



## Overview and Scrutiny Committee Agenda

Wyre Borough Council  
Date of Publication: 8 January 2021  
Please ask for: Emma Keany  
Democratic Services Officer  
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**Overview and Scrutiny Committee meeting on Monday, 18 January 2021  
at 6.00 pm via WebEx.**

**For Public Access to the meeting please dial:**

1. **+44-20-7660-8149** (free WebEx UK number)

**And enter:**

2. **175 733 8120** (meeting number/access code)
3. **65747582** (meeting password)

1. **Apologies for absence**

2. **Declarations of interest**

To receive any declarations of interest from any councillor on any item on this agenda.

3. **Confirmation of minutes**

(Pages 3 - 6)

To confirm as a correct record the minutes of the meetings of the Overview and Scrutiny Committee held on 23 November 2020 and 15 December 2020 (to follow).

4. **Business Plan 2021/22**

(Pages 7 - 10)

The Corporate Director Communities, Marianne Hesketh, has submitted a report on the Business Plan 2020-21.

The Leader of the Council, Councillor David Henderson, and the Chief Executive, Garry Payne, will attend the meeting to present the report and respond to comments and questions from members of the committee.

**5. Treasury management** (Pages 11 - 20)

The Corporate Director Resources, Clare James, has submitted a Question and Answers document regarding the Treasury Management Strategy and Policies.

The Treasury Management Policy Statement and Practices, Treasury Management and Annual Investment Strategy, Minimum Revenue Provision Policy Statement, and Capital Strategy 2020/21 can be found here:

<https://wyre.moderngov.co.uk/mgAi.aspx?ID=5494#mgDocuments>.

**6. Business Plan – Quarterly Performance Statement** (Pages 21 - 34)

The Corporate Director Communities, Marianne Hesketh, has submitted the 2nd Quarter Performance Statement 2020/21, July - September 2020.

**7. Update on Tourism and Visitor Services** (Pages 35 - 42)

The Corporate Director Communities, Marianne Hesketh, has submitted a report to update the committee on Tourism and Visitor Services in the borough.

**8. O&S Work Programme 2020/21 – update and planning** (Pages 43 - 48)

The Corporate Director Resources, Clare James, has submitted a report updating the committee about the delivery of the Overview and Scrutiny Work Programme 2020/21.



## Overview and Scrutiny Committee Minutes

The minutes of the Overview and Scrutiny Committee meeting of Wyre Borough Council held on Monday, 23 November 2020 via Remote Access (WebEx).

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### **Overview and Scrutiny Committee members present:**

Councillors Ibison, Matthew Vincent, I Amos, R Amos, Ballard, Collinson, Cropper (left during item 6), E Ellison, Fail, Leech, Longton and O'Neill

### **Officers present:**

Peter Foulsham, Democratic Services and Scrutiny Manager (left after item 6)  
Emma Keany, Democratic Services Officer  
Clare James, Corporate Director Resources and Section 151 Officer  
Garry Payne, Chief Executive (left after item 5)  
Marianne Unwin, Assistant Democratic Services Officer  
Duncan Jowitt, Democratic Services Officer

Members of the public and press were able to watch the meeting live on YouTube.

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### **15        Declarations of interest**

None.

### **16        Confirmation of minutes**

The minutes of the meeting of the Overview and Scrutiny Committee held on Monday 16 March 2020 were agreed as an accurate record.

### **17        Covid-19 update**

The Corporate Director Communities, Marianne Hesketh, submitted information that updated the committee on some of the work the Council had undertaken during the Covid-19 Pandemic in 2020.

The Chief Executive, Garry Payne, attended the meeting to present the report and responded to questions from committee members.

Mr Payne updated the committee on some of the roles he had undertaken during the Pandemic such as chairing the Warning and Information Cell of the Lancashire Resilience Forum. He also provided an update on action planning on a local and county level, and the partnership working that had occurred.

The Chief Executive expressed his gratitude, which was echoed by the Chair and committee, to staff members due to their response to the required effort during the Pandemic. He spoke on how well individuals had adapted to the differing demands that had arisen and how he was proud of all the work that the Council had undertaken to ensure the borough was well provided for.

There were questions and comments from the committee on the mention of the footfall counting solution (at page 12 of the agenda), the flu-jabs that were delivered at Thornton Little Theatre, provisions for future Covid-19 vaccination programmes and venues, and issues of fly-tipping and the quick action taken by officers.

The Chair thanked the Corporate Director Communities and Chief Executive for their update and to Mr Payne for his attendance.

## **18 Overview & Scrutiny Work Programme 2020/21 - update and planning**

The Corporate Director Resources, Clare James, submitted a report updating the committee about the delivery of the Overview and Scrutiny Work Programme 2020/21. The Democratic Services Officer, Emma Keany, provided a verbal update to the committee.

Previously commissioned task groups were considered and it was agreed that:

1. The Residents Parking Permit Scheme task group be removed from the list of task groups due to its report being sent to Cabinet in March 2020, therefore concluding its work.
2. The District Environmental Enforcement task group be reconsidered in January in light of the information on the extension deadline that would be sent to members after the meeting.
3. And that the Poulton to Fleetwood Link task group would reconvene once stakeholders and the relevant local authorities had created a feasibility study.

The committee discussed its ideas and priorities going forward, after an 8 month break as a result of the Pandemic response. Ideas for future task groups were considered such as the YMCA contract for the borough's leisure facilities, Tourism, the Business Plan, a Scrutiny review and a look into the council's Covid-19 response.

The Chairman thanked Garry Payne, Clare James and Emma Keany for their contributions.

## **19 Fees and charges- draft**

The Corporate Director Resources, Clare James, submitted a report on the proposed fees and charges for the 2020/21 financial year, which she introduced.

Ms James discussed various aspects of the report such as modest increases for the use of Marine Hall, Thornton Little Theatre and Mount Pavilion (5.1.5), the care and repair service handyperson charge (5.2.2), the decrease in fees at the outdoor market at Cleveleys (5.3.3) and proposed removal of the £5 discount for direct debit payments for green waste (5.5.4).

The committee asked questions on the available hardship funding for those who use the Care and Repair service and how to access the funding, car parking charges (5.2.1), issues that may arise due to the introduction of an increase to green waste payments, Marine Hall (5.1.5), and the desire for a new column to show the percentage increase using the CPI (consumer price index).

The Chair thanked the Corporate Director Resources for her report.

## **20 Cost profiles - benchmarking results 2020/21**

The Corporate Director Resources (and Section 151 Officer), Clare James, submitted the Cost Profiles – Benchmarking Results 2020/21 report that was before Cabinet on 18 November 2020.

Ms James introduced the report and highlighted the key areas to the committee. The committee raised questions around the borough's leisure provision, a request for a statement on the progress of the YMCA contract and some thought into how a member's task group would provide the most effective work.

The Chair thanked the Corporate Director Resources for her report.

## **21 Annual schedule of planned investment in assets- 2020/21**

The Corporate Director Environment, Mark Billington, submitted the Planned Maintenance and Investment Projects Schedule - 2020/21.

The Corporate Director Resources (and Section 151 Officer), Clare James, attended the meeting, presented the report and responded to questions from committee members.

Ms James stated that the report reflected the February 2020 position for the schedule of planned investment. She updated the committee on the progress of the schedule and the reasons as to why some of the had not been progressed, due to the Pandemic and its impact on workloads, and to the fact that the condition survey on Fleetwood Leisure Centre had stated that none of the work was urgent so the work would be reviewed when compiling the 2021/22 schedule. It was also confirmed that the schedule would be brought back to the committee in early 2021.

Committee members asked questions regarding the process for creation of the schedule and how the work was budgeted.

The Chair thanked the Corporate Director Resources for her attendance and

wished to pass on his thanks to the financial team for their work during the pandemic.

The meeting started at 6.00 pm and finished at 7.26 pm.

**Date of Publication:** 18 December 2020



Report of:	Meeting	Date
Marianne Hesketh, Corporate Director Communities	Overview and Scrutiny Committee	18 January 2021

## Refreshed Business Plan 2019-2023 (Update 2021)

### 1. Purpose of report

- 1.1 To provide the Overview and Scrutiny Committee with the draft Business Plan for 2019-2023 (updated for 2021) for consideration.

### 2. Outcomes

- 2.1 To ensure that medium and long term resources and service provision are prioritised and planned in accordance with the Medium Term Financial Plan (MTFP), the aspirations of local residents, local research and data and the national policy framework.

### 3. Recommendation

- 3.1 To consider the draft business plan for 2019-2023, which has been updated for 2021, prior to seeking Council approval at the meeting on 11 March 2021.

### 4. Background

- 4.1 Each year, the Council produces a Business Plan. The Business Plan is a key document in the business planning framework and its purpose is to set out the Council's vision and priorities in line with the Medium Term Financial Plan (MTFP). The council has effective performance management arrangements in place which ensures that progress against the Business Plan is reported on a quarterly basis. This includes the involvement and support of Overview and Scrutiny Committee who receive quarterly performance review reports.

- 4.2 This year the production of the business plan has been a little different due to COVID-19 and many of the business plan projects have rolled forward to 2021/22. Corporate Management Team and Heads of Service have inputted to the document. The draft plan has been discussed with

Management Board and will be considered by the Overview and Scrutiny Committee before proceeding to full Council for approval in March.

## 5. Key issues and proposals

**5.1** The Business Plan covers a four year period which has been developed to align with the four year election cycle. A new style plan was developed in 2019 and this format has been retained for the 2021 update. The vision remains the same as do the priorities but the projects have been refreshed and updated in particular to ensure that the council can help economic and community recovery following the pandemic. A tracked change version is provided and is attached at Appendix 1. The updated plan will continue to be monitored on a quarterly basis and reported to Overview and Scrutiny Committee.

**5.2** It is intended to present the final business plan to full Council on 11 March 2021.

report author	telephone no.	email	date
Marianne Hesketh	01253 887350	<a href="mailto:Marianne.hesketh@wyre.gov.uk">Marianne.hesketh@wyre.gov.uk</a>	22/12/20

### **List of appendices**

Appendix 1 - Business Plan 2019-2023 (updated 2021)



# Business Plan 2019-2023

Updated January 2020<sup>1</sup>

**Our Vision:** Wyre is a healthy and happy place where people want to live, work, invest and visit

## People

### OUR AMBITION - EMPOWERED COMMUNITIES

#### We will:

- Collaborate with residents and local stakeholders to support and maximise opportunities for improving health and wellbeing across our communities
- Transform the way customers access our services through making better use of technology
- Explore opportunities for communities and partners to deliver initiatives that build resilience and sustainability
- Work with partners to support and raise the aspirations of young people

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## Economy

### OUR AMBITION - A STRONG LOCAL ECONOMY

#### We will:

- Work with the Fylde Coast Economic Prosperity Board to support economic growth and attract investment to Wyre
- Collaborate with our partners to facilitate vibrant town centres
- Support businesses to grow, and prosper and recover
- Work with ~~transport authorities~~ our partners to improve the infrastructure and connectivity across the Fylde Coast
- Maximise commercial opportunities and deliver efficiencies

## Place

### OUR AMBITION - A QUALITY LOCAL ENVIRONMENT FOR ALL TO ENJOY

#### We will:

- Work with residents, Parish and Town Councils and businesses to plan, protect and enhance the quality of our neighbourhoods
- Utilise Wyre's USP – the Great Outdoors – supporting residents and visitors to maximise the opportunities from coast to countryside
- Collaborate with our partners to respond to a range of climate change issues, including our commitment to carbon footprint reduction and tackling flood risk across Wyre.

# Delivering our Vision



## Economy

### How will we do this?

- ~~Deliver the implementation plan for~~ Support business growth at the Hillhouse Technology Enterprise Zone
- Collaborate with partners to develop strategic economic plans such as the Greater Lancashire Plan
- Work with our partners to increase access for residents and businesses to high speed internet and wi-fi wherever possible
- Develop the Fleetwood Masterplan Regeneration Framework and facilitate explore external funding opportunities to support the future options to transform Fleetwood over the next 20 years
- Explore investment and development opportunities for our other town centres and ~~key council assets~~ in Poulton, Garstang and Cleveleys
- Work with partners to explore the feasibility of a Fylde Coast tramway / rail loop
- Explore investment opportunities for our key council assets
- Proactively support business recovery following the pandemic

### How will we measure progress?

- ~~Take up of employment land~~
- Number of businesses supported
- % growth in business rate base at the Enterprise Zone
- Town centre vacancy rates
- Out of work benefit claimant count
- Visitor numbers to the borough
- % of fledgling businesses surviving - 18 months

Wyre is a healthy and happy place where people want to live, work, invest and visit



## People

### How will we do this?

- Develop a long term strategy for sustainable leisure and wellbeing provision across Wyre
- Deliver a programme of work to promote healthy choices and healthier lifestyles to keep people well
- Maximise funding opportunities and deliver initiatives to support older people and people with disabilities to maintain independence
- Work with partners to improve the aspirations and resilience of our young people ~~through programmes such as Positive Footprints~~
- Develop a programme of work ~~that to~~ improves ~~the and support~~ the sustainability and resilience of our communities that builds on the learning from the covid support hubs
- Launch the next phase of the Digital Wyre Strategy ensuring customers have easy access to our services and that we embrace the opportunities new technologies bring

### How will we measure progress?

- % of e-contacts as a % of total contacts
- Number of people helped to remain independent at home
- % of physically active adults
- ~~Number of hours of career led learning delivered in Wyre through the Positive Footprints programme~~
- Number of leisure centre visits / Memberships
- Number of volunteer hours
- % of resident population who consider themselves to be in good health



## Place

### How will we do this?

- Review and monitor the Wyre Local Plan 2011-2031
- Deliver the Wyre Beach Management Scheme
- Facilitate and support the improvement and use of parks and open spaces
- ~~Implement initiatives and promote activity to help achieve a cleaner, greener Wyre~~
- ~~Ensure the Wyre Community Lottery is well utilised to support good causes~~
- ~~Develop and~~ Deliver our action plans to reduce the effect of climate change on our borough including exploring green energy opportunities
- Promote activity to support our residents to reduce waste, and increase reuse and recycling and implement environmental initiatives to help achieve a cleaner, greener Wyre.
- Support the Turning Tides Partnership in their ambition to achieve a blue flag coast that is free from plastic pollution.

### How will we measure progress?

- Number of people attending outdoor activities
- Satisfaction with parks and open spaces
- Satisfaction with keeping public land free from litter
- Reduction in fly tipping reported
- Money raised for good causes by the Wyre Community Lottery
- Reduction in council carbon emissions
- Number of public electric charging points
- Number of trees planted
- % of household waste recycled

TOGETHER  
we make a  
difference

# Agenda Item 5

Scrutiny of the Treasury Management Strategy and Policies – Questions and Answers (Overview and Scrutiny Committee 18 January 2021)

**The following questions and answers will help to demonstrate that the Council's Treasury Management Strategy and Policies were subject to robust member scrutiny and demonstrate compliance with the CIPFA Code of Practice for Treasury Management.**

**First some questions on the day to day process.**

## **Question No. 1**

**On a daily basis, how do you work out whether we need to borrow money or have spare cash available that we can lend out?**

Cash flow projections are prepared annually and daily. The annual cash flow projections are prepared from the previous years' cash flow records, adjusted for known changes in levels of income and expenditure and also changes in payments and receipts dates. These details are supplemented on an ongoing basis by information received on new or revised amounts to be paid or received as and when they are known and the council downloads data from its bank on a daily basis.

## **Question No. 2**

**If I have understood this correctly, in essence you are estimating what you expect the end of day position to be at the bank when all the pending transactions, including payments to suppliers and the clearance of cheques or direct debits into our account, have been processed – what happens therefore if you get it wrong?**

Of course, from time-to-time we receive amounts earlier or later than expected, amounts we weren't expecting or where values differ from those reported to us. This can be for a number of reasons e.g. new burdens funding, payments made to us in error (for instance intended for Wyre Forest or LCC) or emergency funding at short notice (e.g. Covid related).

With the introduction of a group aggregate auto transfer facility ('roll-up') in February 2018, any funds remaining in the council's bank accounts at close of business are automatically cleared into the interest bearing Liquidity account thus stopping any under investment of funds. There will be an automatic transfer from the interest bearing account (assuming adequate funds available) crediting the group control account with the required balance from the interest bearing account. This avoids an overdrawn balance and the subsequent charges.

From 1 September 2011, and following a cost/benefit analysis, we took a decision to cease the formal overdraft facility. The formal overdraft facility used to cost the council £2,000 plus 1% over the base rate for overdrawn net balances over £500,000. The new arrangement now incurs charges at 4% over the current base rate for net overdrawn balances with no annual arrangement fee. There have been no occasions since the introduction of the new group aggregate transfer facility when the council's net bank account position was overdrawn.

### **Question No. 3**

**Is there one person who does the day to day dealing and what happens if they are away on leave?**

Within the Treasury Management Policy Statement and Practices that is approved annually by Cabinet/Council in March/April there is a list of all the different functions and a table showing which officers can do what. For example, the day to day dealing can be done by, either of the three Senior Account Managers (Penny Jones, Joanne McCaffery – one PT post is vacant) and either of the two Account Managers (Louise Rowland and Clare Riche). Authorisation of short term borrowing or investing falls to the Corporate Director Resources (Clare James), Head of Finance (Veronica Wilson), the Head of the Contact Centre (Peter Mason), the Head of Governance (Joanne Billington), the Head of Business Support (Liesl Hadgraft) or the Legal Services Manager (Mary Grimshaw).

### **Question No. 4**

**So what do you have to do if you want to invest some money?**

The Treasury Management Policy Statement and Practices states that the council applies the creditworthiness service provided by Link Asset Services who are our Treasury Management Consultants. This service employs a sophisticated modelling approach combining credit ratings, credit watches and credit outlooks (see Appendix 1) in a weighted scoring system which is then combined with an overlay of CDS (Credit Default Swaps) spreads for which the end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. They provide us with this weekly credit list and supplement it with emails for any changes to counterparty credit ratings. Lending is only made to counterparties within the council defined colour bands according to the colour coded creditworthiness list.

In addition, the Practices say that the council will also look at other market information in order to establish a full investment strategy; such as up to date market information, which includes Sovereign and individual counterparty ratings, together with a wide range of relevant economic data. In reality, other than day to day news headlines/reports, no further challenges are made to the treasury advisors guidance.

If we are using the council's bank, the NatWest, for investments in the Liquidity account the balance is left in the current account and will be automatically transferred into the Liquidity account at the close of business. If we are using the Money Market Funds then this is entered on to the SunGard System and an email is sent prompting the authorising officer to agree the transfer. All transactions on the SunGard System must be authorised before, either 1pm, 1.30pm or 2pm dependent on the fund, in order for them to be actioned that day

If we are using the Bank of Scotland or Nationwide we ring up to obtain the rate for the amount and length of time we want to invest and using this information we complete a temporary lending form detailing the amount to be invested, the interest rate and the term. Once this form is authorised we phone the Bank of Scotland or Nationwide back to confirm the deal and give notice if necessary and a bank transfer is made from the council's banks. If we are using Svenska Handelsbanken, Qatar National Bank or Santander again a temporary lending form is completed and once authorised a bank transfer is made from the council's bank.

## **Question No. 5**

### **What about if you need to borrow money – what happens then?**

The Treasury Management Policy Statement and Practices clearly states that the council must access temporary loans through approved brokers on the London money market. The approved borrowing limit for short term debt has been set at £13.459m in 2020/21.

In essence, we telephone the brokers and ask them to find somebody who can lend us the amount we need and for the required term, for example, are we happy for the money to be called back at any time or do we want to fix it to a particular date. We aren't fussy about who lends us the money and the brokers currently charge commission at 1% of interest due. There is no commission charge for undertaking investment transactions via the brokers.

The last time we borrowed via the brokers was back in 2009/10.

## **Question No. 6**

### **So what guarantees do we have that somebody in the finance team isn't going to disappear to the Caribbean with a significant amount of the council's money – presumably there are sufficient checks and balances?**

Firstly, I'm not good in places with extreme temperatures but on a more serious note, there are a number of controls in place including;

- ✓ All lending is only made to institutions on the Link Creditworthiness Weekly List.
- ✓ All loans raised and repayments made go directly to and from the institution's bank account.
- ✓ Authorisation limits are set for every institution.
- ✓ Brokers have a list of named officials authorised to perform loan transactions.
- ✓ There is adequate insurance cover for employees involved in loan management and accounting.
- ✓ The control totals for borrowing and lending are regularly reconciled with the ledger balance sheet codes by the Financial Services Team.
- ✓ There is a separation of duties in the Section between the processing and authorisation of transactions.
- ✓ The council's bank holds a list of council officials who are authorised signatories.
- ✓ No member of the Treasury Management team responsible for borrowing and lending is an authorised signatory.

A key aim of the Treasury Management Policy Statement is that the council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.

And if you are still worried, then it is worth noting that the council has 'Fidelity' insurance cover with Zurich Municipal (ZM). This covers the loss of cash by fraud or dishonesty of employees. This cover is limited per transaction as follows:

- ✓ 13 designated officers (Corporate Director of Resources, Head of Contact Centre, Head of Governance, Head of Business Support, Legal Services Manager, Head of Finance,

Principal Accountant, Senior Account Manager x 3, Financial Systems and Payments Officer and Financial Service Officer x 2 are indemnified for £3m.

- ✓ All other employees are indemnified for £250,000.

### **Question No. 7**

#### **How do you know if you are doing a good job – what measures do you use to assess your performance?**

We do an annual report in June/July each year showing the overall position and activities for the previous year. The report includes the following issues, where relevant:

- ✓ total debt and investments at the beginning and end of the financial year and average interest rates;
- ✓ borrowing strategy for the year compared to actual strategy, including interest paid;
- ✓ investment strategy for the year compared to actual strategy, including interest received;
- ✓ explanations for variance between original strategies;
- ✓ debt rescheduling done in the year;
- ✓ actual borrowing and investment rates achieved through the year;
- ✓ comparison of return on investments to the benchmark 7-day LIBID rate (London Interbank Bid Rate); and
- ✓ compliance with Prudential and Treasury Indicators.

We also complete a half yearly Report on Treasury Management which is submitted to Council in November/December which reviews the performance of the debt and investment portfolios. This report contains the same information as the annual report but only includes information for the first 6 months of the year.

Last year investments earned an average return of 0.87% against a benchmark LIBID (London Interbank Bid Rate) 7-day average of 0.53% whilst the Bank of England base rate stated the year at 0.75% and reduced to 0.25 and then 0.10% in March for the remainder of the year.

In the six months to 30 September 2020 investments have achieved an average return of 0.44% against a benchmark LIBID 7-day average of 0.41%.

#### **And now just a couple of other questions concerning the wider Treasury Management arrangements...**

### **Question No. 8**

#### **I understand that we are with the NatWest bank and have been for some time – do we ever consider switching?**

Whilst we have been with NatWest for nearly 30 years, banking services have traditionally been re-tendered or renegotiated every 3 years to ensure that the level of prices reflect efficiency savings achieved by the supplier and current pricing trends. The council re-tendered for Banking Services using the Government Framework in 2016. This resulted with our present providers NatWest being awarded the contract which resulted in considerable savings for the Authority. We have exercised our contract extension option and the Natwest are currently working on revised

contract prices which we can then use to determine whether we benchmark or go out to tender next year.

### **Question No. 9**

**And whilst we are talking about the costs of treasury management – do we have other advisors that we use and how much do they cost?**

When the council lost its debt free status during 2007/08 Link Asset Services was engaged as the council's treasury advisor. The initial appointment was for one year and was considered to be value for money having sought other quotations. The service was benchmarked in 2016 and further benchmarking exercises will be conducted every three years to ensure value for money is maintained. The cost of the service is £7,750 per year and training is available for staff and members within this price.

### **Question No. 10**

**I know you've mentioned the half yearly and annual performance reports to Council but are there other reports that we need to produce to ensure compliance with the CIPFA Code of Practice for Treasury Management?**

Yes, there are a number of reports that we are required to complete and take to Council on an annual basis. It is a requirement as well as being useful to review the Treasury Management Policy Statement and Treasury Management Practices each year. The specific requirements ask for the following:

- ✓ The Treasury Management Strategy Statement - sets out the specific expected treasury activities for the forthcoming financial year and is submitted to the Cabinet in March and then full Council in April. It involves determining the appropriate borrowing and investment decisions in the light of the anticipated movement in both fixed and shorter-term variable interest rates. For instance, the council may decide to postpone borrowing if fixed interest rates are expected to fall, or borrow early if fixed interest rates are expected to rise. It covers a number of items including:
  - Prudential and Treasury Indicators
  - current Treasury portfolio position
  - borrowing requirement
  - prospects for interest rates
  - borrowing strategy
  - policy on borrowing in advance of need
  - debt rescheduling
  - investment strategy
  - creditworthiness policy
  - policy on the use of external service providers
  - any extraordinary treasury issue
  - the MRP strategy
  
- ✓ The Annual Investment Strategy – is received at the same time as the Treasury Management Strategy Statement and sets out the following:

- The council's risk appetite in respect of security, liquidity and optimum performance
  - The definition of 'high credit quality' to determine what are specified investments as distinct from non- specified investments
  - Which specified and non-specified instruments the council will use
  - Whether they will be used by the in house team, external managers or both (if applicable)
  - The council's policy on the use of credit ratings and other credit risk analysis techniques to determine creditworthy counterparties for its approved lending list
  - Which credit rating agencies the council will use
  - How the council will deal with changes in ratings, rating watches and rating outlooks
  - Limits for individual counterparties and group limits
  - Country limits
  - Cash balances
  - Interest rate outlook
  - Budgeted investment return
  - Use of a cash fund manager (if applicable)
  - Policy on the use of external service providers (if applicable)
- ✓ The Annual Minimum Revenue Provision Statement - is received at the same time as the Treasury Management Strategy Statement and sets out how the council will make revenue provision for repayment of its borrowing using the four options for so doing. Our adopted policy is that all expenditure reflected within the debt liability at 31 March 2008 will under delegated powers be charged over a period which is reasonably commensurate with the estimated useful life applicable to the nature of expenditure, using the equal annual instalment method (Asset Life Method).
  - ✓ Policy on Prudential and Treasury Indicators – the limits are approved by Council before the beginning of each financial year and, in addition to being presented with the Revenue and Capital Estimates in March, are incorporated into the Annual Treasury Management Strategy.
  - ✓ A Capital Strategy will be prepared each year for approval by Cabinet in March. This is a recent requirement introduced in response to some of the more risky investments undertaken by local authorities in response to falling budgets. Ours will be fairly basic compared to those authorities with significant external borrowing and complex loans and will evolve as new guidance is issued.

### **Question No. 11**

**I'm interested in what our advisors said about the prospects for interest rates?**

The advisors most recent forecasts indicated for the Treasury Management Activity Report to September 2020 that the base rate would not rise from its position of 0.10% until at least March 2023. However, much is dependent on the current global pandemic as well as the impact of Brexit.

### **Question No. 12**

**And if we wanted to borrow to fund some of the capital works that are currently being assessed, what would the costs be?**



If we borrowed £2m in March 2021 the interest rate is currently projected to be 2% (PWLB) and if we used the money to fund assets with lives of 25 years then the cost for principal and interest repayments would be £120,000pa.

We currently have debt of £1.552m and incur debt charges of £164,389 – this isn't expected to fall until 2024/25 when the assets with a 15 year life span drop out of the MRP calculation.

The Prudential Code for Capital Finance aims to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable. The Code sets out indicators that must be used and requires local authorities to set relevant limits and ratios. As the council is currently projecting a gap between expenditure and income of £2.6m in 2024/25 further borrowing is not considered to be affordable, prudent or sustainable.

**And finally, if there are any burning issues that we haven't addressed or any further questions, please feel free to do so now.**

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Colour Credit Rating Table

	<u>Colour Credit Rating</u>	<u>Money Limit</u>	<u>Maturity Period</u>
Banks and Building Societies	purple	£6m*	2yr
Banks - part nationalised	blue	£6m*	1 yr
Banks and Building Societies	orange	£6m*	1 yr
Banks and Building Societies	red	£6m*	6 mths
Banks and Building Societies	green	£6m*	100 days
Limit 3 category – Council's banker	blue	£6m*	1 yr
Local authorities	yellow	£6m*	5yrs
Money market funds	AAA	£6m*	liquid

\*During the Covid-19 pandemic the limit has been raised to £12m in exceptional circumstances.

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Key Projects	
G	On schedule/target;
A	Minor issues
R	Major issues/Not Started

Key Measures	
G	Improving or in line with expectations
A	No significant change or comparable data unavailable
R	Worsening



## Economy

Projects	
Deliver the implementation plan for Hillhouse Technology Enterprise Zone	A
Collaborate with partners to develop strategic economic plans such as the Greater Lancashire Plan	A
Work with our partners to increase access for residents and businesses to high speed internet and Wi-Fi wherever possible	G
Develop the Fleetwood Masterplan and facilitate external funding opportunities to support the future options to transform Fleetwood over the next 20 years	G
Explore the feasibility of a Fylde coast tramway/rail loop	A
Explore investment and development opportunities for our town centres and key council assets	G
Measures	
Take up of employment land	R
Number of businesses supported	G
% growth in business rate base at the Enterprise Zone	R
Town centre vacancy rates	A
Out of work benefit claimant count	R
% of fledgling businesses surviving - 18 months	G



## People

Projects	
Deliver a programme of work to promote healthy choices and healthier lifestyles to keep people well	G
Maximise funding opportunities and deliver initiatives to support older people and people with disabilities to maintain independence	G
Work with partners to improve the aspirations and resilience of our young people through programmes such as positive footprints	G
Develop a programme of work that improves the sustainability and resilience of our communities	G
Launch the next phase of the digital Wyre strategy ensuring customers have easy access to our services and that we embrace the opportunities new technologies bring	R
Measures	
% of e-contacts as a % of total contacts	G
Number of people helped to remain independent at home	A
Number of hours of career led learning delivered in Wyre through the positive footprints programme	G
Number of leisure centre visits	R
Number of volunteer hours	R



## Place

Projects	
Review the Wyre local plan 2011-2031	A
Deliver the Wyre Beach Management Scheme	A
Facilitate and support the improvement and use of parks and open spaces	G
Implement initiatives and promote activity to help achieve a cleaner, greener Wyre	G
Ensure the Wyre community lottery is well utilised to support good causes	G
Develop and deliver action plans to reduce the effect of climate change on our borough	G
Support our residents to reduce waste and increase reuse and recycling	G
Measures	
Number of people attending outdoor activities	G
Money raised for good causes by the Wyre community lottery	A
Reduction in council carbon emissions	G
Number of public electric charging points	G
Number of trees planted	G

**Take up of employment Land** – There has been a decline in new employment land completions since 2019/20 monitoring period. Due to the short timeframe, it is difficult to determine if this is a trend. The Wyre Local Plan was adopted in February 2019 and allocated approximately 32.24 hectares of land for employment development. Many of the allocated sites are strategic mixed use allocations that require a masterplan to be prepared and approved prior to securing planning permission.

**% growth in business rate base** – This is dependent on new business being set up in new buildings. It should be noted that there is due to be a reduction of -6.91% owing to the former Vinnolit site being demolished.

**Out of work benefit claimant count** – There has been a considerable increase against target which will be largely driven by the COVID-19 pandemic.

**Number of leisure centre visits** – whilst the YMCA has now re-opened the number of visits has been impacted by COVID-19.

**Number of volunteer hours** – this is significantly lower than previous years and once again is a result of the impact of COVID-19. Volunteer recruitment is currently frozen reflecting the closure of those services that typically utilise them although as these services restart so will the use of volunteers again.

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Economy Projects					
Ref and Title	Project Manager	Q1, April - June 2020	Q2, July - September 2020	Q3, October - Dec 2020	Q4, January - March 2021
PE1 - Status			Amber		
Deliver the implementation plan for Hillhouse Technology Enterprise Zone	Steve Smith / Andrea Wallace	No update	Meeting held with Genecon to consider updates necessary. Draft report expected early November 2020 for review by officers.		
PE2 - Status			Amber		
Collaborate with partners to develop strategic economic plans such as the Greater Lancashire Plan	Andrea Wallace	No update	Established meeting with Blackpool & Fylde Council Economic Development Teams to explore each Council's approach within the Fylde Coast. Greater Lancashire Plan currently on hold.		
PE3 - Status		Green	Green		
Work with our partners to increase access for residents and businesses to high speed internet and Wi-Fi wherever possible	Steve Simpson	Signoff on network refresh project which will improve connectivity for Council assets and provide greater flexibility of services we can offer at satellite sites	Joined the CNI fibre co-operative which opens up PIA fibre ducts Talking to Blackpool and Lancaster Council about creating a NW coast fibre network		
PE4 - Status		Green	Green		
Develop the Fleetwood Masterplan and facilitate external funding opportunities to support the future options to transform Fleetwood over the next 20 years	Andrea Wallace / Mark Fenton	Historic England awarded a £1.7m grant for the Fleetwood Heritage Action Zone which will fund a four-year programme of physical improvements, community engagement and cultural activities led by the council.	Fleetwood Regeneration Framework Consultation - Phase 2 postponed until Spring 2021 due to C-19 distancing measures. FHSF - Further clarification exercise currently being undertaken in support of the Business Case submission. A decision on our £22m bid is expected mid to late November. Fleetwood Heritage Action Zone: currently working with 6 property owners who have expressed interest in applying for grant support. Received a 'Pilot Activity Grant' of £10,000 from Historic England to deliver a project in partnership with Fleetwood Museum which will advise on trails and walking routes in the town centre.		
PE5 - Status			Amber		
Explore the feasibility of a Fylde coast tramway/rail loop	Steve Smith	A detailed study is part of the ongoing funding bid to Government under the Future High Street Fund.	Following Fylde Council's decision not to include the tram loop within their FHSF submission, it was agreed that this also be removed from Blackpool and Wyre bids. After further clarification, it didn't meet the criteria so it has been agreed that other funding pots will be explored instead. A joint letter to be prepared for Grant Shapps to reiterate the importance of this scheme for the Fylde Coast. LCC are progressing the study for the Fleetwood to Poulton line as part of the £100,000 funding that was approved.		

<p>PE6 - Status</p> <p>Explore investment and development opportunities for our town centres and key council assets</p>	<p>Andrea Wallace / Mark Fenton</p>	<p><b>Green</b></p> <p>Coastal Community Fund 5 (CCF) capital works at Fleetwood Market continued on site. Studios nearing completion and Studio Co-ordinator appointed. Services and groundwork complete for the outdoor market and performance area with the kiosks delivered 29 May.</p>	<p><b>Green</b></p> <p>CCF5: Fleetwood Market advertising for tenants for the kiosks and Market House Studios have invited applications for studio space.</p>		
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Economy Measures		Reportee	Q1, April - June 2020			Q2, July - September 2020			Q3, October - Dec 2020			Q4, January - March 2021		
			Target	Actual	Cumulative	Target	Actual	Cumulative	Target	Actual	Cumulative	Target	Actual	Cumulative
ME1	Take up of employment land	Fiona Riley	0.56	0.1	0.1	0.56	0	0.1						
ME2	Number of businesses supported	Andrea Wallace	2000	2360	2360	1000	1180	1180	1020			1020		
ME3	% growth in business rate base at the Enterprise Zone	Andrew Hadgraft	0.08%	0.00%		0.08%	0.00%							
ME4	Town centre vacancy rates	Andrea Wallace	8.97%	8.97%		8.97%	9.25%		8.97%					
	* Fleetwood		15.63%	15.63%		15.63%	14.51%				14.51%			
	* Cleveleys		8.86%	8.86%		8.86%	8.59%				8.59%			
	* Thornton		5.66%	5.66%		5.66%	10.38%				5.66%			
	* Poulton		5.92%	5.92%		5.92%	7.02%				5.92%			
	* Garstang		3.85%	3.85%		3.85%	3.85%				3.85%			
ME5	<a href="#">Out of work benefit claimant count</a>	Human Resources				1710	3850							
ME6	Visitor numbers to the borough	Alexandra Holt	Data available a year in arrears 2019 data due imminently											
ME7	% of fledgling businesses surviving - 18 months	Andrea Wallace	50%	50.00%	50%	51%	51.00%	51%						
Key														
Page 25														
Achieving/Exceeding target														
Within 10% of achieving target														
Below target (more than 10%)														

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People Projects		Q1, April - June 2020	Q2, July - September 2020	Q3, October - Dec 2020	Q4, January - March 2021
Project Manager					
PPE1 - Status	Mark Broadhurst Carol Southern	Green We have been working closely with our partners - Lancashire County Council 's Public Health Team and Active Lancashire to start the procurement process for an adult weight management programme. This programme will run for three years. We have worked with Active Lancashire to access £6K of it's Tackling Inequalities Fund. Fleetwood Town Community Trust will be delivering an adult and family physical activity programme using the Tackling Inequalities funding. We continue to work closely with KKP, (Leisure Consultants) and Fylde Coast YMCA on the phased re-opening of the Leisure Centres. We have supported a group of Fleetwood residents to set up a health and wellbeing trail on the Fleetwood coastline.	Green The procurement process has been completed for the Adult Weight Management programme and we are hoping to launch in the next quarter with our preferred supplier. We have been working closely with Fleetwood Town Community Trust (FTCT) to promote their adult physical activity programme and the summer programme of TRY Sport activities. Both programmes have run successfully over this difficult period. The Health Rides have started back up successfully. The four Leisure Centres re-opened their gym and classes during this quarter, we continue to support the YMCA with KKP to re-open all of their facilities when we are able to do so. We supported the Beach Wheelchair project, who took over the Kite Building,, Fleetwood and started providing wheelchairs for local disabled people to access the beach. The feedback has been excellent so far.		
Deliver a programme of work to promote healthy choices and healthier lifestyles to keep people well					
PPE2 Status	Mark Broadhurst Dave McArthur	Green <b>DFGs and Minor Aids and Adaptations:</b> We have helped 157 people to remain independent at home via the completion of 29 Disabled Facilities Grants and 128 minor aids and adaptations. <b>C&amp;R Attendance Allowance:</b> Due to COVID 19, we were only able to start to complete Attendance Allowance forms from June 2020. Between April and June 2020 we have completed: 19 Attendance Allowance forms, 1 PIP form and 1 DLA form. So far, we have heard back from 5 successful clients generating over £21,000 annually. <b>Home Energy Efficiency Installations</b> via CHiL (Cosy Homes in Lancashire) - Between 1 April and 30 June a further 3 boilers have been replaced under CHiL. Total figures now stand at 49 measures installed (27 boilers, 2 lofts insulated, 17 homes have had first time central heating installed and 3 emergency boilers were installed).	Green <b>DFGs and Minor Aids and Adaptations:</b> We have helped 126 people to remain independent at home via the completion of 15 Disabled Facilities Grants and 111 minor aids and adaptations. The delivery of both minor and major adaptations was significantly affected by COVID 19. <b>C&amp;R Attendance Allowance:</b> Between July and September we have completed: 38 Attendance Allowance forms, 5 PIP forms and 2 DLA forms. So far this year this has generated over £162,000 additional annual income for service users. <b>Home Energy Efficiency Installations</b> via CHiL (Cosy Homes in Lancashire) - Between 1 July and 30 September a further 6 boilers have been replaced under CHiL and 4 boilers serviced using affordable warmth funding ahead of the winter.		
Maximise funding opportunities and deliver initiatives to support older people and people with disabilities to maintain independence					
PPE3 - Status		Green	Green		

<p>Work with partners to improve the aspirations and resilience of our young people through programmes such as positive footprints</p>	<p>Carol Southern</p>	<p>Two out of the five schools that Wyre funded have completed their intended delivery with Positive Footprints with Year 6 pupils. The other three primary schools and a cohort of Year 5 pupils at one of the other schools expect to complete the programme by December 2020. 50 children have completed the programme with 24 hours of careers-led learning and eight businesses engaged.</p>	<p>Delivery was unable to take place during July and August due to the school holidays. The programme will re-start in October as September wasn't the best time to re-start due to all the Covid related issues that schools have had to deal with. There is expected delivery of the programme between October - December in 3 out of 5 of the primary schools.</p>		
<p>PPE4 - Status</p> <p>Develop a programme of work that improves the sustainability and resilience of our communities</p> <p>Page 28</p>	<p>Mark Broadhurst Carol Southern</p>	<p><b>Green</b></p> <p>Through our Covid Community Hub work - Wyre Together, we have built on and further developed our work with our communities across Wyre. This involved close partnership working with the Garstang Volunteer Force, Poulton CAN, Warren Manor Day Centre and Fleetwood Together. These partnerships alongside other closer ties with religious organisations have and will continue to help us work together to better support the needs of our residents. We are writing a short report to identify learning and areas of need to focus on as a team. Our programme of Health and Wellbeing activities were necessarily on hold during this quarter.</p>	<p><b>Green</b></p> <p>Work has started to build on the learning from the Community Hub work which identified areas such as lack of IT skills with older people, social isolation, the lack of a co-ordinated community response in Cleveleys and Over Wyre areas as key priorities for us as a team. We have been meeting up and planning our work with the new social prescribers to meet local community needs and discussing how we can jointly help to tackle the above priority areas.</p>		
<p>PPE5 - Status</p> <p>Launch the next phase of the digital Wyre strategy ensuring customers have easy access to our services and that we embrace the opportunities new technologies bring</p>	<p>Steve Simpson</p>	<p><b>Amber</b></p> <p>On going work being completed to complete the forms needed.</p> <p>Awaiting payment system integration</p>	<p><b>Red</b></p> <p>Unfortunately the new council website was due to go live at the end of October but has been delayed due to supplier issues including resourcing challenges.</p> <p>All forms will be completed and available when the website is launched which will now be in 2021</p>		

People Measures		Reportee	Q1, April - June 2020			Q2, July - September 2020			Q3, October - Dec 2020			Q4, January - March 2021		
			Target	Actual	Cumulative	Target	Actual	Cumulative	Target	Actual	Cumulative	Target	Actual	Cumulative
MPE1	% of e-contacts as a % of total contacts	Pete Mason	55%	74.40%		55%	65.20%							
MPE2	Number of people helped to remain independent at home	Dave McArthur	150	157	157	150	126	283	150			150		
MPE3	% of physically active adults	Carol Southern		59.70%										
MPE4	Number of hours of career led learning delivered in Wyre through the positive footprints programme	Carol Southern	15	24	24	30	24	24	45			60		
MPE5	Number of leisure centre visits	Carol Southern		Nil - Covid		225000	52,043	52,043						
MPE6	Number of volunteer hours	Simon Swindells	9,298	1,868	1,868	9,102	3,556	5,424						
MPE7	% of resident population who consider themselves to be in good health	Carol Southern		N/A		Life in Wyre Survey not completed this year due to COVID								
Key														
Page 29		Achieving/Exceeding target												
		Within 10% of achieving target												
		Below target (more than 10%)												
Targets set Nationally														
MPE1														
MPE3														
MPE4														
MPE5														
MPE7														
MPE8														

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Place Projects	Project Manager	Q1, April - June 2020	Q2, July - September 2020	Q3, October - Dec 2020	Q4, January - March 2021
PPL1 - Status  Review the Wyre local plan 2011-2031	Steve Smith	No update this quarter	<b>Amber</b> Work on the Partial Review of the Local Plan formally remains ongoing. However, owing to the significant changes to the planning system proposed by Government in the recent White Paper (Planning for the Future) and after consultation with the Planning Policy Working Group (PPWG) a pause has been agreed on the commissioning of new research or evidence gathering as the risk of this being out-of-date is currently too high. This 'pause' will be kept under review in consultation with the PPWG.		
PPL2 - Status  Deliver the Wyre Beach Management Scheme  Page 3	Carl Green	Contractor Balfour Beatty appointed to undertake pre contract and design works following completion of Phase 1 feasibility study. Environmental impact studies required for Phase 1 planning commenced including development of site compound on Rossall school land. Phase 2 feasibility study being developed by Contractor.	Site investigation works including trial holes and material testing undertaken for phase 1. Detail design commenced. Phase 2 feasibility report submitted by Contractor. Environmental studies required for phase 2 commenced. Issues raised by Rossall school for the use of their land, alternative site compound locations sought. Application made to MMO for Phase 2 site investigation works and Environmental Screening and Scoping.		
PPL3 - Status  Facilitate and support the improvement and use of parks and open spaces	Ruth Hunter	<b>Green</b>  Preesall improvements - we have some section 106 money and an LEF grant totally £68K, a new masterplan is currently being drawn up by Relandscapes on our behalf. Work is programmed to start on site in September. We have supported the Friends of Memorial Park with an external funding bid and have received notification of success and jointly secured a grant of £29,500 towards the plans for play area improvements. The friends group will contribute £4,212 and the Council £2,788. The Mount project continues to be on plan for completion early autumn. Officers across the council are working together with the Police to address issues of ASB at WECP An award of external funding for phase 2 footpath works on King Georges playing field in Thornton was confirmed. Thornton Action Group working in partnership with Wyre Council have been awarded funding from the Walney Extension Fund of £16,220 and along with additional funding from Wyre Council the money will fund the extension of the surfaced footpath around the playing field. A contractor has been appointed for an imminent start on site.  The project at Jubilee Gardens has been delayed slightly, quotations still being assessed - update Qtr 2.	<b>Green</b>  Issues raised by Rossall school for the use of their land, alternative site compound locations sought.		

<p>PPL4 - Status</p> <p>Implement initiatives and promote activity to help achieve a cleaner, greener Wyre</p>	<p>Ruth Hunter</p>	<p>Application made to MMO for Phase 2 site investigation works and Environmental Screening and Scoping.</p> <p>Activities suspended due to covid. Throughout continued positive engagement on social media to take waste home, use licenced waste companies, don't fly tip etc.</p> <ul style="list-style-type: none"> <li>Dynamic Dunescapes Project has started with Natural England and Wildlife Trust officers visiting on site to create site interpretation and plan for the conservation works on the Fleetwood Dunes ( part of a national HLF Dunescapes project with Wildlife Trusts and Natural England)</li> <li>Controlled and eradicated Invasive species Giant Hog Weed from a number sites around Wyre</li> </ul>	<p>Application made to MMO for Phase 2 site investigation works and Environmental Screening and Scoping.</p> <ul style="list-style-type: none"> <li>Lancashire Living Seas Engagement Officer working with the ranger team to develop online interpretation and engagement about the Wyre coast as a part of this Fylde Coast initiative. Bin for Green Seas launched in partnership with Rotary and District Rhyll Street, Fleetwood, Love my alley project commenced with local support Supported the national spring clean initiative with a number of covid safe litter picks with Wyre in Bloom groups</li> <li>Volunteer beach cleaners (from existing beach care groups) working in lone working (pairs) following new guidance are helping to care for Wyre beaches in partnership with LmB on a weekly basis usually 4 times a week</li> </ul>		
<p>PPL5 - Status</p> <p>Ensure the Wyre community lottery is well used to support good causes</p>	<p>Carol Southern</p>	<p>Green</p> <p>The lottery continues to grow the number of good causes that have signed up and the number of people who are buying tickets and winning prizes. We will be focusing on promoting the lottery to new good causes to ensure we hit our target of 40 signed up. We are please with the progress that this is making so far.</p>	<p>Green</p> <p>The lottery now has 39 good causes signed up for the lottery. Each weekly draw attracts over 1.3K tickets sold and there are approx 20-30 winners each week in Wyre. We are featuring the different good causes on our social media accounts to increase support and are communicating regularly with the good causes to ensure they make the most of the lottery</p>		
<p>PPL6 - Status</p> <p>Develop and deliver action plans to reduce the effect of climate change on our borough</p>	<p>Mark Billington / Sammy Gray</p>	<p>Green</p> <p>Various annual and perennial wildflower areas were prepared and sown in April and May including at Memorial Park Fleetwood, Dock St Roundabout Fleetwood, Vicarage Park Poulton, Tithebarn Park Poulton, Civic Centre Grounds Poulton and Jubilee Gardens Cleveleys</p>	<p>Green</p> <p>Climate change action plans for council operations and the wider borough were agreed by members of the Climate Change Policy Group. This is being compiled into a report for formal cabinet approval at the November meeting. A baseline carbon footprint for the council was produced for 2018/19 by One Carbon World. The footprint for 2019/20 is currently being calculated in house. An annual reduction target is to be agreed based on these figures.</p>		
<p>PPL7 - Status</p> <p>Support our residents to reduce waste and increase reuse and recycling</p>	<p>Ruth Hunter</p>	<p>Green</p> <p>The Box to Bin scheme went live early April, despite the challenges of Covid-19. During the lockdown all waste streams have seen higher waste arisings, but the use of the new red bin appears to be high. The programmed support of temporary officers on the ground engaging with householders and tackling problems was suspended, alternative digital ways of engaging with residents to reduce and recycle more waste is being explored. Some kerbside services and the HWRC's were temporarily suspended reducing the ability to divert waste some waste streams</p>	<p>Green</p> <p>Supported national recycling week and drip feed of communication messages to remind householders how to use bins. Tender exercise completed to work with a third party specialist on a digital campaign to support behaviour change - funding supported by LCC. Creation of video for use at the virtual Fylde Coast Food &amp; Drink festival and social media on recycling and what happens to your waste.</p>		



Place Measures		Reportee	Q1, April - June 2020			Q2, July - September 2020			Q3, October - Dec 2020			Q4, January - March 2021		
			Target	Actual	Cumulative	Target	Actual	Cumulative	Target	Actual	Cumulative	Target	Actual	Cumulative
MPL1	Number of people attending outdoor activities	Alison Boden	0	0	0	70	100	100	50			50		
MPL2	Satisfaction with parks and open spaces	Ruth Hunter												
MPL3	Satisfaction with keeping public land free from litter	Ruth Hunter												
MPL4	Reduction in fly tipping reported	Ruth Hunter, Tracy Waistle	500	507	507	500	Delay in figures approved by DEFRA							
MPL5	Money raised for good causes by the Wyre community lottery	Carol Southern	£2,500	£2,186	£2,186	£5,000	£2,404	£4,590	£7,500			£10,000		
MPL6	Reduction in council carbon emissions	Mark Billington, Sammy Gray	0	0	0	0	0	0						
MPL8	Number of public electric charging points	Carl Green	1	1	1	0	0	1	0			6		
MPL9	Number of trees planted	Mark Billington, Ryan Arrell	0	0	0	0	0	0	1843			2583		
MPL9	% of household waste recycled	Ruth Hunter	45%	Delay in figures approved by DEFRA		45%	Delay in figures approved by DEFRA							
Key														
	Achieving/Exceeding target													
	Within 10% of achieving target													
	Below target (more than 10%)													
NB	MPL5 – linked to the Life in Wyre bi-annual survey, therefore figures only available every 2 years													
	MPL4 – linked to the Life in Wyre bi-annual survey, therefore figures only available every 2 years													
Targets Set Locally														
MPL1														
MPL5														
MPL6														

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Report of:	Meeting	Date	Item no.
Marianne Hesketh, Corporate Director Communities	Overview and Scrutiny Committee	18.01.2021	7

<b>Update for O&amp;S on Tourism and Visitor Services</b>
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## 1. Purpose of report

- 1.1 To provide an update for the Overview and Scrutiny Committee on the tourism and visitor services and to provide details of tourism activity in the light of the Covid-19 pandemic.

## 2. Background

- 2.1 Tourism and Visitor Services incorporates the Visit Garstang Centre, Marsh Mill, Visit Fleetwood Centre and Discover Wyre marketing, promotion and development. The main responsibility for tourism and visitor services lies with the Tourism Development Officer. Operationally this role reports to the Commercial Manager, with strategic responsibility for tourism falling under the Corporate Director Communities.
- 2.2 The COVID-19 pandemic has had a devastating impact on the tourism and hospitality sector. Nationally, this year, the sector is expecting a £73 billion drop in revenue and business are expecting a very slow recovery over the next year. In addition it is not yet known what impact the UK's visitor economy will face after leaving the EU.

## 3. Tourism and Visitor Services Key Activity

### 3.1 Tourism and Visitor Services

The tourism offer for Wyre is predominately delivered through the Discover Wyre brand and its purpose is to support the visitor economy for Wyre. It comprises a physical presence at the Visit Garstang Centre, the Visit Fleetwood Centre and Marsh Mill. Financial information for the service is available at section 4.

In 2019, 10,000 Discover Wyre Guides were produced (this is our main tourism guide), of which 6,000 were distributed locally, regionally and nationally to attract day and staying visitors. A downloadable version of the guide was also produced and promoted. In an effort to offset costs the Discover Wyre Guide was self-financing in 2019. A private sector company designed and produced the guide on behalf of the Council. They were tasked with generating advertising revenue for the guide. £3,000 advertising revenue was generated which offset the printing costs.

In the light of the pandemic a Discover Wyre Guide was not produced and there was no associated marketing. Visitors were directed to social media @DiscoverWyre and [www.discoverwyre.co.uk](http://www.discoverwyre.co.uk) for future holiday planning.

The Visit Garstang Centre welcomed 22,000 visitors in 2019. It has a retail section selling local arts and crafts, and is around 80% 'sale or return' items. This means that the Council does not have to invest money in stock for re-sale mitigating the risk of being left with surplus stock.

In 2019 there were 6 open days at the Visit Garstang Centre (TIC) to showcase and sell local arts and crafts and promote Wyre's Outdoor Programme. Visit Garstang works closely with the coast and countryside team to promote and sell guided walks and events.

In light of the COVID-19 pandemic, the centre was closed from 22 March until the end of lockdown 1.0 in June. During this time the centre was used as a community support hub. During lockdown 2.0 the Visit Garstang Centre was closed in November but operated a 'phone and collect' service. The staff continued to operate the community support hub.

### **3.2 Collaboration with Partnership Organisations**

Wyre pays to be a member of Marketing Lancashire, the tourism division is Visit Lancashire, this partnership approach enables Wyre to :

- Collaborate on thematic campaigns (mainly digital campaigns) to attract national visitors. For example: Food and Drink, Countryside, Coastal, Summer Events, Weddings or key attractions etc.
- Inclusion of Wyre in the Lancashire tourism website- [www.visitlancashire.com](http://www.visitlancashire.com). This website also links to [www.discoverwyre.co.uk](http://www.discoverwyre.co.uk). In 2019 there were over 556,000 Wyre page views on [www.visitlancashire.com](http://www.visitlancashire.com), Feature pages include 'things to do' and 'explore'.

Wyre, is also promoted via Visit Lancashire social media. With a twitter reach of over approximately 125,000,000. Facebook reach of just under 19,000 and 382 Instagram engagements.

In 2019 Marketing Lancashire produced 3 themed visitor guides (Wyre was featured in all 3). Released in January (Culture and Heritage), March (Coast and Countryside and August (Short Breaks). Each issue had a twelve month lifespan. 150,000 copies in total were produced as well as a downloadable (online) option.

Marketing Lancashire is currently writing a recovery strategy to 'bring visitors back to Lancashire safely' and this strategy will include Wyre. There will be six strategic priorities that will include: collaboration, lobbying Central Government for industry support, 'Redefine Lancashire' marketing campaign, marketing a promotion of Lancashire as a 'must visit destination', digital investment, Lancashire 2025 bid. Marketing Lancashire are finalising details which will be shared with districts in due course.

Wyre works in partnership with Fylde Coast Partners (Blackpool, and Fylde) Bowland and Morecambe Bay to promote Wyre. Collaborative projects include:

- Visit Blackpool Guide 2019, Wyre advertorial – 45,000 printed guides distributed nationally. Online - 250,000 digital impression and 4,500 reads.
- Morecambe Bay Guide 2019, Wyre advertorial – distribution of Guides and digital promotion
- Discover Bowland Guide – events programme
- Fylde Coast wide - Filming Opportunities
- Cross promotion and tourism and travel shows to the public and trade (locally, regionally and nationally) such as the Great Yorkshire Show and British Travel Trade Show to attract the Groups market in 2019 there were just under 3,000 attendees and 250 exhibitors. This activity did not take place in light of the COVID-19 pandemic in 2020.

### **3.3 Tourism Marketing and Promotion**

Our tourism website is [www.discoverwyre.co.uk](http://www.discoverwyre.co.uk) which is managed by the Tourist Development Officer. In 2019 [www.discoverwyre.co.uk](http://www.discoverwyre.co.uk) had over 50,000 new users (unique visitors).

Promotional Campaigns included:

Things to see and do, where to stay, seasonal thematic activity ie) 'Easter Fun', 'Summer Treats' etc. 'historic wyre', 'weddings', 'sporty wyre', 'on the water', 'Wyre in Bloom' etc

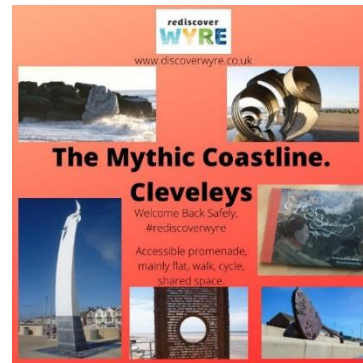
Key Photography (where possible using local photographers)

A range of downloadable visitor guides and walking routes

'Whats On' events section

Wyre is active on social media - DiscoverWyre on Facebook, twitter and Instagram. Visit Garstang Centre and Marsh Mill are active on Facebook.

Since COVID-19, social media has been the most effective way to communicate with our audience. Due to government restrictions in lockdown 1.0 there was no promotional activity to encourage staying visitors, however Discover Wyre created 'spotlight' graphic panels for social media to keep active outdoors (health and wellbeing). See two examples below:



After lockdown 1.0 ended the message was 'stay local and stay safe'. Promotional panels to 'spotlight' local businesses and were produced to encourage visitors back, safely. See examples below (please note: all the main towns and villages of Wyre were 'spotlighted', as well as the main visitor attractions of Wyre, the examples below are a selection)



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**WYRE**  
www.discoverwyre.co.uk

## Lancaster Canal Cruises

The Jungle Queen  
Bilbsborrow, nr. Garstang



It's great to welcome you back, safely.

Social distancing guidelines observed  
Face masks/coverings to be worn on board  
Bar Open (Table service only)  
To book - 01995 640833 or info@lccruises.co.uk

rediscover  
**WYRE**  
www.discoverwyre.co.uk

## Fleetwood Museum

Keeping Fleetwood's History Alive.




New exhibition for 2020!  
**It's great to welcome you back, safely.**  
No Pre-booking required  
Admission: Ad: £3, Conc: £2  
Visitor groups no larger than 5 people.  
Face masks/coverings to be worn in designated areas  
Free visits in 2020 for Fleetwood households. T&Cs apply, see  
www.fleetwoodmuseum.co.uk before you visit.  
SAT NAV: FY7 6BT

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**WYRE**  
www.discoverwyre.co.uk

## Fleetwood Market



It's great to welcome you back, safely.

Discover an array of interesting stalls selling household goods, gifts and accessories and local produce plus much more.  
Enjoy a bite to eat and drink at one of the on-site cafes.  
Open Tuesday, Thursday, Friday and Saturday - 9am to 4.30pm.  
SAT NAV: FY7 6AB  
Coach Parties Welcome. Coach Parking is Free.  
Face masks/coverings must be worn

We are Covid-19 secure



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www.discoverwyre.co.uk

## Garstang

WELCOME BACK - SAFELY



**BARs, CAFES,  
RESTAURANTS, PUBS,  
TEAROOMS.  
NOW OPEN!**

PLEASE NOTE: ADVANCED BOOKING FOR A TABLE MAYBE REQUIRED.

This social media campaign worked in synergy with a section added to [www.discoverwyre.co.uk](http://www.discoverwyre.co.uk) to promote local, online businesses and to use a 'phone/click and collect services'. The campaign was called: '10 ways to support local businesses in Wyre'.



As well as providing a key online presence Discover Wyre provided a supportive, 'human' presence offering bespoke advice for businesses where needed.

There continues to be ongoing communication with Wyre's tourism and hospitality businesses to promote, training, grant funding, industry news etc. by email, virtually or telephone.

Discover Wyre promoted key local services and community events, when it was appropriate to do so (after lockdown 1.0).

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www.discoverwyre.co.uk

## Fleetwood to Knott End Ferry Service

So pleased to welcome you back, safely.

Mask must be worn at all times.  
Correct change required  
Ad/Ch: £2. Babies: £1  
Bikes: 50p. Dogs: 50p  
Ferry times are based on the tides  
www.facebook.com/fleetwoodtoknottendferry  
SAT NAV: FY7 6BT

rediscover  
**WYRE**  
www.discoverwyre.co.uk

## Heritage Open Days at Marine Hall, Fleetwood

11 To 20 September open 10am to 4pm.  
Tours will not be given, but visitors can see and photograph the dome interior and ballroom.

#rediscoverwyre, welcome back safely




Face masks/coverings must be worn  
Due to government guidelines only 6 visitors can enter Marine Hall at any one time.  
Please maintain social distancing

Discover Wyre was also part of the Marine Hall 'Virtual Fylde Coast Food and Drink Festival' in August 2020, a 10 minute image led film was produced to promote Wyre, its businesses and things to see and do.

### 3.4 Marsh Mill Windmill

In 2019 Marsh Mill opened from Easter until November, which included 6 special event days in which the sails turned, and welcomed approximately 4,000 visitors. A dedicated group of volunteers and a member of staff ensure the Mill offers tours to the public.

In light of COVID-19 Marsh Mill could not open in 2020. However to ensure our audience still had the best visitor experience possible a virtual Marsh Mill 10 minute tour was produced, the tour was delivered by a volunteer and posted on social media. This has been active all year and was especially popular during Heritage Open Days 2020.



## 4. Financial Information

4.1 Below is a summary of the financial information for the tourism budget cost centres.

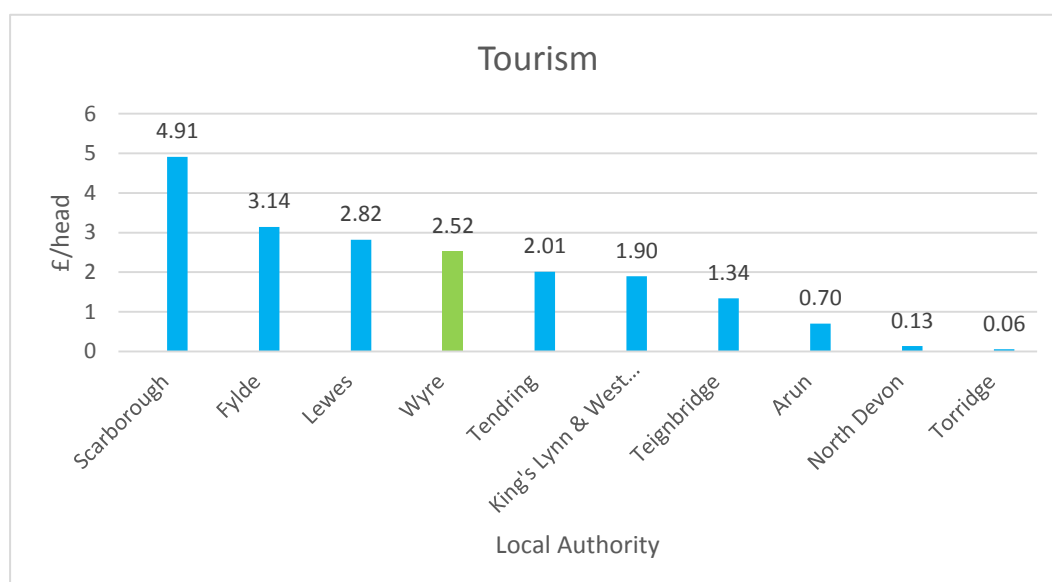
Cost Centre	20/21 Actual as at 05.01.21	20/21 Updated Budget	19/20 Actual	18/19 Actual
Marsh Mill	12,779	63,240	71,809	32,468
Tourism Policy Marketing & Development	4,815	116,550	98,500	40,300
Fleetwood TIC	1,980	30,940	22,843	5,775
Garstang TIC	39,153	86,720	68,483	55,457



You will note that there has been very little spend on tourism related activity during 20/21 due to the pandemic. Also on the tourism policy marketing and development line, there has been an increase in budget for 2020/21 to £116,550. The table below shows the breakdown between direct costs and recharges. Recharges makes up a significant element of this cost centre.

Tourism Policy Marketing & Development	20/21 Updated Budget	19/20 Revised Budget	18/19 Revised Budget
Direct Costs	35,320	23,290	34,220
Recharges	81,230	75,210	50,750
<b>Total</b>	<b>116,550</b>	<b>98,500</b>	<b>84,970</b>

When we compare our tourism spend with our nearest neighbour family group, the spend is £2.52 per head of population which is the 4<sup>th</sup> highest. Please note that Marsh Mill is not included in this.



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Report of:	Meeting	Date
Clare James, Corporate Director Resources	Overview and Scrutiny Committee	18 January 2021

<b>Overview and Scrutiny Work Programme 2020/21 – update report</b>
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**1. Purpose of report**

- 1.1 To update the Overview and Scrutiny Committee about the Overview and Scrutiny Work programme 2020/21.

**2. Recommendations**

- 2.1 That the committee considers their desired focus/areas of work for the remainder of the 2020/21 period.
- 2.2. That the report be noted.

**3. Current and completed work**

**3.1 Poulton-Fleetwood Link Task Group**

The Task Group met on 25 February 2020 and agreed to discuss their draft report with the Portfolio Holder.

The group's next steps were discussed at the last meeting and it was agreed that the group would be reinstated if and when a feasibility study had been undertaken.

**3.2 District Environmental Enforcement Task Group**

The pilot enforcement scheme was extended, giving the task group more time to complete its detailed work. The period of consultation with residents had also been extended, for a further month, and the task group planned to meet on 31 March 2020 to consider the responses.

Unfortunately, owing to the pandemic, the Task Group's work was halted and is currently incomplete.

It was agreed at the last meeting that the group's work would be revisited in early 2021.

#### 4. Other planned work

##### 4.1 Task Group - Supporting Wyre's town centres

Following a suggestion made at the O&S Committee meeting held on 22 July 2019, a report and draft-scoping document was submitted to the O&S Committee in March 2020.

##### 4.2 Review of Wyre's Scrutiny function

Following a suggestion at the last O&S Committee meeting held on 23 November 2020, the Democratic Services Officer has worked with the Centre for Governance and Scrutiny to establish a set of interviews and workshops to help improve the Scrutiny function at Wyre.

##### 4.3 Review of the Citizens Advice Bureau

Following a suggestion at the O&S Committee meeting held on 27 January 2020 and a discussion at the last meeting, the Chief Executive of CAB, Diane Gradwell, has been invited to speak to the potential task group on Thursday 4 February at 6pm.

##### 4.4 Review of Wyre's Call-in procedures

It has been suggested that the committee may wish to commission a working group to look into the Council's call in procedures. Possible areas of work could be to look into how a Call-in meeting should be structured and chaired, taking into account lessons learned from previous Call-in meetings, whether different procedures are needed for Portfolio Holder decisions and Cabinet decisions, and interviewing Cabinet members, other councillors etc.

#### 5. Work Programme

5.1 The O&S Work Programme for 2020/21 is attached at Appendix 1.

<b>Financial and legal implications</b>	
Finance	Not applicable
Legal	Not applicable

#### **Other risks/implications: checklist**

If there are significant implications arising from this report on any issues marked with a ✓ below, the report author will have consulted with the appropriate specialist officers on those implications and addressed them in the body of the report. There

are no significant implications arising directly from this report, for those issues marked with a x.

risks/implications	✓ / x
community safety	x
equality and diversity	x
sustainability	x
health and safety	x

risks/implications	✓ / x
asset management	x
climate change	x
ICT	x
data protection	x

### Processing Personal Data

In addition to considering data protection along with the other risks/ implications, the report author will need to decide if a 'privacy impact assessment (PIA)' is also required. If the decision(s) recommended in this report will result in the collection and processing of personal data for the first time (i.e. purchase of a new system, a new working arrangement with a third party) a PIA will need to have been completed and signed off by Data Protection Officer before the decision is taken in compliance with the Data Protection Act 2018.

report author	telephone no.	email	date
Emma Keany	01253 887476	Emma.keany@wyre.gov.uk	06.01.2021

List of background papers:		
name of document	date	where available for inspection
None	None	None

### List of appendices:

1) Overview and Scrutiny Committee Work Programme: 2020/21

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## Overview and Scrutiny Committee Work Programme: 2020/21

### Committee Meetings

(All meetings are held on Mondays starting at 6pm)

Date	Planned committee agenda items
27 April 2020 <b>Cancelled</b>	<ol style="list-style-type: none"> <li>1. Annual Schedule of planned investment in assets (see also, minutes of meeting of 22 July 2019) – provisional date</li> <li>2. O&amp;S Work Programme 2020/21- planning</li> <li>3. O&amp;S Work Programme 2019/20 – update.</li> </ol>
1 June 2020 <b>Cancelled</b>	<ol style="list-style-type: none"> <li>1. Wyre Theatres update (see O&amp;SC 3 June 2019).</li> <li>2. Business Plan – Quarterly Performance Statement</li> <li>3. O&amp;S Work Programme 2020/21 – update and planning.</li> </ol>
20 July 2020 <b>Cancelled</b> <b>Health and Wellbeing theme</b>	<ol style="list-style-type: none"> <li>1. CCG update – Amanda Doyle and Adam Janjua</li> <li>2. Lancashire County Council Health Scrutiny Committee- Cllr Robinson and possibly Chair of LCC Health Scrutiny Committee</li> <li>3. O&amp;S Work Programme 2020/21 – update.</li> </ol>
7 September 2020 <b>Cancelled</b>	<ol style="list-style-type: none"> <li>1. Business Plan – Quarterly Performance Statement</li> <li>2. O&amp;S Work Programme 2020/21 – update.</li> </ol>
19 October 2020 <b>Cancelled</b>	<ol style="list-style-type: none"> <li>1. O&amp;S Work Programme 2020/21 – update and planning.</li> </ol>
23 November 2020	<ol style="list-style-type: none"> <li>1. Covid-19 update</li> <li>2. O&amp;S Work Programme 2020/21 – update and planning</li> <li>3. Fees and charges</li> <li>4. Cost profiles – benchmarking results</li> <li>5. Annual schedule of planned investment in assets (see also, minutes of meeting of 22 July 2019)</li> </ol> <p>Invited attendees: Garry Payne (Chief Executive) and Clare James (Corporate Director Resources and Section 151 Officer).</p>
18 January 2021	<ol style="list-style-type: none"> <li>1. Business Plan 2021/22</li> <li>2. Treasury management</li> <li>3. Business Plan – Quarterly Performance Statement</li> <li>4. Update on Tourism and Visitor Services</li> <li>5. O&amp;S Work Programme 2020/21 – update and planning</li> </ol> <p>Invited attendees: Councillor David Henderson (Leader of the Council), Garry Payne (Chief Executive) and Clare James (Corporate Director Resources and Section 151 Officer).</p>
1 March 2021 <b>Police and Community Safety theme</b>	<ol style="list-style-type: none"> <li>1. Wyre Community Safety Partnership – annual scrutiny review</li> <li>2. PREVENT- LGA guidance</li> <li>3. Business Plan – Quarterly Performance Statement</li> <li>4. O&amp;S Work Programme 2020/21 – update</li> </ol>

Date	Planned committee agenda items
	Invited attendees: Inspector Kevin Lister (Wyre Neighbourhood Inspector), Police Constable Paul Parkes (Counter Terrorism Policing North West- Cumbria & Lancashire), Neil Greenwood (Head of Environmental Health & Community Safety) and Councillor Roger Berry (Neighbourhood Services and Community Safety Portfolio Holder).
26 April 2021	<ol style="list-style-type: none"> <li>O&amp;S Work Programme 2020/21 – update</li> <li>O&amp;S Work Programme 2021/22- planning</li> </ol>

### Scrutiny task group reviews

Date	Format	Topic
Start in Jan 2021	Task Group	Review of the Citizens Advice Bureau (see O&S 27.01.2020- minute 6)
Start in Jan 2021	Various	Review of Scrutiny function (O&S 23.11.2020)
		YMCA Partnership arrangement (O&S 16.03.2020)
		Town centres (O&S 16.03.2020)
		Wyre's assistance in the response to Coronavirus [policies and procedures] (O&S 16.03.2020)
		Council communication (both internal and external)
		Business Plan- focus and/or projects
		Councillor support
		Housing policy
		Anti-Social behaviour (see O&S 27.01.2020- minute number 3&6)
		5G benefits, opportunities, necessary infrastructure and impact/ Connectivity in the Borough.
		Wyre Theatres/ Marine Hall
		Caravan holiday site occupancy and residential status
		Lancashire 'Super Hospital' (due to the announcement by Government 02.10.2020) – the public consultation is expected late in 2021.
		Marsh Mill (extension to the lease that is due to end in mid-2024)
		Support a sustainable future for the fish processing industry (originally proposed in 2018/2019)
Started 14 October 2019	Task Group	District Environmental Enforcement Pilot- contract currently extended until March 2021 (will revisit in early 2021)
Continued on 2 July 2019	Task Group	Poulton to Fleetwood Link (will re-instate once the stakeholders and authorities have undertaken a feasibility study)

Updated January 2021