

This report covers those nominations that relate to the Operational Management Committee.

RECOMMENDATIONS

The committee is invited to

1. recommend nominations to the outside bodies listed for consideration by council
2. confirm the establishment of the working groups(s) listed which will meet as and when required
3. to note the reports from members currently serving on outside bodies

SUMMARY OF PREVIOUS DECISIONS

20th May 2015 - Council sought recommendations from individual programme committees as to nominations for representation.

6 July 2015 – Council confirmed the nominations from the programme committees.

11 April 2016 – Council confirmed the nominations from the programme committees.

3 April 2017 - Council confirmed the nominations from the programme committees.

CORPORATE PRIORITIES

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

REPORT

1. The Council makes a number of appointments to outside bodies in each municipal year. In an election year these appointments are made at the AGM. In non-election years, these appointments are made at the last Council meeting of the municipal year. In May 2015, the Council deferred the decision to appoint to '*... allow the various programme committees the opportunity to recommend appointments from within their respective memberships for those outside bodies relating to the brief of their committee*'.
2. The Council needs to make appointments to outside bodies at its meeting on 16 April 2018 for the forthcoming municipal year 2018/19. Nominations are sought from the programme committees for representatives to the outside bodies.
3. This report deals with the outside bodies that relate to the terms of reference for the Operational Management Committee. The first table below includes the name of the body/group, the role/purpose and which elected member currently represents the Council. The committee is invited to recommend nominations for consideration by Full Council.
4. Under the previous governance arrangements there existed the facility through scrutiny for members to establish specific task and finish groups to look in some depth at particular issues and make recommendations to Cabinet. With the adoption of the new governance arrangements that is no longer possible. However programme committees may wish to establish their own subject specific working groups to be set up when required in order to advise the parent programme committee on a particular topic/issue.
5. The second table below lists those working groups that relate to the terms of reference of the Operational Management Committee that are currently established. The establishment of working groups is within the responsibility of the individual programme committees and does not need the approval of Council.
6. It is important that the members nominated to represent the Council on outside bodies/working groups have an appropriate interest in the body/partnership/subject, can commit to positively represent the Council and be available to commit the time to attend the majority of the meetings involved.
7. The members nominated should ideally be a member of the programme committee to which the matter relates to.
8. The current protocol is that members are required to produce regular reports about the outside bodies on which they serve, currently every six months. It is the intention that this information will be made available to the programme committee members to which the external partnership relates.
9. The conclusion of any working group would be brought to committee in a formal report as previously occurred in scrutiny.

Operational Management Committee- Outside bodies/partnerships			
Outside body / partnerships	Role/Purpose	Frequency of meetings	Current representation
Lancashire Waste Partnership	The LWP incorporates 15 Lancashire waste authorities, at both officer and member level, in an active approach to integrated waste management across the whole county area	Every four months (3xp/a)	Councillor David Eaves
Fairhaven and Church Scar Coastal Defence Project Board	The establishment of a project board is required to receive monthly reports from the project manager and make key decisions as required on the delivery of the Fairhaven and Church Scar Coastal Defence Project	Monthly	Councillor Thomas Threlfall
PATROL	The joint Committee forms an over-sight of the work of the adjudicators of the independent adjudication service and reviews compliance by all Local Authorities	When required	Councillor John Kirkham
Sintropher Working Group	Partnership between Blackpool/Fylde and LCC to develop integrated transport solutions for the Fylde Coast	When required	Councillor John Kirkham

Operational Management Committee– Working groups			
Working group	Role/purpose	Notes	Current representation
Coastal Project Board	The establishment of a project board is required to receive monthly reports from the project manager and make key decisions as required on the delivery of the Fairhaven and Church Scar Coastal Defence Project	Last met 8/2/18	Councillor Thomas Threlfall
Car Parking	The group forms approx. every two years to review the council's strategy and approach to car parking	Last Met July 2016	Councillors Alan Clayton, Richard Fradley, Paul Hodgson, Edward Nash, Sandra Pitman.

IMPLICATIONS	
Finance	No implications arising from this report
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
Democratic Services	democracy@fylde.gov.uk	20/2/18

BACKGROUND PAPERS		
Name of document	Date	Where available for inspection
None		

Attached documents

Appendix 1 – Status of reports from Outside Bodies representatives

Appendix 2 – Reports from Outside Bodies representatives.

Outside Body		Councillor	Report rec'd
Operational Management Committee, 6/3/18 meeting			
	Fairhaven and Church Scar Coastal Defence Project Board	Thomas Threlfall	
	Lancashire Waste Partnership	David Eaves	Nil return – unable to attend
	PATROL	John Kirkham	Nil Return – No meetings
	Sintropher Working Group	John Kirkham	Nil Return – No meetings

INFORMATION ITEM

REPORT OF	MEETING	DATE	ITEM NO
DEVELOPMENT SERVICES DIRECTORATE	OPERATIONAL MANAGEMENT COMMITTEE	6 MARCH 2018	6
FYLDE'S COASTAL STRATEGY REVIEW			

PUBLIC ITEM

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

SUMMARY OF INFORMATION

In 2015 the Council adopted the **Fylde Borough Council Coastal Strategy and Action Plan 2015 to 2032**. As this was a new area of activity for the Council and a new policy document the Council took the decision to review the document on an annual basis for an undetermined period. This work was completed by the Community Focus Scrutiny Committee on two previous occasions and was ratified at Cabinet. The Coastal Strategy now falls within the remit of the Operational Management Committee.

SOURCE OF INFORMATION

Director of Development Services

LINK TO INFORMATION

Fylde Council Website <http://www.fylde.gov.uk/business/fylde-coastal-strategy/>

WHY IS THIS INFORMATION BEING GIVEN TO THE COMMITTEE?

The Councils Cabinet Committee requested an opportunity to review the **Fylde Borough Council Coastal Strategy and Action Plan 2012 to 2032** at its meeting of 25th March 2015. This report provides that opportunity and should the Operational Management Committee request further details on any part of the Coastal Strategy, Officers will prepare a detailed report for further discussion and decision.

FURTHER INFORMATION

Contact Darren Bell, Head of Technical Services, Darren.bell@fylde.gov.uk Tel 658465

INFORMATION NOTE

Fylde Coastal Strategy- Update

At its meeting on 25 March 2015, Cabinet *RESOLVED*:

1. *To formally adopt the Fylde Council Coastal Strategy and associated action plan to deliver the long term Vision for the Regeneration of Fylde's Coastline from 2015 -2032.*
2. *To establish a project board to oversee the delivery of major infrastructure projects relating to the Coast, commencing with the Restoration of Fairhaven Lake and Gardens linking with the replacement sea defence project.*
3. *The production of an annual monitoring report to report the progress of the Coastal Strategy /Action Plan through the appropriate service committee.*

1. Considerable progress is being made with the delivery of the Coastal Strategy, the major key actions have been identified and summarised below -

➤ **Theme 1 Green Infrastructure and Landscape**

Two kilometres of Cycleway planned to be delivered as part of the replacement Coastal Defences at Fairhaven and Church Scar. The contractor VBA has been appointed and work on site has commenced with the establishment of the site compound and offices. Work is scheduled to be completed by March 2020.

Mussel Tank Project Lytham Green - The Civic Society in partnership with the Council have re-landscaped the former Mussel Tank which is located on Lytham Green adjacent to Ribble Cruising Club. The project has involved the repaving of the site to create a viewing and seating area. This combined with public art and landscaping has created a tranquil quality space which can be enjoyed by residents and visitors alike.

The project to link Lytham Green with the new open space fronting Lytham Quays (the new green) was in part funded by a Section 106 contribution from the Danbro development. The first phase is being developed to include signage and interpretation material and will be implemented prior to October 2018.

➤ **Theme 2 Coastal Protection –**

(ii) Coast Protection Scheme

Fairhaven and Church Scar

The Council in partnership with the Environment Agency are replacing the sea defence walls, as the existing coastal defences are time expired and currently failing. The current concrete coastal defences were built in the 1890's and have been undergoing emergency repairs every year to prevent a major breach.

The £17.5m contract will provide new coastal protection at Fairhaven and Church Scar, including coastal defences and an upgrade to the promenades. This will help to make sure that the area is both a great place to live and visit.

The project consists of two phases. Phase 1 started early January 2018 at Church Scar, and phase 2 will follow at Fairhaven, with work completing in 2020.

➤ **Theme 3 Water Quality**

The major action is the implementation of the new bathing water directive. The first report on water quality under the revised directive was at the end of 2015 bathing water season.

2017 Water Quality Results

St Annes Pier	Good
St Annes North	Good

Bathing water quality in 2017 at St Anne's Pier and St Anne's North has achieved a good water quality result. There have been year on year improvements in water quality. United Utilities continue to invest to improve water quality on the Fylde Coast. The £35m South Fylde drainage scheme aims to reduce the amount of rainwater which gets into the sewer reducing the risk of sewage backing up which prevents polluted water going into the sea at times of overflow.

➤ **Theme 4 Nature Conservation and Habitat Improvement**

The sand dunes and saltmarsh are nature's defence from the sea, providing protection from high tides and storm surges which are predicted to increase with climate change. The dunes and saltmarsh are an important soft sea defence across Fylde which protects the coast from flooding and coastal erosion.

Fylde Council has successfully led a partnership with Blackpool Council and Lancashire Wildlife Trust in the management of the Fylde Sand Dunes Project since 2008, ensuring the protection and improvement of the dune habitat in its role as soft sea defence and nationally significant conservation area.

Environment Agency grant funding to the total value of £717,000 was secured in December 2016 by the partnership to continue the project and associated staff and operational costs for a further five years. The funding will be utilised to fund the project team as well as manage and improve over 80 hectares of dune estate which includes a designated Site of Special Scientific Interest, County Biological Heritage Sites and Local Nature Reserve. There is no requirement for supplementary external funding for the project.

Persimmon Homes on the old Pontin's site have contributed £225,000 in Section 106 funding to cover the costs of a ranger and transport for a 5 year period. There is a £40,000 budget included within the section 106 funding to cover environmental projects in the area, to mitigate the effects of increased usage from new residents in the area.

➤ **Theme 5 Visitor Economy**

The Visitor Economy makes up an important industry in Fylde accounting for 1 in 10 jobs attracting 3.3 million visitors generating £242 million spending in the local economy each year.

Networking events and direct dialogue are undertaken with tourism businesses, Blackpool, Wyre and Marketing Lancashire.

The Councils tourism officer is working with partners to organise the major events like – St Georges Festival, 1940s Wartime Festival, Lytham Festival and St Annes Kite Festival.

The formation of the St Annes on Sea Enterprise Partnership under the Coastal Communities Initiative seeks to bring together a variety of organisations to promote and enhance the offer of the town. It has

adopted a Strategy and Action Plan to promote and enhance the visitor offer and the Council is a formal partner. An important aspect of its remit is to promote and extend the visitor offer through the expansion of events.

➤ **Theme 6 Culture, Leisure, Sport and Recreation**

The Council is working in partnership with the Arts Council and the Fylde Arts partnership to develop a strategic framework to maximise arts opportunities across the Fylde Coast and identify opportunities for investment. A specialist arts development officer is now in post.

The Council is working with Sport England to develop sports facilities and programmes across the Borough. The Council is proposing to submit a bid to Sport England to provide multi-sport class room facilities and changing facilities at Fairhaven Lake.

Through the planning process a sports built facilities review is being undertaken which will inform Future Leisure provision across the Borough. This will be used as an evidence base to support the Borough Wide Local Plan. This work was completed in 2016 and continues to influence projects across the Borough.

The Council is proposing to create a water play facility on the Promenade Gardens on the site of the former paddling pool. This will regenerate an area of the Promenade Gardens that isn't well used and provide a facility that will attract residents and visitors alike. The work is scheduled to commence this financial year.

➤ **Theme 7 Heritage Assets**

Heritage Strategy has now been formally published with three immediate actions

- Formation of a Heritage Forum which is aimed at drawing together a number of organisations and individuals that can help to deliver the projects contained within the approved Action Plan, which forms the implementation element of the Strategy. This will be established between 2018/19.
- The compilation of the Local List of Buildings that will be 'piloted' in the Fairhaven/Ansdell area but will be rolled out across the Borough. The pilot scheme at Fairhaven/Ansdell and Lytham St Annes has been completed with the identification of 9 zones all containing Locally Listed buildings and structures. This has been approved by the Planning Committee. Lytham and St. Annes have now been reviewed and local listing completed with some 113 buildings now on the local list. The review of conservation areas is part of the broader review and is underway for completion this calendar year.
- Undertaking of conservation area appraisals and management plans that are extremely valuable for development management purposes will follow of from the review.

➤ **Theme 8 Place Making**

- In December 2016 it was confirmed that the Council had been successful in securing a development grant of £165,500 from the Heritage Lottery Fund's 'Parks for People' funding programme for the restoration of Fairhaven Lake. The development grant approved purposes includes employing 2 new full-time members of staff to manage the project and appointing a multi-disciplinary team to develop the design.
- In August 2017 Ryder Landscape Consultants were appointed as Lead Consultant of a multi-disciplinary project team following a competitive OJEU tender process.
- In the same month Charlie Richards and Julie Vale were appointed as Project Officer and Activity Development Officer respectively following a successful interview process.

- The project itself includes the following 4 key areas of development:
 - o Historic Landscape restoration including the nationally significant Japanese Gardens
 - o Historic Buildings' restoration including the original 1896 golf clubhouse (now pavilion café)
 - o Lake dredging and aeration to improve water quality and depth for sailing
 - o Activity and interpretation on a range of different themes including heritage, sports/recreation, performing arts, outdoor education, health and wellbeing and much more.
- The deadline for round 2 submission is August 2018 for which the Council are required to submit a suite of documents including Business Plan, 10 year Management and Maintenance Plan, design and cost plan up to RIBA Stage 3 (Developed Design), Activity and Interpretation Plan, Conservation Management Plan and Evaluation and Monitoring Plan.
- Should the Council be successful at Round 2, we will be informed by December 2018 and the delivery phase of the project shall continue until 2021. The estimated costs of the entire project are £2.9 million of which the HLF will fund £1.47 million with the remaining costs being drawdown from a number of external funding sources and a capital contribution from the Council.

The next phases of the Regeneration Programme for St Annes commenced in 2016 and include enhancements to The Crescent and St Andrews Road South/North. The road lighting scheme for The Crescent is complete and the refurbishment of St. Andrews Road South (£165,000) will be completed early March 2018. The next phase for Wood Street is being planned with the first phase due to commence in late Spring 2018.

Woodlands Road regeneration scheme was largely completed in 2016/17. The remaining elements will be completed during 2018/19, subject to Council approved capital spend.

➤ **Theme 9 Access and Transportation**

The key actions of the Coastal Strategy in terms of transport have been fed into the Fylde Coast Highways and Transport Master Plan.

Coastal strategy action to develop a network of pedestrian and cycle links to and around the coast fed into Lancashire Cycling and Walking Strategy.

Funding for the proposed Cypress Point/M55 link is being drawn together for the commencement of the of the scheme this calendar year.

➤ **Theme 10 Marketing Promotion and Publicity**

In 2017 the Council achieved Keep Britain Tidy's Seaside Award for St Anne's Amenity Beach. The scheme is a nationwide standard for the best beaches across the UK which guarantees visitors will find a clean, safe, attractive and well managed beach.

The Council achieved 6 Green Flag Awards and 32 In Bloom Awards in 2015.

FURTHER INFORMATION AVAILABLE FROM

Darren Bell, Head of Technical Services, email Darren.bell@fylde.gov.uk , 01253 658465.

INFORMATION ITEM

REPORT OF	MEETING	DATE	ITEM NO
DEVELOPMENT SERVICES DIRECTORATE	OPERATIONAL MANAGEMENT COMMITTEE	6 MARCH 2018	7
CAR PARKING ANNUAL REPORT 2016/17			

PUBLIC ITEM

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

SUMMARY OF INFORMATION

Each year Local Authorities are expected to produce and publish an annual report to present financial and statistical information relating to Local Authority parking operations to the public. This information item is presented to the committee to advise them of the report for 2016/17 and highlight key points from this.

SOURCE OF INFORMATION

The data used for the Fylde Parking Annual Report 2016/17 is compiled from Fylde Council's finance system (CIVICA General Ledger), the Parking Service's records of Penalty Charge Notices (Chipside CaseManager) and general records of Fylde Council's car parks.

LINK TO INFORMATION

<http://www.fylde.gov.uk/assets/files/8921/Fylde-Parking-Annual-Report-16-17.pdf>

INFORMATION

1. Statutory Guidance is provided by Central Government as to how Local Authority parking services may be operated. Part of this stipulates that certain statistical and financial information must be made public via an annual report. In addition the Transparency Code requires further information to be made public. The Fylde Parking Annual Report 2016/17 includes information required for both of these.
2. Key financial points to emerge from this report is that in 2016/17 parking enforcement income and costs incurred a £42,543 deficit while car park operation income and costs resulted in a £359,911 surplus; a total Parking Services surplus of £317,368, an increase of £22,597 on the previous year. This income to the Council has been used to help support other services via the Council's general fund.
3. From the Council's enforcement activities the total number of Penalty Charge Notices (PCNs) issued remained constant from the previous year. Of 1,867 PCNs issued over 75% resulted in payment to date. Less than 25% of PCNs were cancelled, mainly as a result of successful challenges where reasonable grounds were provided why a PCN should not be paid. This demonstrates that Parking Services, while enforcing the car parks' conditions of use, will take into account extenuating or mitigating circumstances when considering challenges and exercise fair and proportionate discretion where appropriate as required by the Traffic Management Act 2004.
4. If a person has formally challenged a PCN and it has been rejected they are able to appeal their case to the Traffic Penalty Tribunal where an independent adjudicator will review all case evidence. In 2016/17, of the

1,867 PCNs issued during the year, 2 cases (only 0.11% of all PCNs) went to the tribunal, both of which were allowed (ie found against Fylde Council).

5. The Fylde Parking Annual Report 2016/17 can be viewed by the public in the 'Transparency' section of the Council's website.

WHY IS THIS INFORMATION BEING GIVEN TO THE COMMITTEE?

To advise the committee that the Fylde Parking Annual Report 2016/17 has been produced and made public.

FURTHER INFORMATION

Contact - Andrew Loynd, Technical Support Manager, 01253 658 527

INFORMATION ITEM

REPORT OF	MEETING	DATE	ITEM NO
OFFICE OF THE CHIEF EXECUTIVE	OPERATIONAL MANAGEMENT COMMITTEE	6 MARCH 2018	8
THE RESIDENTS SURVEY 2017			

PUBLIC ITEM

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

SUMMARY OF INFORMATION

The report provides details of the background to the Residents Survey along with the latest satisfaction levels from the 2017 data set. Satisfaction with services, the Council and the local community is compared against previous data sets as well as the cumulative outcome.

SOURCE OF INFORMATION

Resident survey questionnaire:

www.fylde.gov.uk/haveyoursay

LINK TO INFORMATION

www.fylde.gov.uk/haveyoursay

WHY IS THIS INFORMATION BEING GIVEN TO THE COMMITTEE?

The outcome of the Resident Survey is reported to the Operational Management Committee which has the remit for customer services. The information is relevant to almost all council services.

FURTHER INFORMATION

Contact:

Allan Oldfield allan.oldfield@fylde.gov.uk

Alex Scrivens alex.scrivens@fylde.gov.uk

Information

1. The Resident's Survey was introduced in 2012, it is deliberately a very simple questionnaire with 10 short questions that can be completed in as little as 30 seconds (Appendix 1) and allows customers to have their say on the services they pay for.
2. The questionnaire can be completed online at any time with the results reported annually based on the number of completed questionnaires during the year. The questions focus on the main front end services as well as the residents experience, perception and knowledge of the local authority. Apart from the planning and customer service questions it is possible to provide an informed response to the questions without having had direct contact with the Council e.g. a valued judgment on parks, refuse, street cleansing and value for money from the Council.
3. The objective is to obtain an overview of satisfaction with services and the Council that can be used to identify areas for improvement and allow comparison over time. The high level overview that the survey provides supplements service based customer research carried out in a number of areas. The survey is live gathering feedback all the time and it is possible to view at any time the latest results online, the data set is automatically updated so cumulative results are live.
4. The table in Appendix 2 includes six years of comparable data from 2012 to 2017 and the cumulative results from 4367 responses to date. The 2017 data set for the questions asked is included in Table 1.

Table: The 2017 Residents Survey Results

QUESTIONS <i>(Percentage satisfied is those who rated as 'satisfied', 'good' or 'excellent')</i>	% Satisfied
How would you rate the refuse collection service at Fylde	90%
How would you rate the household recycling service at Fylde	86%
How would you rate the parks and open spaces in Fylde	93%
How would you rate the cleanliness of the streets in Fylde	73%
How would you rate the planning service at Fylde*	60%
How would you rate the customer service at Fylde*	74%
Overall I would rate the Fylde as a place to visit	95%
Overall I would rate Fylde as a place to live	94%
How would you rate the value for money I receive from Fylde Council	70%
Overall and taking everything into account , how would rate Fylde Council's performance	76%

**Percentage of respondents that had used the service*

5. The results from the 2017 Residents Survey data set show high levels of satisfaction, whilst they are consistent with the previous five years data in most areas several are lower than 2016 and the cumulative data. Officers will be working with the Reputation Management Group to investigate the reasons behind the difference in satisfaction levels and the significantly increased in year participation which is the highest in four years.
6. Overall the levels of satisfaction from the Residents Survey are exceptional with many in excess of 80% which is well within the top quartile (top 25%) of results that are achieved in comparable industry standard research carried out by other organisations.

7. Survey research indicates there is always a lower level of satisfaction with regulatory and enforcement services because of the nature of decisions that have to be made, the expectations of the customer and the negative outcome for a number of customers. Two of the questions refer directly to the Council, one is about value for money and the other is overall satisfaction. The cumulative results from the six year data set show 81% of respondents felt that the Council delivered value for money and 87% were satisfied with the Council performance overall.

Attached documents:

- Appendix 1 – The Resident Survey Questionnaire
- Appendix 2 – The Resident Survey Six Year Results

Appendix 1: THE RESIDENT SURVEY QUESTIONNAIRE

At Fylde Council it is important that customers have their chance to rate the services they pay for and provide feedback that helps us to improve. You can have your say and help make a difference to the services you pay for by completing the short questionnaire below. The survey takes no more than two minutes to complete.

I would like to thank you in advance for your support. Yours

sincerely

Allan Oldfield
Chief Executive

SERVICES THE COUNCIL DELIVERS:

1. I would rate the refuse collection service at Fylde as:

- ☐ Excellent
- ☐ Good
- ☐ Satisfactory
- ☐ Poor
- ☐ Very Poor

2. I would rate the household recycling service at Fylde as:

- ☐ Excellent
- ☐ Good
- ☐ Satisfactory
- ☐ Poor
- ☐ Very Poor

3. I would rate the parks and open spaces in Fylde as:

- ☐ Excellent
- ☐ Good
- ☐ Satisfactory
- ☐ Poor
- ☐ Very Poor

4. I would rate the cleanliness of the streets in Fylde as:

- ☐ Excellent
- ☐ Good
- ☐ Satisfactory
- ☐ Poor
- ☐ Very Poor

5. I would rate the planning service at Fylde as:

- ☐ Excellent
- ☐ Good
- ☐ Satisfactory
- ☐ Poor
- ☐ Very Poor
- ☐ N/A

6. I would rate the customer service at Fylde as:

- ☐ Excellent
- ☐ Good
- ☐ Satisfactory
- ☐ Poor
- ☐ Very Poor
- ☐ N/A

7. Overall I would rate the Fylde as a place to visit as:

- ☐ Excellent
- ☐ Good
- ☐ Satisfactory
- ☐ Poor
- ☐ Very Poor

8. Overall I would rate Fylde as a place to live as:

- ☐ Excellent
- ☐ Good
- ☐ Satisfactory
- ☐ Poor

☐ Very Poor

9. I would rate the value for money I receive from Fylde Council as: ☐

Excellent

☐ Good

☐ Satisfactory

☐ Poor

☐ Very Poor

10. Overall and taking everything into account, I would rate Fylde Council as:

☐ Excellent

☐ Good

☐ Satisfactory

☐ Poor

☐ Very Poor

11. We would like to keep you informed of Fylde Council news, events and for you to have your say on Fylde Council and community matters. If you would like us to keep you updated please enter your email address below, we will never share your email or any other details with anyone else.

Appendix 2: The Resident Survey Results Table

QUESTIONS <i>(Percentages figures are the percentage satisfied, good and excellent)</i>	2017 (610 responses)	2016 (136 responses)	2015 (461 responses)	2014 (608 responses)	2013 (829 responses)	2012 (1583 responses)	Cumulative (responses 4367)
How would you rate the refuse collection service at Fylde	90%	92%	97%	94%	95%	93%	94%
How would you the household recycling service at Fylde	86%	87%	93%	92%	93%	91%	90%
How would you the parks and open spaces in Fylde	93%	98%	95%	94%	94%	93%	95%
How would you the cleanliness of the streets in Fylde	73%	83%	85%	83%	83%	81%	81%
How would you the planning service at Fylde*	60%	79%	69%	63%	70%	71%	69%
How would you the customer service at Fylde*	74%	89%	89%	89%	88%	90%	87%
Overall I would rate the Fylde as a place to visit	95%	90%	97%	97%	97%	95%	95%
Overall I would rate Fylde as a place to live	94%	99%	97%	97%	97%	95%	97%
How would you the value for money I receive from Fylde Council	70%	82%	84%	85%	85%	81%	81%
Overall and taking everything into account , would rate Fylde Council	76%	87%	92%	90%	90%	88%	87%

Only includes percentage of the respondents that **have used the service*