



Wyre Borough Council
Date of Publication: 23 November 2016
Please ask for : Roy Saunders
Democratic Services and Scrutiny Manager
Tel: 01253 887481

Dear Councillor,

You are hereby summoned to attend a meeting of Wyre Borough Council to be held at the Civic Centre, Breck Road, Poulton-le-Fylde on **Thursday, 1 December 2016** commencing at 7.00 pm.

Yours sincerely,

A handwritten signature in black ink that reads "Garry Payne".

Garry Payne
Chief Executive

COUNCIL AGENDA

1. Prayers

The Mayor will invite the Mayor's Chaplain, Reverend Stephen Dunn, to say prayers.

2. Apologies for absence

3. Confirmation of minutes

(Pages 1 - 8)

To approve as a correct record the Minutes of the meeting of the Council held on 20 October 2016.

4. Declarations of Interest

To receive any declarations of interest from any Member or Officer on any item on this agenda.

All Members are asked to submit any declarations in writing by 9.30am on Wednesday 30 November, 2016 if possible.

5. Announcements

To receive any announcements from the Mayor, Leader of the Council, Deputy Leader of the Council, Members of the Cabinet, a Chairman of a Committee or the Chief Executive.

6. Public questions or statements

(Pages 9 - 10)

To receive any questions or statements from members of the public under Procedure Rule 9.1.

Any questions or statements received by the specified deadline of noon on Friday 25 November 2016 will be published and circulated separately.

7. Questions "On Notice" from councillors

(Pages 11 - 12)

To receive any questions from Members of the Council to the Mayor, a member of the Cabinet or the Chairman of a Committee under Council Procedure Rule 12.1

Any questions received by the specified deadline of noon on Friday 25 November 2016 will be published and circulated separately.

8. Executive reports

To receive reports from Cabinet Members. (In accordance with Procedure Rule 11.3 Councillors will be able to ask questions or make comments).

- (a) Leader of the Council (Councillor Gibson) (Pages 13 - 16)
- (b) Resources Portfolio Holder (Councillor A Vincent) (Pages 17 - 18)
- (c) Street Scene, Parks and Open Spaces Portfolio Holder (Councillor Henderson) (Pages 19 - 20)
- (d) Planning and Economic Development Portfolio Holder (Councillor Murphy) (Pages 21 - 24)
- (e) Neighbourhood Services and Community Safety Portfolio Holder (Councillor Berry) (Pages 25 - 28)
- (f) Leisure and Culture Portfolio Holder (Councillor Bowen) (Pages 29 - 30)
- (g) Health and Community Engagement Portfolio Holder (Councillor V Taylor) (Pages 31 - 34)

9. Strategic Narrative - Our Visions and Goals (Pages 35 - 40)

Report of the Leader of the Council (Cllr Gibson) and the Service Director Performance and Innovation.

10. Treasury Management Activity Report April - September 2016 (Pages 41 - 46)

Report of the Resources Portfolio Holder (Cllr A Vincent) and the Head of Finance and Section 151 Officer.

11. Notices of Motion

No Notices of Motion have been submitted under Procedure Rule 14.

If you have any enquiries on this agenda, please contact Roy Saunders, tel: 01253 887481, email: roy.saunders@wyre.gov.uk

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Council Minutes

Minutes of the Council meeting held at the Civic Centre, Poulton-le-Fylde on Thursday 20 October, 2016.

Councillors present:

The Mayor, Councillor Lees

The Deputy Mayor, Councillor E Anderton

Councillor M Anderton

Councillor Lady Atkins

Councillor Balmain

Councillor Barrowclough

Councillor Beavers

Councillor Berry

Councillor B Birch MBE

Councillor C Birch

Councillor Bowen

Councillor Bridge

Councillor Catterall

Councillor Collinson

Councillor I Duffy

Councillor R Duffy

Councillor Fail

Councillor Gibson

Councillor Greenhough

Councillor Henderson

Councillor Hodgkinson

Councillor Ibison

Councillor Ingham

Councillor Kay

Councillor Murphy

Councillor Orme

Councillor Reeves

Councillor Robinson

Councillor Shewan

Councillor Smith

Councillor B Stephenson

Councillor E Stephenson

Councillor T Taylor

Councillor V Taylor

Councillor A Turner

Councillor S Turner

Councillor A Vincent

Councillor Matthew Vincent

Councillor Michael Vincent

Councillor Walmsley

Apologies: Councillors I Amos, R Amos, Ballard, Holden, Jones, McKay, Moon, Ormrod, Pimbley and Wilson.

Officers present:

Garry Payne (Chief Executive)

Mark Broadhurst (Service Director Health and Wellbeing)

Marianne Hesketh (Service Director Performance and Innovation)

Stephanie Collinson (Senior Communications Officer)

Roy Saunders (Democratic Services and Scrutiny Manager)

Duncan Jowitt (Democratic Services Officer).

Also present: Aldermen Bannister, Brooks and McCann and 5 members of the public.

**COU.
30**

Confirmation of Minutes

The Minutes of the meeting of the Council held on 8 September 2016 were submitted for confirmation. Amendments proposed by Councillor Fail to include Councillor Reeves in the list of apologies for absence and the name of Councillor R Duffy being inserted in place of Councillor Fail in the first line of the fourth paragraph of Minute 21 as the proposer of the amendment referred to were approved, with 22 members voting in favour and none against.

Councillor Fail also queried whether a vote had been taken at the meeting on 8 September to formally confirm the Minutes after the votes on the three amendments had been taken. The Chief Executive said that he would arrange for the notes taken at the meeting on 8 September to be checked.

The Chief Executive also advised, following comments from several members about the content and format of minutes, that the purpose of this agenda item was simply to confirm the minutes of the previous meeting as a correct record. Paragraph 19.1 of the Council Procedure Rules in part 4 of the Constitution stated that "*the only part of the minutes that can be discussed is their accuracy*". He said that the legal requirement for Council minutes was that they should record the subject discussed, the information submitted for consideration and the decision taken. He said that the minutes of most other councils were shorter than Wyre's and many included no reference to comments made by individual councillors or the detail of discussions.

RESOLVED that the Minutes of the Council meeting held on 8 September 2016 be confirmed as a correct record, subject to the name of Councillor Reeves being included in the list of apologies for absence and the name of Councillor Fail being inserted in place of Councillor R Duffy in the first line of the fourth paragraph of Minute 21.

**COU.
31**

Declarations of Interest

None.

**COU.
32**

Announcements

1. The Mayor announced that tickets for the Northern Festival of Remembrance at the Marine Hall on Wednesday 9 November 2016 were still on sale, with proceeds going to the Royal British Legion Poppy Appeal. There would also be a raffle on the night, with proceeds going to the Mayor's charities.
2. The Mayor reminded members that the Mayoral Ball was to be held at the North Euston Hotel on Friday 24 March 2016. He said that tickets would be on sale shortly priced at £32.50.
3. The Mayor thanked the Deputy Mayor Councillor, Emma Anderton for arranging a dress down day at DWP Peel Park, which had raised in excess of £470 for the Mayor's charities.
4. Finally, the Mayor urged Members to purchase a tie in the Council's corporate colours, being sold by Councillor Murphy to raise funds for the Mayor's charities.

COU.
33

Public Questions Statements or Petitions

Alderman Roger Brooks asked the following question to the Planning and Economic Development Portfolio Holder (Councillor Murphy).

“There are presently eight undecided planning applications relating to land in the A6 corridor within the borough boundary totalling in excess of 800 new dwellings. It is well known that there are significant issues of capacity along the A6 specifically affecting Junction 1 of the M55. The study commissioned to determine the limit of capacity has not been published. Assuming that capacity is assessed at less than the 800 houses that are in the planning pipeline what yardstick will officers apply in deciding which application or applications will be recommended to the planning committee for approval?”

The Planning and Economic Development Portfolio Holder (Councillor Murphy) said in response that the highway capacity study referred to by Alderman Brooks was still awaited from Lancashire County Council and was now expected sometime in November. He said that the most recent remaining highway capacity figure for the A6 corridor was 270 additional dwellings. He said, with regard to the second part of the question asked by Alderman Brooks, that the Planning Committee would determine the applications referred to in accordance with the Council’s planning policies and decisions would be based on the usual planning considerations. The Council’s officers would also provide advice to the Committee in the usual way.

Alderman Brooks said that many people in the rural east of the borough had been concerned that the most recent application for a large scale development in the A6 corridor had been deferred by the Planning Committee on 5 October. He understood that the intention was that 7 applications for development along the A6 corridor were to be considered at a special meeting of the Planning Committee. He asked, as a supplementary question, whether the Portfolio Holder was confident that it would be possible for the Planning Committee to consider so many major applications in a single day and to make decisions which would not be subject to legal challenge.

Councillor Murphy said that it was his understanding that once the highway capacity limit had been met the Planning Committee would not be able to approve further large scale housing developments, so it appeared to him to be inevitable that some of the 7 applications in the pipeline would have to be refused on highway grounds.

COU.
34

Executive Reports

(a) **Leader of the Council**

The Leader of the Council (Councillor Gibson) submitted a report.

Councillor Gibson, when introducing his report, said that it was interesting that Lincolnshire County Council had voted against proposals for a combined authority, which meant that the proposals

for that area would not proceed. Councillor Gibson also referred to a number of compliments recently posted on the Council's website and contrasted those positive comments with negative comments recently posted on Facebook by Councillor I Duffy.

Councillor Gibson said that he agreed with comments made by Councillor Michael Vincent about the likely ambition of the Leader of Blackpool Council, in his new role as Chairman of the shadow Combined Authority for Lancashire, to use the powers of the proposed combined authority to meet a significant proportion of Blackpool's growth needs within the Wyre area.

Councillor Gibson said that he agreed with comments made by Councillor S Turner about the pointlessness of Lancashire County Council commissioning consultants to provide them with information on their future budget prospects which they already knew.

Councillor R Duffy referred to paragraph 3.3 of the Leader's report and said that he was unfair to criticise other local councils. She said that many councils' around the country were in a very difficult position because of cuts in central government funding. She said, for example, that West Sussex Council was considering proposals for schools to open only four days per week because of the need to make financial savings. She also referred to central government's disregard for localism and quoted, for example, the recent decision by the Secretary of State to allow fracking to proceed in Fylde against the wishes of the local population and their elected representatives.

Councillor Gibson restated his view that Wyre had managed its financial position in a better way than Lancashire County Council and many other councils. With regard to fracking, he said that it had been Wyre's view for some time that if fracking could be carried out safely it could potentially provide significant opportunities for Wyre, Lancashire and the north west region.

RESOLVED: that the report be noted.

(b) Resources Portfolio Holder

The Resources Portfolio Holder (Councillor A Vincent) submitted a report.

Councillor A Vincent said, in response to comments made by Councillor B Stephenson, that the Council would not borrow to undertake repairs. He reiterated his previous statement that repairs which were not urgent would only be carried out when necessary and when funds were available. He said that if offers were received to purchase or takeover the running of Council owned assets, such offers would be considered.

RESOLVED that the report be noted.

(c) Street Scene, Parks and Open Spaces Portfolio Holder

The Street Scene, Parks and Open Spaces Portfolio Holder (Councillor Henderson) submitted a report.

Councillor Henderson reiterated, in response to a question from Councillor M Anderton, that the possibility of repainting the Mount Pavilion would be considered when the current refurbishment works had been completed and would be dependent on sufficient money remaining in the budget.

Councillor Henderson said that he would arrange for Councillor Barrowclough to be provided with a breakdown of the latest dog fouling figures referred to in paragraph 2.1 of his report.

RESOLVED that the report be noted.

(d) Planning and Economic Development Portfolio Holder

The Planning and Economic Development Portfolio Holder (Councillor Murphy) submitted a report.

Councillor Murphy said, when introducing his report, that unfortunately, the bid for round 4 of Coastal Community Funding referred to in paragraph 2.1 of his report had been unsuccessful. The Council had been informed that it had been near the top of the list of the 248 applications for funding received but had been unsuccessful on this occasion. He said that the Council's officers would now start working on a bid for the next round of funding.

Councillor Reeves asked why no action had been taken to enforce the planning condition requiring Fleetwood Town Football Club to sign a community use agreement prior to occupation of its new facilities at the Poolfoot Farm development, which had not been complied with.

Councillor Murphy said, in response, that he was aware that the Head of Planning had already contacted the Chief Executive of the football club about the need to comply with conditions attached to the planning permission for the development.

Councillor R Duffy referred to the information about the Local Plan in section 8 of the Portfolio Holder's report and questioned why there was a difference between the figure previously quoted by the Leader of the Council for housing need of 266 dwellings per annum and the latest figure quoted in the emerging Local Plan of 479 new dwellings per annum.

Councillor Murphy said, in response, that the figure of 479 was the number assessed as the objectively assessed need (OAN) which was calculated in accordance with national guidelines and could not be changed. The figure previously quoted by Councillor Gibson was an

estimate of the number of new dwellings that could be delivered once various mitigating factors had been taken into account, including the inability to provide new housing in locations within flood zone 3 and various highway constraints. He said that he believed the final actual figure for new houses would be closer to the figure quoted by Councillor Gibson than the figure currently shown as the OAN.

Councillor Murphy welcomed comments made by Councillor Michael Vincent on the success of the Wyred-Up Business Exhibition (Wyre Expo) and agreed that the Council's Economic Development Team, although small, was very effective.

RESOLVED that the report be noted.

(e) Neighbourhood Services and Community Safety Portfolio Holder

The Neighbourhood Services and Community Safety Portfolio Holder (Councillor Berry) submitted a report.

Councillor Berry said, in response to a question from Councillor Reeves, that domestic abuse was an issue which the Council took seriously and he was sure that the Council would participate in some way in the 16 day White Ribbon Campaign taking place in November.

RESOLVED that the report be noted.

(f) Leisure and Culture Portfolio Holder Report

The Leisure and Culture Portfolio Holder (Councillor Bowen) submitted a report.

Councillor Bowen said, in response to a question from Councillor M Anderton, that she and the Service Director, People and Places would be willing to meet with representatives of Fleetwood Town Council to discuss the possible extension of the skate bowl, if the Town Council submitted specific proposals.

RESOLVED that the report be noted.

(g) Health and Community Engagement Portfolio Holder

The Health and Community Engagement Portfolio Holder (Councillor V Taylor) submitted a report.

Councillor Taylor, when introducing her report, said that the new model for the delivery of children's services in Fylde and Wyre, referred to in paragraph 3.3 of her report, had been delayed. Various workshop sessions were to be held in December, with the pilot scheme now due to start in February or March 2017, rather than in October 2016, as stated in the report. The new model was due to

become fully operational from April 2017. She said, however, that she was pleased that Wyre was involved in the pilot, which she said was an exciting initiative.

Councillor Taylor said that she had not yet been able to attend any Healthier Fleetwood meetings but she would be pleased to attend a meeting when a suitable opportunity arose.

Councillor Taylor said, in response questions from Councillor Reeves and M Anderton, that Wyre was represented on the Lancashire Safeguarding Adult Board sub group, referred to in paragraph 3.1 of her report, by the Service Director, Health and Wellbeing.

RESOLVED that the report be noted.

(h) **Comments and questions from Cabinet members**

The Street Scene, Parks and Open Spaces Portfolio Holder (Councillor Henderson) said, in response to a question from the Planning and Economic Development Portfolio Holder (Councillor Murphy), that the last collection of green bins before Christmas would be on Friday 16 December. Councillor Henderson said that green bins were now being collected from residents who had not subscribed to the new paid-for service. He said that the decision not to request them back sooner had proved to be sensible, because a significant number of people had signed up for the new service later in the summer. Residents could make an on-line request for their unused green bins to be retrieved by the Council.

COU. **LICENSING COMMITTEE PERIODIC:REPORT**
35

The Chairman of the Licensing Committee (Councillor Bridge) submitted a report on issues dealt with by the Licensing Committee and the Licensing team during the period October 2015 to September 2016 inclusive.

RESOLVED that the report be noted.

COU. **CALENDAR OF MEETINGS 2017/18**
36

The Leader of the Council (Councillor Gibson) and the Service Director, Performance and Innovation submitted a report on a proposed Calendar of Meetings for 2017/18.

RESOLVED that the Calendar of Meetings for 2017/18, attached as Appendix 1 to the report, be approved, subject to the deletion of the Licensing Committee meeting on 29 March 2018.

COU. **NOTICES OF MOTION**
37

None received.

The meeting started at 7.00pm, and finished at 8.20pm.

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COUNCIL MEETING
1 December 2016

AGENDA ITEM 6

PUBLIC QUESTIONS OR STATEMENTS

No questions have been received from members of the public under Procedure Rule 9 by the deadline of 12.00 noon on Friday 25 November, 2016.

Published 25 November 2016
Democratic Services
Tel: 01253 887481

[arm/ex/cou/cr/questions](#)

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COUNCIL MEETING
1 December 2016

AGENDA ITEM 7 **QUESTIONS "ON NOTICE" FROM COUNCILLORS**

No questions have been received from Councillors under Procedure Rule 11.1 by the deadline of 12.00 noon on Friday 25 November 2016.

Published 25 November, 2016
Democratic Services
Tel: 01253 887481

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Report of:	To:	Date	Item No.
Cllr. Peter Gibson, Leader of the Council	Council	1 December 2016	8(a)

Executive Report: Leader of the Council
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1. Purpose of report

1.1 To inform Council of progress on key objectives and the current position on a number of issues, as set out below.

2. Police and Crime Panel

2.1 On 19 October I, along with Cllr Berry, attended the Police & Crime Panel meeting in Blackburn. The agenda was extensive and we discussed in great detail a number of matters including the appointment of additional co-opted Members to the Police and Crime Panel, Performance Monitoring Report, draft Police and Crime Plan 2016-21, Protecting Vulnerable People Scrutiny, Chief Constable recruitment, Early Action, etc. Members can access the full agenda by typing the following web address into their browser:

<http://blackburn.cmis.uk.com/blackburn/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1475/Committee/406/Default.aspx>

2.2 Members will note from paragraph 2.1 that one matter discussed was the recruitment of a Chief Constable. The current post holder Steve Finnigan has announced that he will retire on 28 June 2017, following his 41 year service in policing. The recruitment of a new Chief Constable will commence in January 2017 with a confirmation hearing with the Police and Crime Commission scheduled for the week commencing 13 March. I would like to place on record my thanks to Steve for the way he has served the people of Lancashire and look forward to working with his successor.

2.3 At the meeting it was agreed that Victim Support would be the subject for a Task and Finish Group and the Officer of the Police and Crime Commissioner has provided additional information and the opportunity to discuss the Commissioner's arrangements for Victim Support. I would like to thank Councillor Roger Berry who has agreed to join the Task and Finish Group and I am sure that he will make a very valuable contribution to the Group.

3. Overview and Scrutiny

3.1 On 7 November the Chief Executive and I attended an Overview and Scrutiny (O&S) meeting where we presented the Strategic Narrative - our vision and goals and whilst this matter is the subject of a separate report on this agenda I would like to place on record my thanks to the Chairman and Members of O&S for their input and interest in helping to shape the narrative which proposes a vision based on the principles of collaboration and commercial awareness.

4. District Leaders and Chief Executives meeting and Lancashire Leaders Group

4.1 On 10 November I attended the District Leaders and Chief Executives meeting which was followed by a Lancashire Leaders Group meeting.

4.2 The purpose of the District Leaders and Chief Executives meeting was to discuss progress of the Combined Authority and the matter of an Elected Mayor. The Chair of the Lancashire Shadow Combined Authority informed all those present that in order to secure a devolution deal of any worth, it would require acceptance of an elected Mayor. It was made clear that without an elected Mayor the devolution deal would be extremely limited. If agreement were to be reached on forming a Combined Authority for Lancashire with an elected Mayor the Mayor would have no influence on local decision making or sovereignty. An elected Mayor for Lancashire would be the conduit through which Government would have discussions and whilst a Mayor in such a role would have some extended powers that would only be in respect of the Combined Authority.

4.3 On 3 December 2015 full Council made the following resolutions:

- a) That the contents of the report, including the Lancashire Governance Review and draft scheme be noted.
- b) That Wyre Council does not participate in the stakeholder consultation exercise as referenced in Paragraph 5.3 of this report.
- c) That the Leader formally withdraws from Lancashire Leaders meetings where discussions are solely on the subject of a Combined Authority for Lancashire and currently Wyre takes no formal part or role in the proposed Combined Authority for Lancashire.

4.4 I have consistently stated that Wyre will continue to collaborate with our extensive range of partners for the better benefit of our residents, businesses and visitors. I have also stated that if the benefits of being part of a Combined Authority were clear then I would bring the matter back before full Council. To date I have, however, seen no clear benefits for our residents/businesses/visitors. When the full details of any negotiated devolution deal become clear I will bring a formal report back to full Council so that Members can take the final decision on membership of a Combined Authority.

- 4.5** Members are aware that Lancashire County Council has entered into a contract with PwC the objective being to assist LCC with developing a plan about future service delivery for Lancashire. The Lancashire Leaders Group meeting was convened to discuss this matter but unfortunately no conclusive conclusions were reached and I look forward with interest to receiving further information from LCC and PwC on their emerging plan.

5. Other Matters

- 5.1** On 9 November I met Andrew Percy MP Minister for the Northern Power House for the signing of the Hillhouse Enterprise Zone Memorandum of Understanding. Later that evening it was a privilege to attend the Northern Festival of Remembrance where our current Mayor, Cllr Lees, took an active part in proceedings.
- 5.2** In August 2016 the Resources Portfolio Holder approved the subdivision of the Teanlowe Day Centre to let part of the building to the Teanlowe 60+ Community Centre and the remaining part to a new tenant. On the 14 November I attended the re-opening of the refurbished Teanlowe Day Centre. The Centre is operated by volunteers and frequented mainly by elderly people and I would like to thank the volunteers for providing an excellent service.
- 5.3** On the 16 November Cabinet were given a tour of the Rossall Sea defence works and the extent of the works completed thus far are truly breath-taking. The work at Rossall is the biggest sea defence scheme in the Country and Officers are working in partnership with Balfour Beatty so as to ensure the £63 million scheme is delivered on time and on budget.
- 5.4** On the 18 November at the request of the Leader of Chorley Council Cllr Alistair Bradley and the Chief Executive Gary Hall, I and our Chief Executive attended a meeting to discuss various matters related to joint working. On 23 November I and the Chief Executive meet with the Leader and Chief Executive of Blackpool, Council Cllr Simon Blackburn and Neil Jack (again at their request), to continue discussions about collaboration and opportunities for joint working.

6. Comments and Questions

- 6.1** In accordance with procedure rule 11.3 any member of Council will be able to ask me a question or make a comment on the contents of my report or on any issue, which falls within my area of responsibility. I will respond to any such questions or comments in accordance with Procedure Rule 11.5.

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Report of:	To:	Date	Item No.
Cllr Alan Vincent, Resources Portfolio Holder and Deputy Leader	Council	1 December 2016	8(b)

Executive Report: Resources Portfolio Holder

1. Purpose of report

1.1 To inform Council of progress on key objectives and the current position on issues within the Resources Portfolio, as set out below.

2. Finance

2.1 The budget preparation for 2017/18 is progressing well. Owing to the limited capital funds, there will not be any new capital growth bids submitted for consideration by Overview and Scrutiny Committee. Instead, the remaining backlog of building maintenance works totalling £3.3m will continue to have the first call on any capital receipts. The updated capital programme following the 3rd quarter review (as at 31 December 2016) will be presented to the Cabinet meeting on 18 January 2017.

2.2 The Portfolio Holder's proposals for any increases in fees and charges will be considered by the Overview and Scrutiny Committee at their meeting on 5 December 2016 and individual Portfolio Holders will be presented with the relevant feedback prior to the final report being issued.

2.3 Whilst the Government's four-year settlement offer has been accepted by the council, details of other funding streams and any changes to the settlement deal are expected sometime in December.

2.4 Owing to a forthcoming change in the membership of the Lancashire Business Rates Pool in 2017/18, Lancashire districts have had to decide early whether to remain in the Pool next year. Based on the current projections for 2016/17 and the best information available for 2017/18 taking into account the recent revaluation exercise, Wyre is forecast to be in a levy position and therefore it is still financially advantageous to remain in the Pool.

3. Human resources

3.1 One of the Council's objectives within the Business Plan is to develop staff so that they can effectively respond to current challenges. A workshop related to this topic took place for third tier managers on the 29 November 2016, led by Corporate Management Team and supported by a number of Heads of Service. The session was an opportunity to consider the Council's Strategic Narrative. The vision and goals were shared and together actions were established, including training and development, in order for us to succeed and move the narrative forward. Managers were asked to cascade the information they had been given with their team members to help embed the vision and goals across the organisation.

3.2 Members will be aware that the Council has been recognised as an Investor in People (IIP) for many years and has held the Gold standard since October 2010. Since our last assessment, the IIP accreditation framework has changed significantly and the standards required are very different. The costs of the IIP assessment have also increased. The Council won't be applying for re-assessment at this time but instead will incorporate elements of the new framework into the action plan which is being developed for the Strategic Narrative and any savings from not going for re-assessment will be invested in training and development for our employees. Whilst we have chosen not to participate in the IIP standard when the current accreditation expires, we may re-consider being assessed against the new IIP Standard in future years.

4. IT / digital transformation

4.1 A Digital Transformation Board has been established to champion digital transformation of council services. The Board is chaired by Marianne Hesketh, Service Director Performance and Innovation and consists of officers from IT, HR, Contact Centre, Transformation and the Engagement team. The Board will develop and deliver a Digital Strategy for the council and will ensure that it effectively resources and delivers digital transformation projects. Progress updates will be provided in future Executive reports.

5. Asset management

5.1 The Heritage Lottery Grant has awarded the newly established Marsh Mill Community Interest Company (CIC) a start-up grant of £10,000. This funding will be used to help the CIC develop a marketing plan, undertake public consultation, provide training for volunteers on how to look after the windmill and to develop a business model for the future.

6. Comments and questions

6.1 In accordance with procedure rule 11.3 any member of Council will be able to ask me a question or make a comment on the contents of my report or on any issue, which falls within my area of responsibility. I will respond to any such questions or comments in accordance with Procedure Rule 11.5.



Report of:	To:	Date	Item No.
Cllr David Henderson Street Scene, Parks and Open Spaces Portfolio Holder	Council	1 December 2016	8(c)

Executive Report: Street Scene, Parks and Open Spaces Portfolio Holder

1. Purpose of report

- 1.1 To inform Council of progress on key objectives and the current position on issues within the Street Scene, Parks and Open Spaces Portfolio, as set out below.

2. Waste and recycling

- 2.1 The annual service leaflet and calendar will be issued to all properties receiving wheeled bin collections in early December. This includes information regarding changes to collections over the festive period which this year only affects properties with a Monday collection. Details will be further advertised on the web, social media and press releases.

- 2.2 For customers receiving a sack collection, the information has been printed on the bag itself for a number of weeks now and will continue in the run up to the New Year.

- 2.3 The leaflet advises of the planned four week suspension of the green waste collection service and reminds customers that they will need to sign up again for the service by May 2016. The subscription process will be open later this month.

3. Parks and Open Spaces

- 3.1 I am pleased that Memorial Park has been awarded the prestigious Green Heritage Site accreditation in recognition of its historic importance and high standards of upkeep. The park is one of only 66 in the country to achieve this award. This annual award is overseen by Keep Britain Tidy who also oversee the Green Flag Award scheme.

- 3.2 Events continue to be delivered in partnership with the Friends of Memorial Park and the recent Halloween event was attended by over 200 hundred people carving 128 home grown pumpkins.

3.3 Additional to the successes across the borough in the Neighbourhoods and Town and Village categories at the recent North West in Bloom Awards, I was particularly pleased that we achieved silver gilt awards for best Local Authority Park for both Jean Stansfield Memorial Park, Poulton and Memorial Park, Fleetwood.

3.4 Volunteers and school groups showed their enthusiasm by helping with planting work at the Mount Grounds, almost 2,000 shrubs and perennials and over 4,000 bulbs have been planted along the Esplanade boundary wall. Construction of a rockery near the eastern shelter is the next stage and will make use of limestone rock reclaimed from the site.

4. Comments and questions

4.1 In accordance with procedure rule 11.3 any member of Council will be able to ask me a question or make a comment on the contents of my report or on any issue, which falls within my area of responsibility. I will respond to any such questions or comments in accordance with Procedure Rule 11.5.

arm/ex/cou/cr/16/0112 8(c)



Report of:	To:	Date	Item No.
Cllr Peter Murphy, Planning and Economic Development Portfolio Holder	Council	December 2016	8(d)

Executive Report: Planning and Economic Development Portfolio Holder

1. Purpose of report

1.1 To inform Council of progress on key objectives and the current position on issues within the Planning and Economic Development Portfolio, as set out below.

2. Coastal Communities Fund (CCF) Scheme

2.1 Officers submitted an expression of interest focussed on providing business support for new and existing businesses and training for local people within Fleetwood and other coastal town centres. The application has not been successful on this occasion. The CCF4 programme received 248 applications requesting a total of £240,879,902 but this year's budget totalled just £38.1 million. Given that the Council secured over £1.5m from CCF2 it is intended to review the situation with a view to putting in a further funding application next year.

2.2 An application for funding to create a new Coastal Community Team for Cleveleys was submitted at the end of September based on improvements within Cleveleys. A decision is awaited.

3. Coastal Revival Fund – Marine Hall Dome

3.1 Works are continuing and nearing completion and we hope to have a dome refurbishment opening ceremony at Christmas.

4. Hillhouse Enterprise Zone (EZ)

4.1 Officers are currently assisting with business enquiries for the site. One company has relocated on the site creating 20 jobs in the scaffolding and lagging trades. In addition there are three major potential investment proposals at Hillhouse, two of which are now moving forward with formal planning applications.

- 4.2 Officers submitted a draft five year Implementation Plan for the EZ to DCLG by the end of September and are continuing to work towards producing a final version by March 2017. This is being undertaken in partnership with landowners, developers and the Blackpool, Wyre and Fylde Economic Development Company.
- 4.3 We have submitted a bid to Government for funding so Officers are able to help deliver commercial development sooner and more effectively. If successful, funding will be used to develop a master plan, marketing strategy and signage etc.

5. Business support

- 5.1 A total of nine flood application grants were processed in partnership with Lancashire Boost totalling £17,479. In addition to this, Business Rates Discounts were also given to these businesses totalling £39,074.
- 5.2 Wyred-Up membership is increasing steadily and currently stands at 65 (four more since last quarter) being 20 more than our original target of 45 businesses. New memberships are being promoted at all events. The last event took place at the Wyre Banqueting Suite, Garstang.
- 5.3 The Wyre Business Exhibition (Wyre Expo) took place on 11 October attracting over 45 businesses. Two Social Media workshops were also held during the course of the event. Feedback forms are currently being collated.
- 5.4 The 3rd Annual Wyre Business Awards took place on Thursday 24 November. It was a great evening and an opportunity to celebrate local business successes.

6. Local Growth Plan

- 6.1 Work to refresh The Local Growth Plan, which expires in March 2017, is continuing and a draft plan will be circulated for comment in late Autumn, with the final document being considered by Cabinet in Spring 2017. Outputs in the current plan have been successfully delivered under the six key strategic initiatives and a full output report on the delivery of these will be provided in Spring 2017. The refreshed Growth Plan will set out our economic objectives and aspirations for 2017 to 2020 and will be prepared in consultation with our business community.

7. Planning Policy

Local Plan

- 7.1 As previously reported, evidence on the scale of constraints in relation to highways and flood risk is critical in determining what level of the Objectively Assessed Need (OAN) for housing can be delivered in the Local Plan. The Planning Policy Team continues to work with consultants and strategic partners including the Environment Agency, LCC and Highways England (HE) to identify the extent to which flood risk and highways capacity is a constraining factor in delivering housing growth and consequently determine an appropriate deliverable housing requirement for the local plan.

- 7.2** A further draft report on highway capacity was received from LCC at the end of October. The highway evidence forms the justification why the Local Plan cannot deliver the full OAN. Officers still have concerns with the evidence and therefore legal advice is being sought from Counsel whether the evidence is robust and will stand up to scrutiny by the Inspector, developers and adjoining authorities. The continuing delay on the evidence from LCC is causing the delay with the Local Plan, as other work cannot progress.
- 7.3** There has been a delay in the timetable for the additional detailed highway report related to Poulton-le-Fylde which is now due to be completed by mid-December.
- 7.4** As previously reported, Highways England (HE) have advised that they cannot provide conclusive advice on the capacity of the A585 following completion of the Little Singleton By-pass in 2022, until the scheme for the road is designed in detail later this year. At a meeting with HE at the beginning of October HE agreed to provide the Council with a further report on the capacity of the new road following more detailed modelling and preliminary designs.
- 7.5** The Level 2 Strategic Flood Risk Assessment is now complete and final endorsement is awaited from the Environment Agency.
- 7.6** The draft Plan is also being shared with service providers and in particular the Local Education Authority and the various CCGs so as to establish what level of services are needed to support growth in the Local Plan.

8. Other Matters

Wyre Power

- 8.1** Pre-application consultation with relevant organisations including Wyre Council has recently been commenced in respect of a proposed new 900MW Megawatt electrical (MWe) Power Plant primarily using combined cycle gas turbine (CCGT) technology with optional additional open cycle gas turbine (OCGT) to be located within the EZ at Hillhouse. The project has been registered with PINS National Infrastructure Planning with a formal application to be submitted to Government by mid-2017.

National Grid – North West Coast Connections Project

- 8.2** In 2011 National Grid were asked to connect six new energy projects to the national electricity network. This included four offshore wind farms, a 850 megawatt (MW) combined cycle gas turbine (CCGT) in Thornton (Hillhouse), on the Fylde coast, in Lancashire, as well as the proposed new 3.2 gigawatt (GW) nuclear power station known as Moorside near Sellafield, West Cumbria. The Moorside site was nominated by the Government for a new nuclear power station in its National Policy Statement for Nuclear Power Generation (EN-6).

- 8.3** At the outset Wyre was affected, not only by the proposal to connect a proposed power station on the Hillhouse site but also by the potential for connections to the other sites to be made via Stanah. In this respect a report setting out the various strategic options proposed was considered by the Council's Planning Committee in July 2012 in response to an initial consultation by National Grid. Wyre were also signed up as a party to the Planning Performance Agreement (PPA) relating to the project. The principal purpose of this PPA was to secure the involvement of all relevant officers from affected planning authorities with a commitment that National Grid paid for all officer time and necessary travel expenses involved.
- 8.4** The focus of the project changed after the withdrawal of the application for the power station at Thornton, such that the purpose of the project was simply to connect the proposed Moorside power station. After lengthy consideration of the merits of the strategic options National Grid decided, in June 2015, to provide a complete connection for Moorside made up of two parts including:
- a route going onshore north from Moorside to a point on the existing grid network at Harker, near Carlisle; and
 - a route going onshore south from Moorside across the Furness peninsula then under Morecambe Bay, emerging at the new Middleton substation near Heysham in Lancashire
- 8.5** On this basis Wyre was no longer affected by the project and we withdrew from the PPA in October 2015. Nonetheless, we have received a pre-application consultation letter from National Grid dated 24 October 2016 seeking formal views on the project prior to submission to the Planning Inspectorate as a Nationally Significant Infrastructure Project.
- 8.6** At present it is not considered that a formal response is necessary, although we have sought views from National Grid on the potential implications for the proposed project of the intention, by Wyre Power, to submit a new proposal for a power station for consideration by the Government as a Nationally Significant Infrastructure Project.

9. Comments and Questions

- 9.1** In accordance with procedure rule 11.3 any member of Council will be able to ask me a question or make a comment on the contents of my report or on any issue, which falls within my area of responsibility. I will respond to any such questions or comments in accordance with Procedure Rule 11.5.



Report of:	To:	Date	Item no.
Cllr. Roger Berry, Neighbourhood Services and Community Safety Portfolio Holder	Council	1 December 2016	8(e)

Executive Report: Neighbourhood Services and Community Safety Portfolio Holder

1. Purpose of report

1.1 To inform council of progress on key objectives and the current position on issues within the Neighbourhood Services and Community Safety Portfolio as set out below.

2. Domestic Violence White Ribbon Campaign

2.1 Together with community safety partners we are currently supporting sixteen days of action against domestic violence via the national White Ribbon Campaign. The awareness raising campaign started on 25 November 2016 and we are supporting the initiative in various ways.

2.2 The Environmental Health Team have appointed a new Health and Safety Officer who will be taking part in a collaborative project to raise awareness about domestic violence and its impact within the workplace. During the project he will be visiting twenty of the largest employers in the Borough to highlight the important role of employers in tackling the issue. 75% of those who endure domestic violence suffer from it at their place of work. Whilst it is often possible for victims to move home and for children to switch school it is usually the case that victims must keep working at the same place. The perpetrator is therefore able to find them. We will be asking employers to pledge support to “The Public Health Responsibility Deal” which is a great way for an organisation to corporately demonstrate its commitment to the fight against domestic violence. This commitment, by a company and its staff, recognises domestic violence and will raise further awareness of the issue across the Borough.

3. Prevent Strategy

3.1 We are currently training up our visiting officers to spot any signs of radicalisation exhibited by the clients they visit. The aim of the training being to identify any individuals who may be vulnerable to radicalisation at a pre-criminal stage and to refer them for intervention with appropriate partners.

4. Police and Crime Commissioner Grant Support

4.1 We applied for grant support from the Police and Crime Commissioner for Lancashire for a project to provide intensive support for clients with complex needs that include those with substance misuse issues, a history of offending and mental health issues. The project is intended to build upon a successful pilot overseen by the Housing Options Team and funded by the Government's single homeless initiative that has already seen seventy two clients supported to maintain crime free lives in the community. The Police and Crime Commissioner has awarded £10,000 towards the continuation project and we will now be working to secure a further £20,000 to fund the project for a further year.

5. Flooding Events Resilience

5.1 In October I reported on the progress made and the assistance provided to the flood victims by the council and its partners following the recent flooding events.

5.2 Key areas that the council has been leading on include:

- Promotion of household resilience measures supported by a Government grant of £5,000 for properties flooded during the December events. Officers have been working hard to raise the profile of the grants and ensure the resilience measures proposed will function correctly. Where individuals are not taking up the grant offer the potential for community resilience schemes is being pursued. The grant applications process will close this month.
- Supporting flood action groups, officers continue to assist with the setting up of the groups and improving communication and updating Wyre's emergency flood plans based on local knowledge. Issues can then be resolved through the Wyre Flood Forum which is seen as national best practice but still remains the only one in Lancashire.
- The Leader and I recently attended a meeting of the Churchtown Flood Action Group along with the Council's Head of Engineering.

6. Rossall Coastal Defence Improvement Scheme

6.1 Cabinet members and Senior Officers visited the site on 16th November and I am pleased to report that excellent progress continues to be made on the UK's largest coastal defence scheme.

7. Bathing Water Quality and Water Management

7.1 In the recently published classification of England's bathing waters by DEFRA, Fleetwood and Cleveleys have both been rated good. This is an improvement on the poor result Cleveleys received in 2015/16 and despite a reduced classification for Fleetwood it narrowly missed an excellent result in 2016 with just one poor sample result in July this year affecting the overall result. The council continues to support the Love my Beach campaign, which highlights the role communities and business have in maintaining the quality of our beaches and bathing waters. Recent successes have included organising regular volunteer beach cleans and raising the issue of Wet Wipes as non flushable

items. Many of the none flushable items cause blockages in the sewer system leading to spillages onto the beaches. Additionally, officers continue to work with partner organisations across the Fylde, through the Fylde Peninsular Water Management Group and on the regional Turning Tides Group, to promote and improve the coastal frontage, which is essential to our visitor economy and wellbeing of residents.

8. Comments and questions

- 8.1** In accordance with procedure rule 11.3 any member of council will be able to ask me a question or make a comment on the contents of my report or on any issue, which falls within my area of responsibility. I will respond to any such questions or comments in accordance with procedure rule 11.5.

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Report of:	To:	Date	Item No.
Cllr. L Bowen, Leisure & Culture Portfolio Holder	Council	1 December 2016	8(f)

Executive Report: Leisure and Culture Portfolio Holder

1. Purpose of report

1.1 To inform Council of progress on key objectives and the current position on issues within the Leisure and Culture Portfolio, as set out below.

2. Volunteering

2.1 The total number of hours donated by our volunteers to the end of September was 7,477, which is an increase from 6,343 at the same time last year and 5,313 in 2014. Our volunteer Digital Champion will soon be delivering a six week programme of basic IT and social media training. It is hoped both residents and volunteers will benefit from the courses. Access to Council services online will be promoted. During December some of our volunteers are also being offered the chance to be trained on dementia awareness. Two courses are planned.

3. Arts and Events

3.1 Local Wyre artists will soon be offered the opportunity to be involved in a comprehensive programme of professional development run by LeftCoast's Finding Talent officer, Jenny Rutter. The programme, starting this winter, will cover areas such as fundraising, business planning and commissioning.

3.2 Local event organisers are to be offered the opportunity to gain certification by completing a course that will qualify them to staff temporary road closures during the carnival and gala season. A successful course which was run three years ago by local traffic management firm Road Safety Services will be repeated in the New Year and will provide training for up to twelve event volunteers.

3.3 The Times and Tides Project which explored 'bereavement' through the art forms of dance, creative writing, music and craft making, held a number of participatory sessions during the October half-term at Cleveleys Community Centre. A pocket sized pull out booklet featuring some of the pieces of creating writing will be available soon for those involved in the project. The booklets will be available as a giveaway

from various outlets including our Tourist Information Centres and Co-op Funeral Care Services.

4. Tourism and Visitor Services

4.1 Marsh Mill opened and its sails turned for its 222nd Birthday on 22 and 23 October. The event had an 'apples' theme as it coincided with National Apple Day. The Chairman of Friends of Marsh Mill shared the good news that a recent bid for £10,000 to the Heritage Lottery Fund had been successful. The sails turned once again for the Marsh Mill Village Christmas Lights Switch On that took place on 27 November. The switch on was a great success with craft stalls and opportunities for festive eating and drinking. The Mill is now closed for winter and will re-open from Good Friday 2017 at weekends only.

5. Comments and questions

5.1 In accordance with procedure rule 11.3 any member of Council will be able to ask me a question or make a comment on the contents of my report or on any issue, which falls within my area of responsibility. I will respond to any such questions or comments in accordance with Procedure Rule 11.5.

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Report of:	To:	Date	Item No.
Cllr Vivien Taylor, Health and Community Engagement Portfolio Holder	Council	1 December 2016	8(g)

Executive Report: Health and Community Engagement Portfolio Holder

1. Purpose of report

1.1 To inform Council of progress on key objectives and the current position on issues within the Health and Community Engagement Portfolio, as set out below.

2. Community engagement

2.1 We have started to progress the development of the new Together We Make a Difference network. The network is being led by Rosie Green, Policy and Engagement Manager. An initial scoping exercise is being undertaken to gather intelligence on community priorities and to start to build relationships with partners and community groups. We are hoping to concentrate on a small number of key projects during the next year. Members are encouraged to feed any community priorities through to us for the network to consider.

2.2 I am pleased to update that three projects from Wyre received funding through the Walney Extension Community Fund which totalled £60,500. These projects were Healthier Fleetwood, CHAT Carer and Bereavement Support and Poulton and Wyre railway. The next round of funding is now open and closes on 11 January 2017. Once again, please encourage community groups to apply and if they need any help or support with the bid, the Engagement Team would be pleased to assist.

2.3 I would like to congratulate Wyre's Towns and Villages, schools and neighbourhoods who were rewarded for their hard work at two ceremonies in Southport on 27 and 28 October. A total of 31 local neighbourhoods and 20 schools participated in the Royal Horticultural Societies North West in Bloom 2016 competition, with many of them receiving top marks from the judges. Notable winners within the Town and Village categories included both Poulton and Bilsborrow who received Gold. Bilsborrow also won the INTU Trafford Centre Community Trophy for community effort. A full list of results can be found on the Council's website.

- 2.4** The Council participated in the #OurDay on the 15 November 2016. #OurDay is an annual tweetathon for local government which provided us with an excellent opportunity to tell people what we do on an average day and to celebrate the fantastic work done by the council for local communities.

3. Health and wellbeing

- 3.1** The Food Safety Team would like to thank all those food businesses who have firstly achieved a food hygiene rating of 5, and especially those which have submitted a nomination for the recent Wyre Business Awards. New award categories for 2016 included 'Best serviced accommodation of the Year', 'Best self-catering accommodation of the Year', 'Best eating/drinking establishment of the Year', 'Employer of the Year (nominated by employees)', and a 'Made in Wyre' award (locally grown, locally made, locally produced). Good food hygiene is a pre-requisite to providing quality food and the successful food businesses should justifiably be very proud of themselves.
- 3.2** A Lancashire wide benchmarking exercise on Disabled Facilities Grant delivery under the Better Care Fund has recently been completed. Up to the end of September we had completed more grants than any other District Council in Lancashire (82 DFGs completed). We continue to represent Lancashire District Councils on the Better Care Fund Programme Manager Group overseeing a number of Lancashire-wide schemes focussed on improving the integration of health and social care.
- 3.3** In order to support those with dementia we are engaging with Public Health colleagues on an initiative of sector-led improvement (initiated by the Association of Directors of Public Health). The initiative is looking at the important role that housing plays in supporting the changing care needs of those with dementia. This work has the potential to influence housing support in new build and existing housing stocks and across all tenure types. The work will support developing programmes of work under the Lancashire Sustainability Transformation Plan – Population and Prevention work stream.
- 3.4** We are one of the steering group partners for the Healthier Fleetwood initiative. As mentioned at 2.2, the partnership were successful in their bid from the Walney Extension Community Fund and have been awarded £50,000 for a Health Creation project that aims to improve the health and wellbeing of Fleetwood residents through the redevelopment of six community spaces. The project will involve the employment of a Health Creation Officer, the establishment of GP referrals into green space initiatives and the recruitment of volunteer health ambassadors.

4. Affordable Warmth Funding – Winter 2016/17

4.1 We have been granted £40,627 of Affordable Warmth funding from Lancashire County Council to deliver high impact affordable warmth interventions to individuals most vulnerable to harm from cold or damp homes this winter. Households will be eligible for funding if they meet at least one of a number of health vulnerabilities and an affordability issue has been identified. Interventions will include those that make a long term contribution to helping people to keep their homes warm and include: the servicing, repair or replacement of boilers, draught proofing measures and loft and cavity wall insulation. Our Care and Repair Service will be coordinating this work.

5. Comments and Questions

5.1 In accordance with procedure rule 11.3 any member of Council will be able to ask me a question or make a comment on the contents of my report or on any issue, which falls within my area of responsibility. I will respond to any such questions or comments in accordance with Procedure Rule 11.5.

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Report of:	Meeting	Date	Item no.
Cllr Peter Gibson, Leader of the Council and Marianne Hesketh, Service Director Performance and Innovation	Council	1 December 2016	9

Strategic Narrative – Our Vision and Goals

1. Purpose of report

1.1 To provide the Council's Strategic Narrative which sets out a clear vision and goals for evolving the way that Wyre Council works.

2. Outcomes

2.1 To ensure that the Council develops a culture to keep itself fit for purpose, during a time when local government is subject to rapid change.

3. Recommendation

3.1 To note and support the Council's Strategic Narrative.

4. Background

4.1 Since the introduction of the new senior management structure in April 2016, the Corporate Management Team and Heads of Service have been working together to develop a Strategic Narrative for the Council. The purpose of the narrative is to develop a culture which will enable the Council to be in a strong position to respond to future challenges.

4.2 The Strategic Narrative is a key document that complements the Council's business plan and will ensure that we keep ourselves fit for purpose.

4.3 The Overview and Scrutiny Committee discussed the draft Strategic Narrative at their meeting on 7 November 2016, and it was well received.

5. Key issues and proposals

5.1 The Strategic Narrative is attached at Appendix 1 and clearly sets out the Council's vision for the future and three big goals for shifting the way we work in order to achieve this vision. The goals are:-

- An integrated and community-focused service offer
- A flexible and change-ready workforce
- Financial discipline and commercial awareness

5.2 A workshop was held on 29 November 2016, with third tier managers, to share the vision and goals and to engage managers in the development of an action plan. Managers have been asked to cascade the information with their team members to help embed the vision across the organisation.

5.3 Councillor Alan Vincent, Deputy Leader and Resources Portfolio Holder, will be the member champion for the Strategic Narrative and will provide regular updates to Council as part of his Executive Reports.

Financial and legal implications	
Finance	There are no finance implications
Legal	There are no legal implications

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
data protection	x

report author	telephone no.	email	date
Marianne Hesketh	01253 887350	Marianne.hesketh@wyre.gov.uk	03/11/2016

List of background papers:		
name of document	date	where available for inspection

List of appendices

Appendix 1 – Together We Make a Difference – Our Strategic Narrative

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Together we make a difference

Our Strategic Narrative

We are an innovative and ambitious Council that strives to provide excellent customer focused services to the residents, businesses and visitors of Wyre. The next decade promises to be a complex and potentially challenging one for local authorities so it is imperative that we build on our strong foundations and work together to embrace change and to be open to different ways of working.

This plan sets out a clear path for evolving the way that Wyre Council works, and how we keep ourselves fit for purpose, during a time when local government will continue to change rapidly.

Our vision for the Council

Our vision is to be a Collaborative Council that works together with local communities and partners to make a difference and improve the lives of those who live in, work in or visit the Borough.

By 2020 we envisage the Council will be characterised by;

- ✓ **Innovative, entrepreneurial and commercially minded ways of working.** We will upskill our staff to think and act commercially and we will explore innovative delivery options.
- ✓ **The skills and culture to work collaboratively.** We recognise that the most appropriate response to the pressures on the public sector is to work with and through others. We will actively develop the skills that will make us more effective in building strong, trusting and outward-focussed working relationships with other councils, partners and organisations; delivering excellent joined up services for the residents of Wyre.
- ✓ **Highest levels of performance with a culture of responsibility and empowerment.** We will make sure that everyone is clear about the part they play in delivering high impact outcomes. We will invest and develop the skills and culture of individuals and promote team working, allowing teams and team members to have greater flexibility, authority and control. Employees will have the opportunity to gain new skills and experiences through cross-Directorate working.

Achieving our vision

Our plan has **three big goals** for shifting the way the organisation works so that we deliver on our vision for the Council.

An integrated and community-focused service offer – by 2020 our services will be more integrated with partners, designed to enable communities and citizens to do more for themselves and to rely less on direct provision by the Council.

Our approach will include:-

- **Leading and demonstrating a community-focused and collaborative approach to service delivery.** Where it allows us to deliver better services, we will work with our partners to design and deliver services that meet local needs and encourage more community involvement. Where necessary we will make sure that the Council and its partners co-locate their services and ‘operate under the same roof’. We will agree and communicate shared goals with our key partners and set up properly-resourced project teams to deliver ‘collaborative working pilots’, demonstrating the collaborative approach to service delivery.

A flexible and change-ready workforce – by 2020 our colleagues will feel that the Council embraces change and that their knowledge is at the forefront when making changes. Colleagues will feel highly valued, resilient and equipped to deal with the changing local government landscape.

Our approach will include:-

- **Engaging our staff to achieve and sustain the highest levels of performance.** We will clearly set out the strategic direction of the Council by engaging with our staff to share and embed this vision and goals. We will develop a training programme so that staff feel able to embrace innovation in our drive for enhanced service delivery. We will create a culture of responsibility and empowerment; providing support to Heads of Service and Directorate teams and encouraging a high performance culture across the Council. We will actively performance manage the delivery of the Business Plan and service plans.

Financial discipline and commercial awareness – by 2020 we will have implemented new ways to replenish dwindling government funding for local authorities. Our employees will be commercially minded with the ability to spot and maximize commercial opportunities. We will be financially astute delivering quality services, in conjunction with partners, on time and on budget.

Our approach will include:-

- **Maintaining financial discipline.** Our Medium Term Financial Plan and Efficiency Programme will be aligned with our Business Plan to ensure our objectives and priorities are properly resourced and funded appropriately.
- **Bringing commerciality into everyday thinking.** We will bring commerciality into everyday working across the organisation through improved procurement practices, better contract management and a focus on delivering established financial goals.

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Report of:	Meeting	Date	Item no.
Cllr. Alan Vincent, Resources Portfolio Holder and Clare James, Head of Finance	Council	1 December 2016	10

Treasury Management Activity April 2016 to September 2016
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1. Purpose of report

1.1 To report on the overall position and activities in respect of Treasury Management for the first half of the financial year 2016/17.

2. Outcomes

2.1 An informed Council who have an understanding of Treasury Management activity, in line with the approved Treasury Management Policy and Strategy Statements and Treasury Management Practices.

3. Recommendation

3.1 That the Annual Report on Treasury Management Activity for the first half of the 2016/17 financial year be approved.

4. Background

4.1 In order to demonstrate compliance with the CIPFA Code of Practice for Treasury Management a review of the Treasury Management Policy Statement, Treasury Management Procedures, Strategy and Minimum Revenue Provision Policy Statement is undertaken each year and reported to Cabinet in March. The Council, in accordance with legislation is also formally required to approve the formulation of the plan or strategy for the control of the authority's borrowing, investments or capital expenditure and for the determination of the authority's minimum revenue provision. This is agreed by Council in April.

4.2 A requirement of the Treasury Management Code of Practice is the reporting of the results of treasury management activity twice a year. This report covers the six months ending 30 September 2016. A further report including activity for the 2016/17 financial year in its entirety will be considered by Council in July 2017.

4.3 The Treasury Management Procedures indicate that the report should include the following issues, where relevant:

- a) Total debt and investments at the beginning and end of the review period and average interest rates;
- b) Explanations for variance between original strategies and actual;
- c) Debt rescheduling done in the year;
- d) Actual borrowing and investment rates achieved through the year;
- e) Comparison of return on investments to the investment benchmark; and
- f) Compliance with Prudential and Treasury Indicators.

5. Key issues and proposals

5.1 The referendum vote for Brexit in June this year delivered an immediate fall in confidence indicators and business surveys, pointing to an impending slowdown in the UK economy. However, subsequent surveys have shown a sharp recovery in confidence, although it is generally expected that whilst the economy will now avoid flat-lining, growth will be continue to be weak through the second half of 2016 and into 2017.

The Bank of England meeting on 4th August addressed this expected slowdown in growth by introducing a package of measures including a cut in the Bank Rate from 0.5% to 0.25%. This has resulted in reduced interest rates from the Councils' counterparties and a lower return on investments.

5.2 The table below illustrates the Council's debt and investment position at the beginning of the 2016/17 financial year and as at 30 September 2016:

	1 st April 2016	30 th September 2016
	£	£
Loans - Temporary	0	0
- Cash Overdrawn	180,874	123,885
Total Short-term Debt	0	0
Loans - Long-Term Borrowing	1,552,000	1,552,000
Total Long-term Debt	1,552,000	1,552,000
Investments - Temporary	16,366,442	21,147,970
Cash in Bank	0	0
Cash held by the Authority	2,634	2,584
Total Short-term Investments	16,369,076	21,150,554

- 5.3** 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. The indicators for the 2016/17 financial year were originally considered by Cabinet 17 February 2016 and agreed at Council on 3 March 2016. During the six months to 30 September 2016 the Council operated within these treasury limits and Prudential Indicators.
- 5.4** The 2016/17 Budget assumed no additional long-term borrowing and capital schemes were to be funded by grants and contributions, capital receipts and the Capital Investment Reserve.
- 5.5** From 1 September 2011, and following a cost/benefit analysis it was decided 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. The Council's net bank account position was overdrawn on two occasions during the period April to September 2016. The first occasion was an overdrawn balance of £569,152 in June due to £1m being entered on the bank transaction investing in the NatWest Liquidity account when only £395,885 should have been invested. According to supporting documents, this was identified the following morning and monies were recalled. This resulted in an overdrawn interest charge of £70.16. The second occasion in September for £6,466 was due to insufficient funds being recalled which resulted in a £0.75 overdrawn interest charge.
- 5.6** There were no short-term borrowing transactions (i.e. less than 365 days) during the first six months of 2016/17.
- 5.7** Debt rescheduling opportunities have been very limited in the current economic climate given the consequent structure of interest rates. No debt rescheduling has been undertaken during the 6 months to 30 September 2016.
- 5.8** Interest payments in respect of short-term and long-term borrowing for the first half of the financial year are on target and total £34,415 compared to a budgeted figure of £68,830 for the full year. Including miscellaneous payments in 2016/17 the actual at 30 September is £34,426 compared to a full year budget of £69,950. The budget includes £1,000 for interest in the latter part of the financial year owing to potential temporary borrowing being requirements as income from Council Tax reduces during February and March.

5.9 The Council has continued to invest any surplus balances with the Council's Bank, NatWest on call deposit facility, Money Market Funds (MMF) with Prime Rate Capital Management and LGIM, Nationwide Building Society (3 month fixed), the Bank of Scotland (Overnight/Call account and fixed rates 3 month and 6 month notice facilities), Goldman Sachs International Bank (3 month fixed notice facility), Santander (31day, 60 day and 95 day corporate notice facility) and Svenska Handelsbanken (instant access and 35 day notice facilities).

There have been four occasions where funds greater than £100,000 have remained in the Council's accounts overnight as a surplus balance in the first six months of 2016/17. The NatWest have introduced a new roll-up feature that is being looked into which could address this in the future.

The current investment counterparty selection criteria approved in the Treasury Management Strategy is meeting the requirement of the treasury management function.

The equated investments for the first half of 2016/17 are detailed in the following table:-

	Equated Investment Principal	Interest Due	Rate of Return	Benchmark Return
	£	£		
NatWest Call Account	711,291	1,780	0.25%	0.28%
Money Market Funds	2,501,840	11,873	0.47%	0.28%
Bank of Scotland (Overnight/ Call)	421,918	1,666	0.39%	0.28%
Bank of Scotland (3 month Fixed)	1,142,466	6,910	0.60%	0.28%
Bank of Scotland (6 month Fixed)	378,083	3,025	0.80%	0.28%
Svenska Handelsbanken (Instant Access)	1,048,992	3,515	0.34%	0.28%
Svenska Handelsbanken (35Day Notice)	523,721	2,155	0.41%	0.28%
Nationwide BS (3 Month Fixed)	120,548	603	0.50%	0.28%
Santander (60 Day Notice)	1,504,110	10,664	0.71%	0.28%
Santander (31 Day Notice)	164,384	1,068	0.65%	0.28%
Santander (95 Day Notice)	295,890	2,046	0.69%	0.28%
Goldman Sachs IB (3 Month Fixed)	501,370	2,511	0.50%	0.28%
Total	9,314,613	47,816	0.51%	0.28%

5.10 The table above reflects that investments earned an average return of 0.51% against a benchmark LIBID (London Interbank Bid Rate) 7-day average of 0.28%. The Bank of England base rate reduced from 0.50% to 0.25% with effect from 4th August 2016.

5.11 Interest receivable on investments for the first half of the financial year is £36,892 (or £37,406 including miscellaneous items) compared to an annual budget of £60,000. The rate of interest received is expected to reduce through the second part of the year due to falling interest rates and the funds available for investment diminish as a result of increased capital expenditure and reduced levels of Council Tax income in the last quarter of the year

5.12 Within the Council's current Annual Investment Strategy, the Investment Policy criteria are based on Sector's creditworthiness service and it is meeting the requirement of the treasury management function. The Council, to date, has adopted a very cautious approach and regularly monitors organisations with which investments are held to ensure they meet the Investment Policy criteria.

Financial and legal implications	
Finance	Considered in detail in the report above.
Legal	The approval of the recommendations will ensure compliance with the CIPFA Code of Practice.

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 an 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
data protection	x

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List of background papers:		
name of document	date	where available for inspection

List of appendices

None

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