



FYLDE BOROUGH COUNCIL



Meeting Agenda

Cabinet
Town Hall, Lytham St Annes
Wednesday 23 July 2008, 7:00pm

**The main doors to the Town Hall will be open to the
Public at 6:40pm**

This meeting will be filmed for publication on the Council web site



CABINET

MEMBERSHIP

LEADER – COUNCILLOR JOHN COOMBES

Councillor	Portfolio
TIM ASHTON	STREETSCENE
VACANCY	
PATRICIA FIELDHOUSE	COMMUNITY & SOCIAL WELLBEING
ALBERT POUNDER	CUSTOMER RELATIONS & PARTNERSHIPS, CORPORATE PERFORMANCE & DEVELOPMENT
SIMON RENWICK	CULTURE & TOURISM
PAUL RIGBY	FINANCE & EFFICIENCY
ROGER SMALL	DEVELOPMENT & REGENERATION

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CORPORATE OBJECTIVES

The Council's investment and activities are focused on achieving our five key objectives which aim to :

- Conserve, protect and enhance the quality of the Fylde natural and built environment
- Work with partners to help maintain safe communities in which individuals and businesses can thrive
- Stimulate strong economic prosperity and regeneration within a diverse and vibrant economic environment
- Improve access to good quality local housing and promote the health and wellbeing and equality of opportunity of all people in the Borough
- Ensure we are an efficient and effective council.

CORE VALUES

In striving to achieve these objectives we have adopted a number of key values which underpin everything we do :

- Provide equal access to services whether you live in town, village or countryside,
- Provide effective leadership for the community,
- Value our staff and create a 'can do' culture,
- Work effectively through partnerships,
- Strive to achieve 'more with less'.

A G E N D A

PROCEDURAL ITEMS	
1. DECLARATIONS OF INTEREST: <i>If a member requires advice on Declarations of Interest he/she is advised to contact the Legal Services Executive Manager in advance of the meeting. (For the assistance of Members an extract from the Councils Code of Conduct is attached).</i>	4
2. CONFIRMATION OF MINUTES: <i>To confirm as a correct record the Minutes of the Cabinet meeting held on 26 June 2008 attached at the end of the agenda.</i>	4
URGENT ITEMS	
3. URGENT ITEMS (The Chairman will be requested to indicate whether or not he accepts that any additional item should be considered by the Cabinet as a matter of urgency, in accordance with section 100 of the Local Government Act 1972 (as amended)).	4
MATTERS REFERRED FROM OVERVIEW & SCRUTINY	
4. PERFORMANCE IMPROVEMENT SCRUTINY COMMITTEE RECOMMENDATIONS	7-21
ITEMS FOR DECISION	
5. MEMBER CHAMPIONS	22-30
6. FYLDE ECONOMIC DEVELOPMENT STRATEGY	31-90
7. FYLDE COAST MULTI AREA AGREEMENT	91-148
8. CLIMATE CHANGE & RESOURCE EFFICIENCY	149-241
9. ACCOMMODATION UPDATE	242-243
10. TRANSFER OF ASSETS - KIRKHAM TOWN COUNCIL KIRKHAM	244-248
11. CABINET PROCEDURE RULES	249-251

Personal interests

8.—(1) You have a personal interest in any business of your authority where either—

(a) it relates to or is likely to affect—

- (i) any body of which you are a member or in a position of general control or management and to which you are appointed or nominated by your authority;
- (ii) any body—
 - (aa) exercising functions of a public nature;
 - (bb) directed to charitable purposes; or
 - (cc) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union),

of which you are a member or in a position of general control or management;

- (i) any employment or business carried on by you;
 - (ii) any person or body who employs or has appointed you;
 - (iii) any person or body, other than a relevant authority, who has made a payment to you in respect of your election or any expenses incurred by you in carrying out your duties;
 - (iv) any person or body who has a place of business or land in your authority's area, and in whom you have a beneficial interest in a class of securities of that person or body that exceeds the nominal value of £25,000 or one hundredth of the total issued share capital (whichever is the lower);
 - (v) any contract for goods, services or works made between your authority and you or a firm in which you are a partner, a company of which you are a remunerated director, or a person or body of the description specified in paragraph (vi);
 - (vi) the interests of any person from whom you have received a gift or hospitality with an estimated value of at least £25;
 - (vii) any land in your authority's area in which you have a beneficial interest;
 - (viii) any land where the landlord is your authority and you are, or a firm in which you are a partner, a company of which you are a remunerated director, or a person or body of the description specified in paragraph (vi) is, the tenant;
 - (xi) any land in the authority's area for which you have a licence (alone or jointly with others) to occupy for 28 days or longer; or
- (b) a decision in relation to that business might reasonably be regarded as affecting your well-being or financial position or the well-being or financial position of a relevant person to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the ward, as the case may be, affected by the decision;

(2) In sub-paragraph (1)(b), a relevant person is—

- (a) a member of your family or any person with whom you have a close association; or
- (b) any person or body who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors;
- (c) any person or body in whom such persons have a beneficial interest in a class of securities exceeding the nominal value of £25,000; or
- (d) any body of a type described in sub-paragraph (1)(a)(i) or (ii).

Disclosure of personal interests

- 9.—(1)** Subject to sub-paragraphs (2) to (7), where you have a personal interest in any business of your authority and you attend a meeting of your authority at which the business is considered, you must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent.
- (2) Where you have a personal interest in any business of your authority which relates to or is likely to affect a person described in paragraph 8(1)(a)(i) or 8(1)(a)(ii)(aa), you need only disclose to the meeting the existence and nature of that interest when you address the meeting on that business.
- (3) Where you have a personal interest in any business of the authority of the type mentioned in paragraph 8(1)(a)(viii), you need not disclose the nature or existence of that interest to the meeting if the interest was registered more than three years before the date of the meeting.
- (4) Sub-paragraph (1) only applies where you are aware or ought reasonably to be aware of the existence of the personal interest.

- (5) Where you have a personal interest but, by virtue of paragraph 14, sensitive information relating to it is not registered in your authority's register of members' interests, you must indicate to the meeting that you have a personal interest, but need not disclose the sensitive information to the meeting.
- (6) Subject to paragraph 12(1)(b), where you have a personal interest in any business of your authority and you have made an executive decision in relation to that business, you must ensure that any written statement of that decision records the existence and nature of that interest.
- (7) In this paragraph, "executive decision" is to be construed in accordance with any regulations made by the Secretary of State under section 22 of the Local Government Act 2000(d).

Prejudicial interest generally

- 10.—**(1) Subject to sub-paragraph (2), where you have a personal interest in any business of your authority you also have a prejudicial interest in that business where the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice your judgement of the public interest.
- (2) You do not have a prejudicial interest in any business of the authority where that business—
- (a) does not affect your financial position or the financial position of a person or body described in paragraph 8;
 - (b) does not relate to the determining of any approval, consent, licence, permission or registration in relation to you or any person or body described in paragraph 8; or
 - (c) relates to the functions of your authority in respect of—
 - (i) housing, where you are a tenant of your authority provided that those functions do not relate particularly to your tenancy or lease;
 - (ii) school meals or school transport and travelling expenses, where you are a parent or guardian of a child in full time education, or are a parent governor of a school, unless it relates particularly to the school which the child attends;
 - (iii) statutory sick pay under Part XI of the Social Security Contributions and Benefits Act 1992, where you are in receipt of, or are entitled to the receipt of, such pay;
 - (iv) an allowance, payment or indemnity given to members;
 - (v) any ceremonial honour given to members; and
 - (vi) setting council tax or a precept under the Local Government Finance Act 1992.

Prejudicial interests arising in relation to overview and scrutiny committees

- 11.—** You also have a prejudicial interest in any business before an overview and scrutiny committee of your authority (or of a sub-committee of such a committee) where—
- (a) that business relates to a decision made (whether implemented or not) or action taken by your authority's executive or another of your authority's committees, sub-committees, joint committees or joint sub-committees; and
 - (b) at the time the decision was made or action was taken, you were a member of the executive, committee, sub-committee, joint committee or joint sub-committee mentioned in paragraph (a) and you were present when that decision was made or action was taken.

Effect of prejudicial interests on participation

- 12.—**(1) Subject to sub-paragraph (2), where you have a prejudicial interest in any business of your authority—
- (a) you must withdraw from the room or chamber where a meeting considering the business is being held—
 - (i) in a case where sub-paragraph (2) applies, immediately after making representations, answering questions or giving evidence;
 - (ii) in any other case, whenever it becomes apparent that the business is being considered at that meeting;
 unless you have obtained a dispensation from your authority's standards committee;
 - (b) you must not exercise executive functions in relation to that business; and
 - (c) you must not seek improperly to influence a decision about that business.
- (2) Where you have a prejudicial interest in any business of your authority, you may attend a meeting (including a meeting of the overview and scrutiny committee of your authority or of a sub-committee of such a committee) but only for the purpose of making representations, answering questions or giving evidence relating to the business, provided that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise.

REPORT



REPORT OF	MEETING	DATE	ITEM NO
DEMOCRATIC SERVICES AND MEMBER SUPPORT UNIT FOR CHAIRMAN OF THE PERFORMANCE IMPROVEMENT SCRUTINY COMMITTEE	CABINET	23 JULY 2008	4

PERFORMANCE IMPROVEMENT SCRUTINY COMMITTEE - RECOMMENDATIONS

Public Item

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

Summary

The Performance Improvement Scrutiny Committee met on 19th June 2008, and there were a number of recommendations made that require Cabinet consideration.

Recommendation

1. To consider the recommendations of the Performance improvement Scrutiny Committee

Reasons for recommendation

To allow formal consideration of recommendations arising from the Performance Improvement Scrutiny Committee

Alternative options considered and rejected

None applicable as the recommendations are coming forward from the scrutiny committee.

Cabinet Portfolio

The item falls within the following Cabinet portfolio: Customer Services, Partnerships, Performance and Development – Councillor Albert Pounder

Report

To consider the recommendations of the Performance Improvement Scrutiny Committee from 19th June 2008 which are as follows;

Freedom of Information 2007

Recommended for Cabinet approval:

1. To endorse Fylde's commitment to making all information available unless there is a specific legitimate reason why it should not be disclosed.
2. To recommend that all business units ensure priority is given to Freedom of Information requests accordingly and that requests should be answered as soon as possible.
3. To recommend that officers investigate the feasibility of using the Escendency system to monitor and manage Freedom of Information requests, that reminders are set to prompt officers after 3 days of receiving the request and that Mr Curtis report back to a future meeting of the committee on whether this is successful.

The 2007/08 End of Year Performance Indicator Report

Recommended to Cabinet:

1. To agree and sign off the final performance indicator outturns for the 2007/08 financial year.
2. To approve the proposed supplementary performance indicators for the 2008/09 financial included in Appendix 2.
3. To review the supplementary performance indicators after the first full year of collation and reporting.
4. To agree to have quarterly performance reporting against the supplementary indicators included in Appendix 2 and the new national indicators where it is possible to report on a quarterly basis highlighted in Appendix 3.
5. To request that additional local performance indicators be added to monitor the number of planning enforcement cases investigated and to monitor the section 106 monies raised by the Council.

Customer Services Update

Recommended for Cabinet approval:

1. The Customer Services Team collates the figures of the spread of locations from across the borough from which residents visit the One Stop Shop.

2. The council should revisit the review of identifying staff who did not answer their phone and take appropriate action to address this.
3. That a further report on the performance of the OSS be brought back to the committee in November 2008.

Partnership with RSPB – Performance Report

Recommended to Cabinet:

1. To recommend that council officers work with the RSPB to explore further funding opportunities for the Ribble Discovery Centre, paying particular attention to the Local Gateway Grant Scheme

Conclusion

There are twelve specific recommendations made to the Cabinet or to officers for the Cabinet to consider and approve or otherwise. The minutes of the Performance Improvement Scrutiny Committee are attached as an appendix.

Report Author	Tel	Date	Doc ID
Carolyn Whewell	(01253) 658563	26 th June 2008	

List of Background Papers		
Name of document	Date	Where available for inspection
Minutes of Performance Improvement Scrutiny Committee	19 th June 2008	www.fylde.gov.uk

IMPLICATIONS	
Finance	None
Legal	None
Community Safety	None
Human Rights and Equalities	None
Sustainability	None
Health & Safety and Risk Management	None

**Performance
Improvement Scrutiny
Committee**



Date	19 th June 2008
Venue	Reception Room, The Town Hall, Lytham St Annes
Committee members	Keith Hyde (Chairman) Christine Akeroyd (Vice Chairman) Linda Nulty, Kathleen Harper, Ken Hopwood,, Cheryl Little, John Singleton, David Chedd, Craig Halewood
Other Councillors	None
Officers	Ian Curtis, Joceline Greenaway, Paul Norris, Allan Oldfield, Alex Scrivens, Carolyn Whewell
Others	Ruth Fraser (RSPB), Julie Vale (RSPB)

1. Declarations of interest

Members were reminded that any personal/prejudicial interests should be declared as required by the Council's Code of Conduct adopted in accordance with the Local Government Act 2000.

2. Confirmation of minutes

RESOLVED: To approve the minutes of the Performance Improvement Scrutiny Committee meeting held 20th March 2008 as a correct record for signature by the chairman.

3. Substitute members

No substitute members were reported.

4. Freedom of Information 2007

Ian Curtis (Executive Manager, Legal Services) presented a report detailing the Freedom of Information (FOI) requests to the council in 2007.

Mr Curtis reported that the Freedom of Information Act came into effect in 2005. The Act enabled members of the public, including companies and other organisations to access information held by public authorities on request unless the information is covered by a specific exemption under the act. All authorities were required to respond to requests within 20 working days.

There were 105 FOI requests to Fylde Borough Council in 2007 of which 89 requests resulted in full disclosure of the information requested. The council did not have any of the information requested in 7 of the requests. Part of the information was exempt from disclosure and withheld in 4 requests and all of the information was withheld in 5 of the requests. Details of these were provided within the report.

The mean response time was 8.29 days compared with 6.23 days last year. The increase in response time was largely attributed to three requests which took 97, 89 and 42 days respectively. These are outside of the statutory response time and without these requests, the average response time would have been 6.32 days. Three other requests were not met within the statutory deadline.

Mr Curtis further reported a detailed breakdown of the profile of requesters stating that 35 out of 38 requests originating from within the borough of Fylde were from private individuals. The most prolific requestor was one individual resident with 12 requests although Mr Curtis advised that none of these could be perceived as vexatious or repeated requests.

Following the presentation, members queried the details of the cases where the statutory deadline had not been met. In 2 of these cases, the request was for the same information which was refused on grounds of commercial interest. The delay was caused as the Unit Business Manager needed to seek the views of external parties to request whether the information could be divulged or whether it was commercially sensitive. In some cases of late responses, Mr Curtis had reminded the appropriate business units but received no substantive response which was put down to capacity within the unit meaning that FOI requests were lower priority.

Members also questioned what mechanisms were in place to monitor overdue responses to requests. Mr Curtis advised that he had a spreadsheet to advise when requests are overdue and reminders were sent to officers at the appropriate times. Members queried whether the Escendency system could be used to monitor FOI requests. It was advised that this could be explored.

Following the discussion, it was RESOLVED:

1. To note the report
2. To endorse Fylde's commitment to making all information available unless there is a specific legitimate reason why it should not be disclosed.
3. To recommend that all business units ensure priority is given to Freedom of Information requests accordingly and that requests should be answered as soon as possible.
4. To recommend that officers investigate the feasibility of using the Escendency system to monitor and manage Freedom of Information requests, that reminders are set to prompt officers after 3 days of receiving the request and that Mr Curtis report back to a future meeting of the committee on whether this is successful.

5. The 2007/08 End of Year Performance Indicator Report

Allan Oldfield (Executive Manager, Corporate Policy and Performance) and Alex Scrivens (Performance and Efficiency Officer) presented a report detailing the final outturn performance report for the municipal year 2007/08. The report also detailed the additional local performance indicators selected by councillors to be monitored as part of the new national framework.

Mr Oldfield reported that the overall performance against the national indicators for 2007/08 had been very good with several key priority services such as waste recycling, street cleansing, benefits and community safety showing strong top quartile performance. 58% of indicators had shown an improvement on last year's figures and 27% had shown a slip on last years performance.

The planning service had shown a significant improvement against the 2006/07 performance however the outturns were still in the bottom quartile performance when compared against all English local authorities. The committee and officers had already explored the reasons for this dip in performance and actions are being taken to address this.

Members were reminded that they should consider the local context of Fylde and take account of the dedicated resources to a particular service when considering performance. The audit commission website sets out the value for money profiles for service areas as reported to a previous committee meeting. Fylde consistently provide low spending, high value services in many areas.

Mr Oldfield further reported that the new national framework was now in place and many of the indicators were to be reported annually. Members were also advised that local indicators set for the new national framework were based on feedback from the committee, cabinet members and officers. Local indicators will be reported quarterly along with some of the new national framework indicators. The requested indicators around financial monitoring were not included in the list although the budget position will be reported quarterly and members will be able to request different information of needed.

Following the presentation, members questioned which were indicators which ha seen a drop in performance since the previous year. Members were advised that these indicators were spread over a number of service areas and a number of them were designated as low priority by the Council.

Members also questioned how the Electoral Commission performance indicators would be reported. Mr Oldfield advised that Peter Welsh (Principal democratic Services Officer) was currently working with the Electoral Commission to gain a full understanding of which of the indicators were meaningful to be reported back to the committee.

Members questioned why the average number of sick days lost per employee (BVPI 12) was so high. Mr Oldfield reported that this was higher than last year but was similar to increases in other authorities across Lancashire. The Blackpool HR service was currently working on an intervention to resolve this problem. A particular issue was highlighted in that where a long term sick employee was referred to occupational therapy, there were frequent occurrences of the employee not showing up for the appointment not showing up but the council was still charged £125 for the appointment. Mr Oldfield advised that the HR

Service can put a hold on sick pay for employees where they did not show up for appointments

A number of suggestions were raised for new local performance indicators including the number of planning enforcement case investigated and how much income is raised from section 106 monies. Mr Oldfield advised that Members were invited to consider additional indicators during the course of the year.

Following the debate, it was RESOLVED:

1. To agree and sign off the final performance indicator outturns for the 2007/08 financial year.
2. To approve the proposed supplementary performance indicators for the 2008/09 financial included in Appendix 2.
3. To review the supplementary performance indicators after the first full year of collation and reporting.
4. To agree to have quarterly performance reporting against the supplementary indicators included in Appendix 2 and the new national indicators where it is possible to report on a quarterly basis highlighted in Appendix 3.
5. To request that additional local performance indicators be added to monitor the number of planning enforcement cases investigated and to monitor the section 106 monies raised by the Council.

6. Customer Services Update

Paul Norris (Executive Manager, Community and Cultural Services) and Joceline Greenaway (Customer Services Manager) presented a report detailing the current position with regard to the implementation of the recommendations of the Customer Services Review undertaken by the committee in January 2007.

Mr Norris reported that the review of Customer Services, undertaken by Councillors Fabian Craig-Wilson and Christine Akeroyd resulted in 10 recommendations being put forward. The recommendations arising which were implemented in the last 12 months and included:

- Purchasing additional functionality for the telephone system allowing the caller to be directed to specific service areas and receive the option of a call back during busy times.
- Additional staff training
- Meetings between customer services and service managers
- Staffing geared for peak times at the end of the financial year.

The evidence from the call centre monitoring that there has been a dramatic increase in call handling performance over the past year. The committee were provided with several graphs (appended) to illustrate the performance of the telephone, counter and email services provided by the Contact Centre.

The percentage of calls answered this year (Graph P1) so far had decreased slightly to 74% although the number of overall calls answered was more than April the previous year and the total number of calls received had increased significantly. The lower percentage

of calls answered can be explained through the increased number and complexity of the calls. More calls are now being dealt with at the first port of call rather than being referred to departments. The Contact Centre had also recently recruited a new member of staff and it has taken some time for the m to bed in, due to the complexity of the job.

The average call waiting time (graph P2) was approximately 2 minutes 6 seconds for May 2008. Members queried the message system that stated the length of waiting time to customers and quoted incidents where customers had been quoted "20 minutes". Mr Norris advised that the estimated wait time was calculated on a complex formula and the time quoted was an estimate and individual to each customer. Customers quoted 20 minutes might be answered in a much shorter time than stated. Members were also reminded that the call centre had very limited resources and it was inevitable that there would be some long queues at times. The message system gives customers information to make the decision whether to call back at a later date.

Members queried whether there was a direct number for councillors to get through to the contact centre and were advised that a direct line was available and would take them directly to one of three extension numbers in the One Stop Shop. Members were reminded that these extension numbers were only available when the operator was not already on a call.

Members questioned whether a member of the Corporate Administration Team had been trained to cover busy periods. Ms Greenway advised that 2 CAT team members were trained on the meet and greet desk and provided cover for lunchtimes and very busy periods.

The average wait and serve times (graph P3) at the counter had seen an increase over the April/May period this year. This was attributed partly to the closure of the Kirkham office and the Now card applications.

Members queried the impact of the closure of the Kirkham office on the St Annes contact centre. Ms Greenaway advised that the average number of visitors in Kirkham was 150 per week and these had been absorbed into the St Annes branch. The committee requested that the Customer Services Team collate the figures for the spread of locations across the borough and report back to the committee at a future meeting.

The number of electronic enquiries (graph P4) had also increased significantly and the graph showed that all of them were actioned within 24 hours. The number of transactions taking place over the council's website had also increased significantly.

Members were concerned that not all residents had access to the internet and as such, what actions would be taken to address access to services in Kirkham. Ms Greenaway advised that the Customer Services Team were exploring the possibility of providing outreach surgeries to Kirkham although nothing had yet been agreed.

Members questioned whether the contact centre staff had any problems with contacting officers in the back office services. Mr Norris advised that the council had undertaken a full review of staff voicemails and identified staff who were not answering their phones. This issue had therefore been addressed but may require an update. The committee be requested that the review of staff voicemails be revisited.

Ms Greenaway further reported that the council had secured funding to train key members of staff in Business Process Re-Engineering leading to a nationally recognised qualification in this area. This would result in significant savings in terms of staff time through redesigning processes to ensure maximum efficiency. The team were currently working on redesigning the process of housing benefit claims to reduce the whole process to three days.

The Customer Services Team had also entered into a project with four other leading local authorities to look at Customer Insight and Customer Need. This work enabled the team to look at the needs of the customers rather than services provided by the individual authorities. Nationally this pilot project which was fully supported by the North West E-Government Group (Nwegg) was recognised by Cabinet Office as the way forward for developing service provision around the needs of customers

Following the discussion, it was RESOLVED

1. To note progress since the last report in July 2007.
2. That Mr Norris send a reminder to all Councillors of the direct line number to the Customer Services Team
3. The Customer Services Team collates the figures of the spread of locations from across the borough from which residents visit the One Stop Shop.
4. The council should revisit the review of identifying staff who did not answer their phone and take appropriate action to address this.
5. That a further report on the performance of the OSS be brought back to the committee in November 2008.

7. Partnership with RSPB - Performance Report

Paul Norris (Executive Manager, Community and Cultural Services) reported that it had been 4 years since the Royal Society for the Protection of Birds (RSPB) had reported to the Community and Performance Scrutiny Committee in 2004. Mr Norris then introduced Ruth Fraser and Julie Vale, managers at the RSPB to present their Annual Report outlining their performance at the Ribble Discovery Centre for the past year.

Ms Fraser and Mrs Vale reported that the Ribble Discovery Centre was first opened in 1993 and was situated at Fairhaven Lake. The Centre provided a focus for promoting understanding and enjoyment of the Ribble Estuary, the Fylde peninsula, the waterfowl of Fairhaven Lake and the birds of Lytham St Annes.

The Centre is managed through a strategic partnership of Fylde Borough Council, the RSPB and United Utilities (UU). Revenue funding of £15,000 per annum was provided by UU with the Council providing the building. The centre was refurbished in 1997-98 by United Utilities, who spent £60,000, providing the centre with interpretation panels and building on a changing room and toilet block.

Ms Fraser and Mrs Vale further reported that the RSPB was staffed by 2 members of paid staff and over 30 dedicated volunteers providing valuable support to the Centre. The Centre also employed a number of Field Teachers on a casual basis to assist groups of school children visiting the Centre and with family fun days.

In 2007/08, the Centre had beaten its target of 2000 school children visitors with a grand total of 2198 children visiting the centre or being visited at their school by a Field Teacher. The centre provides several educational programmes for school age children. "Investigating Coasts", "Investigating Rivers and "Contrasting Locations" were the most popular programmes for Key stage 2 (Ages 7-11) and "Going to the Seaside" for key stage 1 (age 4-7). Water Safety and Conservation were always included in all of the visits.

The Centre also had a retail shop enabling visitors to purchase souvenirs. The takings for the year were £73,624.75 (excluding VAT) which was an increase of £9352.47 on the previous year. The shop was also regularly included in Birds magazine adverts and the RSPB website to promote trade.

The number of volunteer hours had declined slightly on the previous year to 3,111 hours although the Centre had recruited 8 new volunteers bringing the total number to 30. Many of the volunteers had been with the Centre for many years and provided valuable support to the daily running of the Centre.

The number of visitors to the Centre was 59, 547 which fell short of the target of 60,000 which is largely attributed to poor weather. Despite the weather, the number of visitors had increased on the previous year. Feedback comments were particularly positive and were included in the annual report.

Following the presentation, members questioned how far schools travel to visit the Centre. Members were advised that most of the schools come from urban parts of Lancashire e.g. Blackburn and Burnley although visitors had come from as far away as Yorkshire. The Centre was promoted as part of a scheme run by the Country Trust to encourage school visits from inner city schools. The Centre had also recently taken part in the "Big Green Envelope Scheme" in Sefton and Merseyside area. The envelope contained a pack of local environmental information, organizational activities, offers, activities and events and was sent to schools once per term.

Members questioned whether the funding from United Utilities was a flat rate of £15,000 or whether this had been increased year on year. It was reported that £10,000 was flat rate funding toward education and was used to pay Field Teachers and monitor the water cycle. £5000 of the funding was from the corporate resources and was also a fixed fee. It was unlikely that these funds would be increased due to a number of internal changes at United Utilities however the funding received provided a valuable resource to the Centre.

Members also questioned whether the council had explored other funding opportunities to support the Centre, particularly through the The Local Gateway Grants scheme which aimed to open up funding for activities by voluntary, community and faith sector (VCFS) groups across the County. . Mr. Norris advised that this had not yet been looked at but it was a possible opportunity to be explored.

Following the debate, it was RESOLVED:

1. To thank Ruth Fraser and Julie Vale for their presentation
2. To note the progress of the partnership since the partnership review in 2004

3. To recommend that council officers work with the RSPB to explore further funding opportunities for the Ribble Discovery Centre, paying particular attention to the Local Gateway Grant Scheme

5. Joint Scrutiny Review of Waste Management - Update Report

Carolyn Whewell (Scrutiny and Improvement Officer) presented a brief update on the work of the Joint Scrutiny Review with Wyre Borough Council on the performance of the Waste Management Service.

Miss Whewell advised that the task and finish group was set up as a result of concerns raised at the Joint Committee with Wyre and Fylde about the increase in the number of missed bins and associated complaints. The last meeting of the task and finish group was held on Monday 12th May where officers updated the group on a number of issues including side waste, assisted collections and missed bins. The minutes of this meeting were attached to the report for consideration.

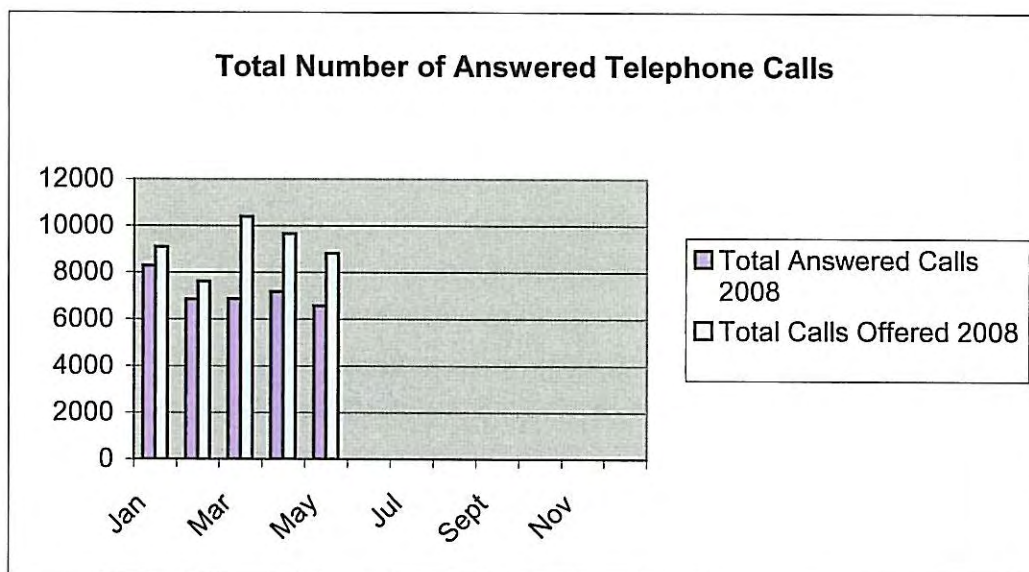
Miss Whewell further reported that the review was an ongoing piece of work where progress on all of the issues raised will be monitored by the group. The committee were reminded that any associated issues with waste collection in a specific area should be reported directly to Streetscene for immediate action.

Following the debate, it was RESOLVED:

1. To note the progress of the task and finish group

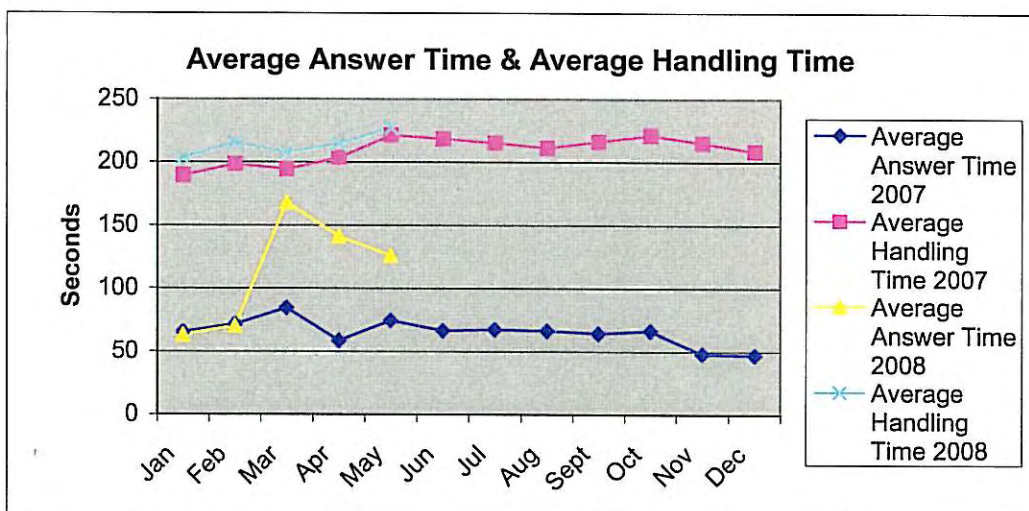
	Total Calls 06/07	Total Calls 07/08	Total Calls 08/09	Calls Answered 06/07	Calls Answered 07/08	Calls Answered 08/09	% Answered 06/07	% Answered 07/08	% Answered 08/09
<u>April</u>	12895	6970	9652	8339	6507	7158	65	93	74
<u>May</u>	12694	8203	8813	9264	7196	6549	73	87	74
<u>June</u>	11835	8380		9607	7572		81	90	
<u>July</u>	11101	8843		8938	7895		81	89	
<u>August</u>	8729	8584		6956	7714		80	90	
<u>September</u>	9919	7462		8584	6815		87	91	
<u>October</u>	9493	7529		8097	6768		85	91	
<u>November</u>	10199	7228		8427	6742		83	93	
<u>December</u>	6205	4834		5310	4518		86	93	
<u>January</u>	11890	9091		9704	8285		82	91	
<u>February</u>	9284	7603		7496	6848		81	90	
<u>March</u>	12357	10380		9630	6862		78	66	

Telephone Statistics May 2008

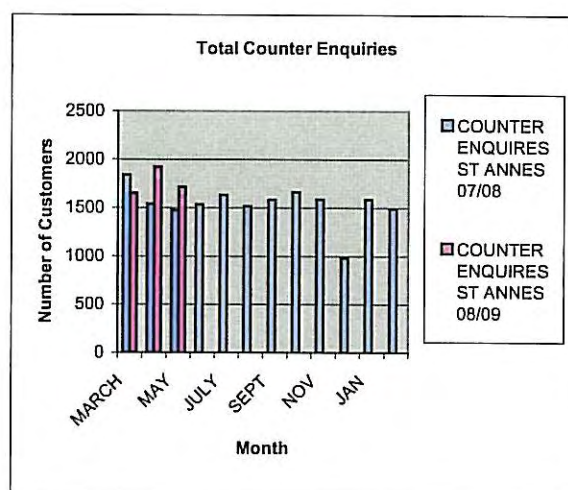
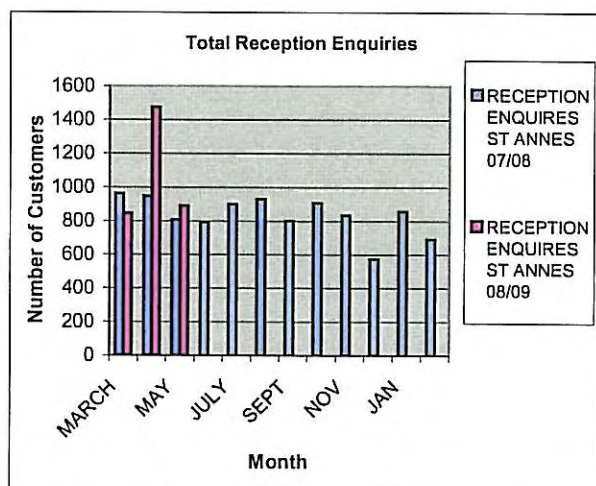


Analysis of Telephone Enquiries Received this Month

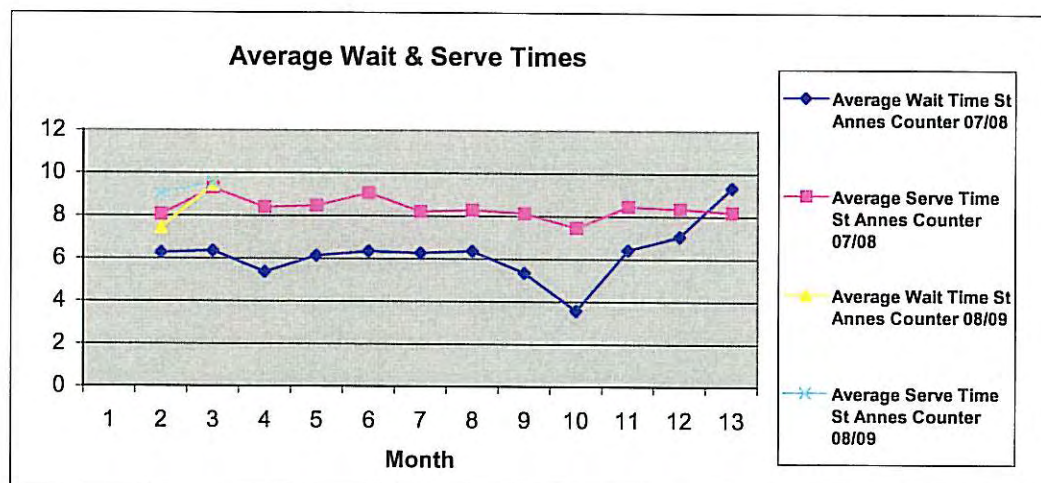
Call Centre	Calls Answered	Calls Offered	% Calls Answered	Average Answered Time	Average Handling Time	
w/e 2.5.08	603	811	74	2.05	3.17	* 2 days
w/e 9.5.08	1289	1551	83	1.29	3.35	* 4 days
w/e 16.5.08	1680	2041	82	1.38	3.35	
w/e 23.5.08	1607	2432	66	2.44	4.15	
w/e 30.5.08	1370	1978	69	2.34	3.55	* 4 days
Total	6549	8813	74	2.06	3.47	



St Annes Counter Enquiries May 2008

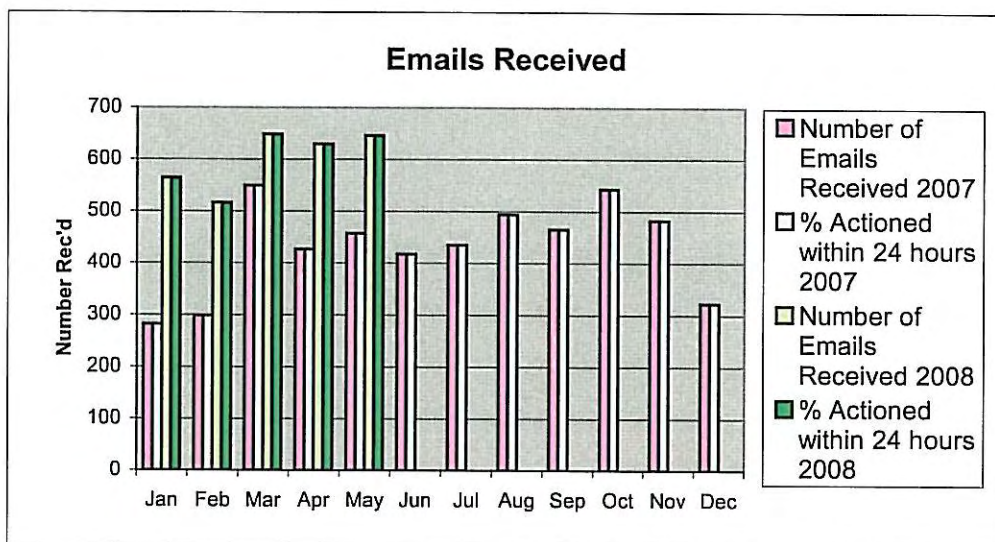


Week	Reception Enquiries St Annes	Counter Enquiries St Annes	Average Wait Time St Annes	Average Serve Time St Annes	
w/e 2.5.08	92	191	8.02	9.29	* 2 days
w/e 9.5.08	214	396	7.15	8.25	* 4 days
w/e 16.5.08	191	421	6.38	9.38	
w/e 23.5.08	193	391	13.06	11.26	
w/e 30.5.08	198	315	12.47	11.28	* 4 days
TOTAL	888	1714	9.42	9.53	

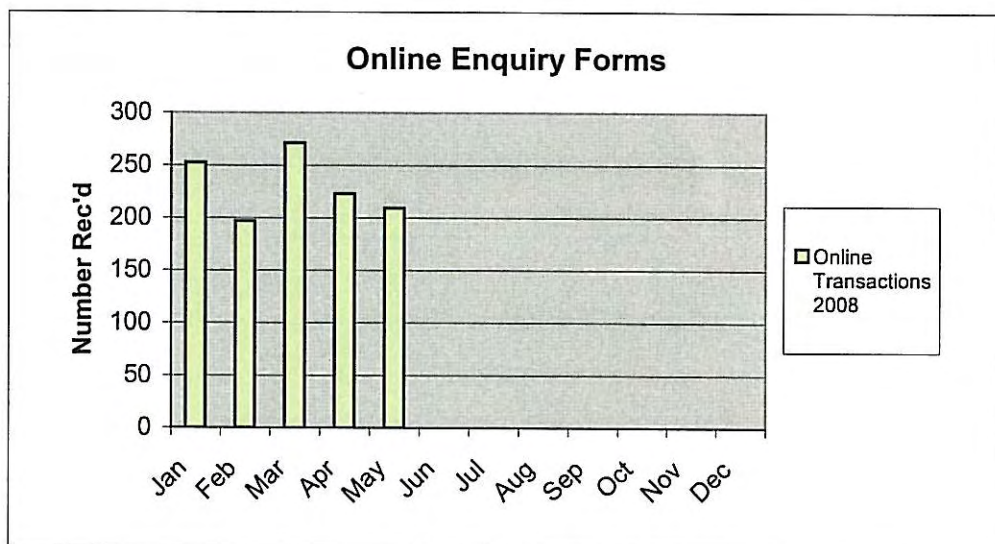


Electronic Enquiries

Analysis of Electronic Enquiries



Analysis of Online Forms



* Please note the target response for all online enquires is 24 working hours

REPORT



REPORT OF	MEETING	DATE	ITEM NO
DEMOCRATIC SERVICES AND MEMBER SUPPORT	CABINET	23 JULY 2008	5

MEMBER CHAMPIONS

Public Item

This item is for the public part of the meeting

Summary

Councillor Lyndsay Greening, Member Champion for Older People, has prepared a briefing note on her specialist area. Councillor Greening would like to take the opportunity to present her report to Cabinet.

Member Champions are elected members that specialise and advise on specific areas. The Champions do not have direct responsibility for a function but they are knowledgeable, has experience or nature a passion in the area they champion. The role of the Champion complements that of the Portfolio Holder and provides positive support.

It is timely that Councillor Greening has brought her report forward as it is the intention that the Performance Improvement Scrutiny Committee will be requested to review the role and performance of all of the Member Champions and present a summary report to the Cabinet later in the year. Councillor Greening's report provides the opportunity for an early review of the role and work of the Member Champion for Older People.

Recommendations

1. To request the Performance Improvement Scrutiny Committee to consider the report of the Older Peoples Member Champion as part of its forthcoming work on the role and performance of member champions
2. To thank Councillor Lyndsay Greening, Member Champion for Older People, for her report and request that both Councillor Greening together with Christine Miller, Lead Officer for this Champion be requested to review the report and develop an Action Plan

to address the recommendations. This Action Plan should be considered by the Performance Improvement Scrutiny Committee as part of its work.

Reasons for recommendation

It has been identified, as part of the council's corporate risk management activities for 2008/09, there should be a review of the role and performance of member champions. The report of Councillor Greening, Member Champion for Older People, should be considered in the context of this review.

Alternative options considered and rejected

For Cabinet to conduct its own review of the role and performance of Member Champions. However, the Performance Improvement Scrutiny Committee is best use of member capacity. The Committee can also benchmark against other councils in conducting this review.

Cabinet Portfolio

The item falls within the following Cabinet portfolio:

Leader: Councillor John Coombes

Report

Member Champions

1. The role description for Member Champions is attached. There are a number of member champions, and they are identified below:

Health and Safety	Councillor Richard. Fulford-Brown
Risk Management	Councillor Kiran Mulholland
Community Safety	Councillor Dawn Prestwich
Tourism	Councillor Cheryl Little
Public Transport	Councillor George. Caldwell
Member Training and Human Resources	Councillor Keith. Hyde
Heritage, Arts and Culture	Councillor Fabian Wilson
T-Government	Councillor David. Chedd
Procurement	Councillor Christine Akeroyd
Asset Management	Councillor Bill Thompson
Young People	Councillor Karen Buckley

Older People	Councillor Lindsay Greening
Equality & Diversity	Councillor Linda Nulty
Environment	Councillor Thomas Threlfall

2. In 2007, as part of the Member Development Programme a training programme and information pack was developed for Champions. This set out a number of key meetings which Champions should consider attending in their role, together with the identification of a Lead Officer and Portfolio Lead for each Champion.
3. Cabinet are invited to endorse the review of the role and performance of Member Champions to be undertaken by the Performance Improvement Scrutiny Committee.
4. The report prepared by Councillor Greening will be a useful starting point for this review. It is recommended that Cabinet refers the report of Councillor Greening to the Performance Improvement Scrutiny Committee as part of its work. In addition, it is recommended that the Lead Officer (Christine Miller) for working with the Older Peoples Champion develops, in consultation with Councillor Greening, an Action Plan which will take forward and address the recommendations made by Councillor Greening. Again, this should be presented to the Performance Improvement Scrutiny Committee as a part of its review.

Report Author	Tel	Date	Doc ID
Tracy Scholes	(01253) 658521	Date of report	May 08

List of Background Papers		
Name of document	Date	Where available for inspection
Document name		Council office or website address

Attached documents

1. Report of Councillor Lyndsay Greening, Member Champion for Older People.

IMPLICATIONS	
Finance	Member champions are paid an allowance of £250 each
Legal	No implications
Community Safety	A Champion role supports this area
Human Rights and Equalities	A Champion role supports this area
Sustainability	No implications
Health & Safety and Risk Management	Champions support both these areas

Fylde Borough Council

Report to Cabinet - Elected Member Older People's Champion

Personal Statement

This is my first report to Cabinet in the role of Elected Member Older People's Champion to which I was appointed in May 2007, giving me the opportunity to build on the work of my predecessor Councillor Pat Fieldhouse.

I have found the role of Older People's Champion for Fylde Borough Council to be interesting, given the opportunities and challenges presented by our changing population.

As Fylde's Borough Councils Older People's Champion I have taken the opportunity to become a member of the Local Authority Elected Member: Older Peoples Champions Network North West of England. This Network is in partnership with and supported by Better Government for Older People (BGOP), which is a Cabinet Office/Department for Work and Pensions sponsored organisation.

Being a member of this network has assisted me in developing the role of Older People's Champion and of course speaking up for Fylde Borough Council at a North West Region Level. I am also a member of the Group's Business Sub-Committee.

I represent Fylde Borough Council on the Wyre & Fylde Older People's Partnership Board (OPPB), which has members from Age Concern; PCT, Lancashire County Council, etc. I am involved in the updating of OPPB's Action Plan; and was one of a sub-committee which produced OPPB's response to the All Party Parliamentary Local Government Enquiry into Services for Older People. Additionally, I now attend meetings of the Fylde 50+ Forum and am working with Age Concern to set up a 50+ Village Forum in Wrea Green.

Since May 2007, I have attended the following meetings:

Fylde & Wyre OPPB

Poulton Civic Centre, August 6th 07

Wesham, October 1st 07

Wesham, February 4th 08

Sub-Committee, Wesham March 6th 08

Poulton Civic Centre, April 7th 08

BGOP North West

County Hall, Chester, August 15th 07

7

Town Hall, Wigan, October 15th 07

BGOP Official Launch, County Hall, Preston October 23rd 07

County Hall, Preston. Business meeting. December 14th 07

Town Hall, Warrington 20th February 08

County Hall April 22nd

Others:

Meeting with Cllr. Fieldhouse, Town Hall, August 15th 07

LSP Employment and Enterprise Group. Town Hall, December 12th 07

Employment and Age Works Conference, Aintree. February 5th 08

Launch of Strategy for an Ageing Population. County Hall, January 9th 08

Fylde 50+ Forum, Ansdell. April 23rd 08

Report to Cabinet

In this report I would ask the Cabinet to consider some of the challenges and opportunities we face within the context of our Ageing Population

Central Government has responded to the International Definition of Older People as 50+, in essence confirming that there will be a significant rise in the 50+ population in the next 10 years.

We recognize that we have older people in our community who are frail and have significant dependency needs and who require ongoing support from the Fylde Borough Council, together with partner agencies.

However, there is also a need to recognize and integrate into our planning that the bulk of the 50+ generation is, in broad terms, fit and healthy and can contribute a significant amount to our economy and our communities.

Having read the Fylde Borough Council Corporate Plan 2006 together with the Corporate Action Plan 2007/08, I was surprised to see that the plans made no direct reference to older people.

I am asking Cabinet to give consideration to ensuring that the 50 + generation is in the processes of Fylde Borough Council, in order that we are in a position to support and involve today's older people and be seen to be actively planning for tomorrow's older people.

I would recommend to Cabinet that we begin to start to processes that will act in response to the following:

1) Employment/Local Economy

a) Population Profile. The population of Fylde is changing. People are living longer and healthier lives. Some are staying in work longer. But, with a higher proportion retiring, it is important that the local economy is in a position to ensure that the 50 plus workers have opportunities to retrain in their current employment, in order to retain them within the workforce across all sectors in the Borough.

It is important for us, as a local authority, to be aware that there are and will be fewer younger people available to carry out key tasks to drive the economy forward.

It is important for Fylde Borough Council, as an employer, to be aware of these changes and to use the flexibility provided by the age discrimination legislation to retain and retrain our employees, rather than lose skilled and experienced staff.

It is important that Fylde Borough Council is aware that the 50 + generation spend into the UK economy each year is £178 million. A proportion of this will be spent within the borough boundaries.

It is important, therefore, that in our planning processes we identify where this spend is taking place and capitalise upon this opportunity.

It is important that we don't just see older people as dependent.

b) I would recommend to Cabinet that we identify support for the over 50s who wish to return to paid employment; or into voluntary organisations as volunteers; or indeed to set up their own businesses. We need to invest in flexibility in the field of employment and establish how we can assist local businesses to achieve this flexibility, working with our LSP partners. It would be of assistance if Cabinet supported activities taking place at a local level through Job Centre Plus; and at a regional level through the Regional Development Agency in the context of the age sector organisation 50/50 Vision and the Lancashire Partnership Strategy for an Ageing Population

2) Promote Greater Financial Independence

Employment clearly provides older people with financial independence. In addition to the approach described above I would recommend the following to Cabinet:

a) Work with partner agencies to ensure that older people take up full benefit entitlement. An experiment in Hyndburn using General Practitioners to advertise, and encourage older people to see the Welfare Rights Service increased the total benefit take-up from £1 million to £2 million.

b) I would recommend that Fylde Borough Council further develops this work with Citizens Advice Bureau and LCC Welfare Rights Service, perhaps through a joint initiative.

3) Housing

a) Further develop our work with Local Strategic Partnership, to ensure over 65s are supported by appropriate and adequate maintenance programmes, to live in their own homes. Also pursue Disabled Facilities Grant's where possible. I note with pleasure that Cabinet has agreed to continue providing support to the local Home Improvement Agency (Care and Repair).

b) Work to integrate new National Housing Strategy for Ageing, together with the housing strand within the Lancashire Partnership Strategy for an Ageing Population

c) Plan and encourage developers to include appropriate accommodation for the downsizing generation, to provide family homes for young people and appropriate size accommodation for older people. This approach is reflected in the new national housing strategy.

I would like to congratulate Cllr Fieldhouse ***on her part in the

4) Power to the voice of Older People

a) Where Older People's Forums exist within villages and towns I would recommend we support these structures.

b) Where such forums do not exist within villages and towns I would recommend we work with partners to develop substructures. Age Concern already provides excellent support for this development in various areas..

c) When established, link the substructures with the County-Wide 50 plus Assembly, which will link to the Lancashire Partnership in order for older people to have a voice on a wider stage.

d) Promote and, where possible, establish Village Agents who work actively as facilitators between their communities and statutory organisations and the third sector.

5) Older People Feeling Safe

a) With the development of neighbourhood policing, and building on the work of the Police and Community Together teams, I would recommend to Cabinet that we begin to enquire if there are opportunities, possibly through a mapping exercise, for intergenerational work in the Borough

b) The reason for building on intergenerational work is that much of the fear amongst older people is a fear of the young when, for the majority of young people, this fear is unfounded. Working together on projects that meet needs would make a contribution to the reduction of fear in our community.

c) Lancashire Fire and Rescue Service have appointed advocates for older people. I would recommend to Cabinet that we create opportunities to work with Lancashire Fire Rescue Service to assist older people feel safe from the risk of fire in their own home.

6) Better Government Older People

I would recommend to Cabinet that Fylde Borough Council formally becomes a member of Better Government Older People and that we establish an early meeting between their Regional Manager with:

Councillor Coombes

Councillor Fieldhouse

Councillor Greening

Deputy Chief Executive,

in order to develop a joint understanding of a working relationship with Better Government Older People

Councillor Lyndsay Greening
Older People's Champion
Fylde Borough Council

May 3rd 2008



ROLE DESCRIPTION

Role:	Member Champion
Responsible to:	Portfolio Holder
Payments:	Allowance of £250

PURPOSE OF THE ROLE

Champions are members that specialise and advise on specific areas. The Champions do not have direct responsibility for a function but they are knowledgeable, have experience or nurture a passion in the area they champion. The role of the Champion complements that of the Portfolio Holder and provides positive support to them in their role.

MAIN DUTIES AND RESPONSIBILITIES

1. To raise the profile of the issue signalling to the residents of the Borough of Fylde the Council's commitment to the issue
2. To foster the engagement of a wider range of members in the development of the issue, for example, through the attendance at scrutiny committees
3. To promote effective communication and positive working relationships both within the Council and amongst partners, stakeholders and community groups as relevant
4. To promote the positive work being undertaken by the Council at a Lancashire, North West and national level whenever relevant
5. To provide positive support as required, and constructive challenge on occasions, to the Portfolio Holder in driving forward the Council's agenda on the issue including the regular attendance at meetings assigned
6. To participate in any training events relevant to the brief
7. To make suggestions for improvements to the Portfolio Holder as appropriate

FULFILLING THE ROLE

To fulfil their role an effective Member Champion needs to be able to:

1. Foster cross-party co-operation and be able to engage community groups and officers
2. Understand and express the opinions and priorities of the community
3. Be sensitive to Council priorities; although they may be advocating a particular issue they should not do so at the expense of overlooking Council Policy and Corporate Priorities
4. Respond to a whole range of issues rather than focusing on a particular aspect which may be of personal interest

REPORT



REPORT OF	MEETING	DATE	ITEM NO
STRATEGIC PLANNING & DEVELOPMENT	CABINET	23 RD JULY 2008	6

FYLDE ECONOMIC DEVELOPMENT STRATEGY

Public item

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

Summary

The report presents a draft Economic Development Strategy for consideration by Cabinet.

Recommendation

That the Cabinet considers the draft Economic Development Strategy and refers it to Policy and Service Review Scrutiny Committee for detailed consideration, consultation and scrutiny.

Alternative options considered and rejected

The strategy could be considered and adopted by Cabinet without further scrutiny. However, such an approach would not give rise to proper consultation and refinement of the strategy.

Cabinet Portfolio

The item falls within the following Cabinet portfolio: Development and Regeneration:
Councillor Roger Small

Report

- 1 Previous decisions
 - 1.1 The council's previous Economic Development Strategy ran from 2001 to 2004 and contained the following strategic objectives
 - 1: To create a good 'House Accounts' system to develop a long-term personal relationship with local companies.
 - 2: Partnership Working and Lobbying
 - 3: Business Support

- 4: Employment Initiatives
- 5: Infrastructure
- 6: Environment

1.2 Delivery of the strategy was affected by two main issues:

- A Best Value Review of Economic Wellbeing in 2003 shifted the emphasis of the council's approach to Economic Development to the delivery of key strategic projects and services, e.g. town centre regeneration, tourism coordination and marketing, community safety improvements to provide a safe environment for business to develop and planning policies to provide for sustainable development. This marked a shift from previously more intensive Economic Development activity typified in the above first objective.
- Budget reductions have meant some activities previously supported by the council such as Guardian Angels (a business mentoring scheme) have dictated activity.

1.3 During this time there has been a good number of initiatives progressed including regeneration of the Square in St Annes using a variety of grants, Kirkham market town healthcheck, improved tourism marketing and events and excellent community safety statistics.

2 The new strategy

2.1 As part of work in progressing the Local Development Framework the council commissioned an Employment Land Study (ELS) to look at the quantity, quality and distribution of employment land throughout the borough. GVA Grimley was appointed to undertake this work which has been considered by members in June 2006 as part of the overall LDF evidence base.

2.2 The report had a number of conclusions;

- The loss of employment land for other uses had undoubtedly contributed to the current "tight" supply position.
- In the event of further losses to employment land, it is estimated that the borough's ability to retain existing businesses and to attract new firms to the area will be significantly diminished.
- A qualitative assessment of the available supply suggests the stock of sites and premises lacks commercial appeal to the target growth sectors and exhibits a range of environmental disincentives to investment.
- The existing supply of sites has been assessed as largely comprising "general industrial sites", many of which are poorly located in relation to sustainable transport networks and which suffer from low grade and poorly maintained environments. This supply is unlikely to appeal to the type of occupiers that will generate employment in the emerging sectors of computer services, business and professional services.

The report concluded that there is a qualitative mismatch between the supply of employment sites and anticipated sectoral demand relating to office based businesses. This was noted as a principal challenge for the borough to overcome in realising its full growth potential in the period to 2015.

2.3 A second phase of work has been commissioned from the consultants to prepare a draft Economic Development Strategy which is attached. The strategy gives an overview of the strategic context to economic development as well as an analysis of the needs and opportunities that exist in the borough. The key drivers to the future both at a sub-regional and local level are considered in order to help influence the

key strands of the strategy. The report identifies six key strands or themes which form the basis of further work in the action plan. They are:

- Strand 1: Strong and Vibrant Town Centres
- Strand 2: Room to Grow - the Business Portfolio
- Strand 3: High Value Tourism
- Strand 4: Knowledge Intensive Industry
- Strand 5: Connected for Business
- Strand 6: Skills for Business

2.4 Although the strategy looks forward to 2021, its main focus is on the interim period to 2012 which is the year that the Open Championship returns to Royal Lytham. This gives the strategy definite focus to deliver a number of important benefits not only for the event itself but as a longer term legacy to the benefit of the whole borough.

3 The way forward

3.1 Economic Development is not a statutory service for a borough council and the strategy acknowledges that Fylde does not have the same level of resources at its disposal for this activity as larger borough, unitary or county authorities. Nevertheless there is an acknowledgement that Fylde has been able to punch above its weight with the numerous grants and initiatives it has been able to pull in and take advantage of in recent years.

3.2 In July 2007 the Government published the review of sub-national economic development and regeneration review (SNR). This provides the framework that will enable central and local government and other partners to work together to help maximise prosperity in all parts of England and tackle social deprivation and inequality.

3.3 The reforms set out in the SNR will enable regional, sub-regional and local partners to tailor solutions to their specific problems, making best use of available talent and opportunities. They will help to ensure that decisions are taken at the right level to be effective and that decision makers have the right tools at their disposal. The reforms will help places to provide an economic environment that enables business to adapt to and create new technologies and opportunities. They will contribute to growth, jobs and wealth in a low carbon economy and reduce the disparities between the regions.

The reforms include measures to:

- streamline the regional tier, introducing integrated strategies and giving the regional development agencies (RDAs) lead responsibility for regional planning;
- strengthen the local authority role in economic development, including a new statutory duty on upper tier and unitary authorities (i.e. Blackpool Council and Lancashire County Council) to assess local economic conditions; and
- support collaboration by local authorities across economic areas.

3.4 The notion of Multi Area Agreements (MAAs) was developed by the government in the sub national review. MAAs aim to set out agreed priorities between sub-regions and central government for improving well-being and prosperity. MAAs enable a collaboration of authorities to take a much more active role in leading economic development activities. The emerging Fylde Coast MAA (elsewhere on this agenda) focuses effort around a number of key strands including several on economic and business development.

- 3.5 The challenge ahead is to continue to secure further inward investment thorough engagement with strategic funding bodies at a regional and sub regional level so that Fylde continues this improvement and regeneration agenda. However in order to deliver many of the actions recommended in the strategy the council will need to consider allocating a dedicated resource to manage the economic development function effectively. This could only be secured at the moment by the diversion of other resources within the approved budget or through the provision of additional resources. This aspiration would therefore have to compete with other council priorities at a time when budget pressures are significant although such resourcing and intervention is often effective in the longer term through the achievement of additional grants and benefits.
- 3.6 Members are asked to initially consider the attached draft strategy and to refer it to the Policy and Service Review Scrutiny Committee for detailed consideration, consultation and scrutiny. A representative from GVA Grimley will be at the meeting to make a presentation and answer any questions.

Report Author	Tel	Date	Doc ID
Paul Walker	(01253) 658431	2 nd July 2008	

List of Background Papers		
Name of document	Date	Where available for inspection
Report to Council on the Fylde Coast MAA (item 9)	28 th January 2008	http://www.fylde.gov.uk/Documents/Democratic%20Services/2008-01-28%20Council%20Agenda.pdf
Report to PPSC Fylde Economic Development & Industrial Land Study (item 7)	8 th June 2006	http://www.fylde.gov.uk/Documents/Planning%20Policy%20Agenda%20-%202006-06-08.pdf

Attached document – draft Economic Development Strategy

IMPLICATIONS	
Finance	As set out in section 3.5 the Economic Development Strategy Action Plan recommends that the Council considers appointing a dedicated economic development resource. Until the strategy is fully adopted by the Council detailed costings can not be done at this stage. Further approval will be required if these additional costs can not be absorbed within existing revenue budget.
Legal	No direct implications
Community Safety	No direct implications

Human Rights and Equalities	No direct implications
Sustainability	No direct implications
Health & Safety and Risk Management	No direct implications

Fylde Borough Council

Economic Development Strategy and Action Plan

2008 - 2021

CONTENTS

1.	PREFACE	1
2.	INTRODUCTION	2
3.	STRATEGIC CONTEXT	4
4.	NEED AND OPPORTUNITY ANALYSIS	18
5.	KEY DRIVERS AND SPATIAL FRAMEWORK.....	22
6.	THE STRATEGY	29
7.	THE ACTION PLAN	42
8.	GLOSSARY	48

1. PREFACE

- 1.1 The Fylde Economic Development Strategy (FEDS) is predated by the Fylde Employment Land Study (ELS). Preparation of this strategy has involved consideration of this earlier study and stakeholder consultations to validate the previous work and explore the range of options available to Fylde Borough Council (FBC) in promoting economic development.
- 1.2 The strategy will cover the period 2008 to 2021. The associated action plan covers the initial period of 2008-2012.

2. INTRODUCTION

Context

- 2.1 Fylde Borough is one of fourteen Local Authority areas within Lancashire, and is located on the Fylde peninsula. It adjoins five other authorities: Wyre Borough to the north, South Ribble Borough and West Lancashire District to the south (separated by the River Ribble), Preston Borough to the east, and Blackpool Borough to the west.
- 2.2 A total of 75,700 people are resident in Fylde (2006, ONS), representing the third smallest population in Lancashire (Ribble Valley and Rossendale local authority areas being smaller).
- 2.3 The borough is distinguished by its quality of life and the diversity of environments on offer. The landscape is defined by estuarine, coastal and rural inland environments. The main settlements are St Annes, Lytham, Kirkham, Wesham, Freckleton, and Warton. In addition, rural Fylde is characterised by attractive villages and major employers such as British Aerospace and BNFL.
- 2.4 There are four major highways serving the borough. The M55 runs from Preston and the M6 in the east to the outskirts of Blackpool in the west. The A584 runs from the A583 near Clifton in the east along the south coast of the peninsula through Freckleton, Warton, Lytham and St Annes and up the Blackpool coastline. The A585 (T) runs from Kirkham in a northerly direction to Fleetwood. A series of B and classified roads link the numerous towns and rural villages.
- 2.5 Fylde is a **very important part of the Central Lancashire economy** – it contains regionally significant business sectors, namely the Aerospace facility at Warton and the nuclear processing plant at Springfield. The presence of these sectors means that the borough is at the heart of high value manufacturing at a regional level. Indeed manufacturing makes up over 30% of total employment, which is significantly above the national average (15%).
- 2.6 The prevalence of manufacturing activity within the economy presents both a challenge and an opportunity for Fylde. Given national and regional trends towards decline in this sector it is imperative that the transition away from traditional to emerging employment activity across the borough is managed effectively, including employment land and property, and labour market considerations. There is the potential through the presence of dynamic and major employers such as BAe and BNFL, and the existing strengths within the labour market, to promote higher

value manufacturing and business activities. This is important both in a local sense and also in terms of the future well being of the sub-regional Lancashire economy¹.

- 2.7 However, the borough's economic development potential and contribution to the sub-region is associated with more than just its industrial components. Fylde also contains a healthy element of growth orientated sectors such as computer and business services alongside its traditionally strong sectors of tourism and the visitor economy. The importance of these sectors is that they are and can be relatively high value components of the economy, providing high value jobs and leading to enhanced levels of prosperity.
- 2.8 Attractive coastlines and estuary environments and resorts such as St Annes and Lytham are important to the borough's tourism and visitor economy. Proximity to Blackpool (and the planned investment in the resort core and inner neighbourhoods) also provides a positive context for the economic development of Fylde. The borough has the potential to position itself in this wider context and to develop a complementary visitor accommodation and attractions.
- 2.9 Fylde is a borough which has benefited from the strength of existing industries (including some that have seen decline at a wider level) whilst also demonstrating signs of diversification into national growth sectors and leisure sectors including tourism.
- 2.10 The borough comprises an important component of the Central Lancashire City Region. Indeed its economy makes a significant contribution to the wider City Region economy, and that of the North West more generally, including the previously identified high employment in the strategically importance of aerospace and nuclear fuels industries.
- 2.11 The borough's productivity (as measured by GVA levels) and employment base are expected to grow at a rate that will outperform other areas in the City Region and the North West. It will be a key driver of the wider Lancashire economy. This strategy seeks to prioritise actions which will help the borough to continue playing its important role in the region while also improving the opportunities for local people to find employment and maximise their potential.

¹ The Lancashire Economic Strategy (LES) promotes the growth of knowledge intensive businesses and knowledge-based manufacturing within the sub-region

3. STRATEGIC CONTEXT

Overview

3.1 The Employment Land Study prepared in 2006 contains a full account of the policies, guidance, strategies and plans which form a strategic context for this strategy. The purpose of this section of the strategy is to establish the context in relation to the following documents:

- The Sub-National Review of Economic Development and Regeneration;
- The Regional Economic Strategy;
- The Lancashire Economic Strategy; and
- The Fylde Community Plan.

Sub-National Review of Economic Development and Regeneration (SNR)

Background

3.2 The Government has identified its overall economic objective as being raising the rate of sustainable growth alongside achieving a better quality of life, with economic and employment opportunities for all.

3.3 The framework for raising growth and prosperity across the UK is based on three pillars, as defined within the SNR²:

- Maintaining macroeconomic stability to enable businesses and individuals to plan with certainty for the long term;
- Implementing microeconomic reforms aimed at addressing market failures in the underlying drivers of growth – competition, enterprise, innovation, skills, investment and employment; and
- Devolving decision-making to the regional and local levels as far as possible to ensure strategy and delivery are responsive to local economic conditions.

3.4 This framework for growth is evidenced to have delivered macroeconomic stability and enhancement of the economic performance of the regions and localities across England.

However, even given this, there remain significant variations at the regional level (within and between regions) which need to be rectified.

- 3.5 The Comprehensive Spending Review (2007) announced a Government review of sub-national economic development and regeneration in England. Consultation is now out on how to implement SNR.
- 3.6 As stated within the SNR, the review builds on progress made since 1997 to devolve decision-making to regional and local levels and is focused on two Government objectives which aim to improve economic growth in all parts of the country: namely, to reduce disparities in economic performance, and to tackle spatial concentrations of deprivation.
- 3.7 The framework recognises that economic growth at the national and regional level is dependent on growth in employment, growth in labour productivity, and continuing technological change and innovation.
- 3.8 Market failures can arise at all spatial levels including those related to product, labour, and capital markets, affecting specifically the extent to which economic performance at the regional level has converged. The SNR states that through tackling these failures at the appropriate spatial level it will be possible to improve economic efficiency and increase growth

Proposed New Statutory Responsibility for Economic Development

- 3.9 In response to the economic development challenges identified in the SNR a number of objectives for reform are established.

Objectives for reform

- 3.10 The overall objective for reform, as stated in the SNR, is to support the achievement of more effective economic development, regeneration and neighbourhood renewal. In this context, it is stated that the reform needs to ensure that:
 - Regions and places are able to respond flexibly and quickly to changing economic circumstances within a clear and stable sub-national framework;
 - Interventions are prioritised effectively and are focused on tackling market failures, including enabling people in deprived areas to link in to economic opportunities;
 - Resources are deployed efficiently, with effective co-ordination between policies; and

² More detail provided in *Devolving decision making 2 – Meeting the regional economic challenge; Increasing regional and local flexibility*, HM Treasury, ODPM and DTI, March 2004, and *Productivity in the UK 6: Progress*

- Measures are based on evidence, properly appraised and evaluated, and lessons learned are reflected in future interventions and resource allocation.

Principles to underpin reforms

Managing policy at the right levels

- There should be a devolved approach, giving regions and local authorities the powers to respond to local challenges and improve economic outcomes;
- Responsibilities should be allocated in line with economic impacts, based on a bottom-up approach to collaboration between areas;

Ensuring clarity of roles

- Objectives need to be clear, with a strong focus on economic development measures and opportunities for sustainable growth;
- Decision-making should be as streamlined as possible and bureaucracy must be minimised;
- Strategies, policies and funding streams must be rationalised and coordinated effectively;

Enabling places to reach their potential

- Clear accountability and public scrutiny arrangements must be in place to allow for devolution of powers and responsibilities, including through an inclusive approach to development of regional strategies;
- Places must have incentives to promote economic growth and tackle the problems of deprived neighbourhoods; and
- The public sector must have the capacity to work effectively with the private sector.

3.11 Alongside reforms to strengthen the delivery of economic development at the regional level through the statutory process, and reforming central government's relations with regions and localities, the SNR recognises the importance of empowering local authorities to promote economic development and neighbourhood renewal, and supporting local governments to work together at the sub-regional level.

3.12 The relevant components of these headline reforms in the context of the FEDS are summarised in turn below.

Empower all local authorities to promote economic development and neighbourhood renewal

- 3.13 The SNR recognises the important role of local authorities (LA's) in delivering economic development and neighbourhood renewal at the local level through reforms to the LA planning framework (discussed in the next sub-section) .
- 3.14 Another opportunity identified in the SNR includes the potential for LA's to consider options for supplementary business rates, working business and other stakeholders.
- 3.15 There is a clear identified need to ensure close working between the LA's and RDA's including the delegation of responsibility of funding to the local and sub-regional level where appropriate (unless there is a lack of capacity at the local level), a clear opportunity for Fylde in delivering economic development benefits in the future. Importantly the SNR also recognises the need to improve the capacity of LA's to deliver their new enhanced economic development roles.
- 3.16 The SNR states the importance of ensuring the proposed new homes agency supports the LA role of ensuring housing, housing related interventions, and regeneration in deprived areas, are clearly linked to the economic fortune and potential of locations.
- 3.17 In addition, the SNR recognises and cites the movement of funding for 14 to 19 year olds education and skills to LA's, a clear opportunity for Fylde to work with the County Council and others to ensure a quality labour force in the future, improve access to employment for school leavers, and partially address issues of NEET within the workforce, as identified in the ELS and through the Central Ward LSP Project.

Supporting local authorities to work together at the sub-regional level

- 3.18 The SNR recognises the economic development function that is required at the sub-regional level where markets are evidenced to operate at this level, as with the Fylde Coast.
- 3.19 Through the SNR, sub-regions will be able to strengthen their statutory management powers including greater certainty of longer-term funding for transport where suitable governance arrangements are in place, through the Local Transport Bill, developing proposals for Multi-Area Agreements (MAA's) to allow groups of LA's to agree collective targets for economic development, and establishing statutory sub-regional arrangements including the potential pooling of responsibilities on a permanent basis for economic development issues beyond transport.

Reformation of Local Authority Performance Framework

- 3.20 Under the reforms detailed in the SNR, all LA's will be required to prepare a Sustainable Community Strategy which will set the strategic vision for the area. All upper tier or UA authorities will be required in consultation with partners, to prepare a delivery plan for the strategy.
- 3.21 The delivery plan, a Local Area Agreement (LAA), will set out the single set of priorities for local partners, including targets. The LAA's will, it is proposed, form the key vehicle for the delivery of national and local outcomes at the local level, forming the basis of a single LA performance management framework. LSPs will form an integral part of delivering the LAA alongside the LA's.
- 3.22 Central delivery agreements between central government, LA's, and local partners will be outcome-focused agreements based on the 'streamlined targets' within the LAA's. There will be a 'duty to cooperate' which will help to ensure that other public bodies operating at the local level such as LSP's and Jobcentre Plus work more effectively with LA's.
- 3.23 Through the LAA's all LA's will be given a clearer role on economic development, putting it on an equal footing with service delivery, and in delivering neighbourhood renewal in the most deprived neighbourhoods.

Northwest Regional Economic Strategy (RES)

- 3.24 The RES is a 20-year strategy charged with directing the future economic trajectory of the region and is prepared by the NWDA. Although it is likely the RES will be replaced by an overall regional strategy containing the RES and RSS.
- 3.25 The RES states the current position of the North West economy as being strong, with a value of £98 billion, encompassing 230,000 businesses (and a resident population of circa 6.8 million). It also evidences strong growth against national comparator benchmarks including GVA, business formation, and numbers of employees / employment rates.
- 3.26 However, even given the strong growth evidenced the North West economy remains 12% below the national average GVA output. In financial terms this equates to a £13billion productivity gap. £3 billion of this gap is attributable to nature of the workforce (its relative size and capability), with £10 billion a result of productivity of the economy.
- 3.27 To ensure a *“dynamic, sustainable international economy which competes on the basis of knowledge, advanced technology and an excellent quality of life for all”* the RES focuses on
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addressing this gap through improving productivity and growing the market, and growing the size and capability of the workforce, both of which are underpinned by ensuring conditions for sustainable growth.

3.28 The RES highlights a number of locations as being of strategic importance, specifically:

- The prioritisation of Manchester and Liverpool, along with Preston, as key facilitators of city-regional growth;
- The economic regeneration areas of East Lancashire, Blackpool, Barrow and West Cumbria; and
- Opportunities for growth around Crewe, Chester, Warrington, Lancaster and Carlisle.

3.29 It is also recognised that there is a need to remove concentrations of low employment generally across the region, and ensure sustainable development (in location terms) including consideration of strategic transport hubs and networks.

Lancashire Economic Strategy and Action Plan

3.30 The LES represents an important vision for the future of the sub-region. It has been adopted by the Lancashire Economic Partnership (LEP), the strategic body established to promote economic growth and prosperity throughout Lancashire.

3.31 The LES is informed by a full labour market and economic analysis. It identifies several important points for the borough:

- Fylde Borough is functionally linked with its immediate neighbours comprising Blackpool and Wyre (“the Fylde Coast” authorities). This interconnectivity is demonstrated in patterns of travel to work and labour exchange;
- Fylde Borough also has labour force links to Preston;
- There are distinct clusters of knowledge based services and manufacturing associated with the smaller towns within Fylde Borough; and
- The presence of aerospace and nuclear industries within the borough is extremely important to Lancashire and the region, both in terms of employment and productivity.

3.32 It is therefore apparent that Fylde Borough is important to the performance of the immediate Fylde Coast area and wider Lancashire economy. Its importance to the wider area is an attribute that should help to inform the type of economic development activity that is

undertaken – both internally and in partnership with Blackpool Council, Wyre Borough Council and the LEP

3.33 The LES advocates the need for a co-ordinated approach to the development of the sub-regional economy as a whole, identifying those programmes and projects that are of at least sub-regional significance and hence form the agreed LEP priorities.

3.34 The LES established six strategic headline economic priorities for the sub-region, three ‘spatial’ and three ‘thematic’:

- Blackpool World Class Resort Destination
- Preston City Vision
- Pennine Lancashire Transformational Agenda
- Aerospace and other Advanced Manufacturing
- Skills
- Tourism and Rural Development

3.35 The FEDS must consider wider linkages to the promotion of Blackpool as a World Class Resort Destination, in addition to the thematic priorities identified. Of particular relevance are the sector based priorities in relation to tourism, aerospace and advanced manufacturing. Each of these priorities is examined below:

Spatial Priorities

Blackpool: World Class Resort Destination

3.36 The LES refers specifically to the unique opportunity to create a modern world-class resort using new gaming legislation as a driver to delivering the regeneration of Blackpool's economy.

3.37 Since the selection of Manchester as the preferred location for a ‘super’ Regional Casino, Gordon Brown has revoked the creation of such a facility anywhere across the country, instead supporting 16 smaller (non-regional) casinos. He sees these facilities as directly supporting regeneration, being “a better way of meeting [the] economic and social needs of deprived areas than a ‘Las Vegas-style Casino’”³.

³ Source: The Guardian, July 17th, 2007

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- 3.38 As a result of this decision a significant opportunity remains for Blackpool to continue to promote its resort masterplan. The scaling back of intentions for a regional casino, to a facility with a much smaller casino, provision clearly impacts upon the potential for Blackpool to pursue with a casino and conference centre led regeneration scheme. However, this is not to say that the regeneration of Blackpool will not include a smaller casino offer.
- 3.39 Indeed, irrelevant to the presence of a casino in Blackpool, the LES states that the Northwest Development Agency (NWDA) and Central Government have already demonstrated their clear support for the proposed changes to Blackpool with the establishment of the Urban Regeneration Company, Re-Blackpool.
- 3.40 The promotion of the economic regeneration of Blackpool as a sub-regional priority has both direct and indirect positive implications for Fylde which must be maximised through the FEDS including building on existing travel to work relationships (linked to an increased diversity of occupations across Blackpool), business benefits linked to the expansion of the airport, and tourism-related opportunities across the Fylde (and indeed along the Fylde Coast in general).
- 3.41 The ELS identified significant travel to work patterns identified between Fylde and Blackpool (they relate clearly to the Fylde Coast in general) linked in the ELS to relative proximity, ease of commuting (if dependent largely on the use of cars), and wage incentives. The travel to work patterns evidenced add a further dimension to the question of dependency within the Fylde economy on aerospace and nuclear reprocessing.
- 3.42 Consultation with British Aerospace (BAe) and BNFL suggest significant staff commuting from both the Fylde Coast and Central Lancashire.
- 3.43 This trend also brings into question the susceptibility of the Fylde economy to wider economic shifts in the sub-region.
- 3.44 The likely creation of a more diverse employment offer in Blackpool will be linked to employment opportunities for those residents in Fylde. The FEDS recognises the sub-regional employment benefits of regeneration within Blackpool. Indeed it should be a priority to ensure sustainable methods of transport linking residents in Fylde to emerging employment opportunities.
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Preston City Vision

- 3.45 The transformation of Preston City Centre is identified within the LES as being the number one priority across the dynamic growth area of Preston, South Ribble, and Chorley (the Central Lancashire City Region).
- 3.46 This will include the planned investment at Tithebarn, but also goes much further in defining a central Commercial Quarter, as a place to do business, alongside a new “Residential and Civic Quarter”.
- 3.47 In addition, the LES recognises the strategic importance of “Riverworks” a significant development project north and south of the river, for residential, leisure, tourism and employment uses.

Pennine Lancashire Transformational Agenda

- 3.48 The LES states the strategic importance of implementing the “Transformational Agenda” to regenerate the economy and housing market across East Lancashire. In addition to the delivery of the Housing Market Renewal programme through Elevate East Lancashire, the LES recognises the importance of improving economic prosperity across the sub-region.
- 3.49 Specifically the LES cites the need to enhance the economic contribution of the manufacturing sector and the development of embryonic sectors which bring higher value added activity together with increasing the availability and take-up of high education in the area,
- 3.50 A number of key projects within this spatial priority area are included in the LES including the delivery of the Pennine Lancashire Gateway Strategic Employment Site and town centre investment in Blackburn and Burnley.
- 3.51 The LES also recognises the need to enhance the quality of place and image of East Lancashire to aid development of the economy including its promotion as a quality visitor destination to further transform the area.

Thematic Priorities

- 3.52 Clearly the thematic priorities identified in the LES have specific relevance to the economic development of Fylde Borough, and the wider Fylde Coast.

Aerospace and other Advanced Manufacturing

- 3.53 The two key sub-sectors identified within the Fylde economy are aerospace and nuclear processing.
- 3.54 At the time of commissioning the ELS (2007) (which precedes and underpins this strategy) there were concerns muted regarding the stability of the aerospace and nuclear activities within the Fylde economy, and therefore vulnerability of the area to wider economic changes and decisions.
- 3.55 The ELS concludes that the aerospace activities are relatively stable (albeit not afforded the same priority as Salmesbury in the regional sense), and nuclear activities at Springfield are not due to cease within the next 20 years. As a result Fylde should look to maximise any additional benefits that these activities can bring to the local economy.
- 3.56 Both sectors illustrate linkages with small-scale consultancy activity (including self-employment and homeworking). In addition the ELS reports a degree of demand for spin-off activities from Warton which could be accommodated on adjacent developments (including the potential development at Marconi).
- 3.57 One of the prominent conclusions of the ELS (2007) is that the Fylde Coast must build on these specialisms, on the back of a positive outlook for aerospace regionally.

Skills

- 3.58 The previously identified key sectors links into skills as a thematic priority with the ELS – with Fylde, similarly to many other restructuring economies, requiring a shift in local skills sets in addition to an acknowledgement of skills requirements across the board (including service sector occupations associated with tourism as a growth sector).
- 3.59 The ELS identifies a distinction between higher end and lower end skills needs across the economy. Work is ongoing in Fylde to bridge the gap between worklessness and skills deficiencies in some sectors, including that as part of the Central Ward project. At the other end of the scale however there is a need to ensure sufficient skills levels in the local economy to drive on managerial / self employment / entrepreneurial skills and activities.
- 3.60 The LEP recognise within the LES the need to address the existing and potential future skills gaps across the sub-regional economy, specifically the need for a strategic approach to delivering the skills required to maximise the economic impact of key growth opportunities.
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- 3.61 Through the LES, and their wider commitments, there is a structure in place for LEP along with their partners including the LLSC and the LSET for delivering a skills strategy across the whole of Lancashire, targeted at reducing gaps evidenced.
- 3.62 FBC can support training and skills activities at this upper end of the occupation scale, encourage and support SME activities / self employment and encourage private sector investment in training initiatives / bridging the skills gaps. This links in with the LSC priorities for 2007 to 2010, including:
- Supporting adults to progress beyond Level 2 and to attain skills and qualifications at Level 3 and above, with a focus on key sectors;
 - Stimulate employers to invest more in workforce development which meets business needs including innovation, management, leadership and intermediate and higher level technical and professional skills;
 - Stimulate demand for, and investment in entrepreneurial, intermediate and higher level skills from individuals; and
 - Support providers to respond to the needs of individuals and employees through delivery of high quality provision.

Tourism and the Rural Economy

- 3.63 LEP recognise the strategic importance of tourism and the rural economy across the sub-region. Specifically the LES states the extensive coastline and the nationally important seaside destination of Blackpool, high quality estuary landscapes, outstanding upland areas and a range of key service centres and rural hamlets as key tourism and rural economy attributes.
- 3.64 Indeed, across Lancashire, tourism is a key employer, supporting almost 55,000 jobs, emphasising its strategic importance and justifying its inclusion as a key theme within the LES.
- 3.65 This is no less evident within Fylde, where tourism is an integral component of the local, and wider Fylde Coast economy. Indeed, Fylde is recognised to have a distinctive offer linked to its traditional centres (specifically Lytham and St Annes), historical and heritage quality within the built environment, and its international golf courses. This offer is recognised to be complementary to the visitor offer being promoted within Blackpool.
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- 3.66 Generally the rural economy within Fylde is characterised by a robust set of labour market characteristics, a business base integrated with the urban economy, and growing opportunities for exploiting ITC.
- 3.67 The location of BAe and BNFL within rural locations, and high employment levels in agriculture do suggest that there is an element of economic exposure to a small number of business sectors. However, as noted in the Employment Land Study (2006), the medium term outlook for aerospace and nuclear fuels is relatively stable. Employment in traditional agricultural activities is forecast to decline, in line with national and regional trends.
- 3.68 The ELS highlights the need to develop the climate and opportunities for new business formation and growth in rural areas. This shows a strong alignment with the LES.
- 3.69 There are a number of ways in which a climate for new business formation and growth in rural areas can be encouraged. These include future potential policies for:
- Home-working; operating a small business from home does not require planning permission providing that the main use remains that of a dwelling and there are no harmful effects on the neighbourhood. However, the Council could encourage home-working by other means e.g. through publicity.
 - conversions of rural premises: a less restrictive and more pragmatic approach could be adopted which sought to facilitate broader rural diversification rather than farm diversification.
 - the promotion of start-up / flexible small business spaces in rural villages.

Fylde Sustainable Communities Strategy

- 3.70 *The Vision for a Better Fylde 2003 – 2018* was developed by the Local Strategic Partnership, outlining the key actions and outcomes that people of the community want to see implemented to 2013. This document is currently being reviewed with the new Sustainable Communities Strategy (SCS) to be published in 2008.
- 3.71 The SCS has a vision of 'Nulli Secundus' (Second to None). The vision is that for the next 10 years up to 2018 Fylde will build on the good work that has already taken place. Fylde will be a welcoming place with energetic, high-skilled, healthy people in flourishing communities.

There will be diverse and prosperous culture and an economy that encourages everyone to contribute.

3.72 Key Themes Throughout the Strategy

- - Community Cohesion
- - Equality & Diversity (gender, sexual orientation, age, disability, race and religion)
- - Improving Quality of Life for Residents

3.73 Theme three of the SCS is in relation to Economic Prosperity. The vision is to create a supportive environment for business and develop a vibrant and varied economy that is reflected in our coastal and market town centres, through the rural economy and within the broader business environment of the Borough. To achieve this vision the theme establishes 7 ambitions:

- Ambition No 1 An increase to the visitor economy to the Fylde
- Ambition No 2 To fully develop the Classic Resort Concept within St Annes on Sea
- Ambition 3 Help formulate and develop the Ribble Coast and Wetlands Regional Park
- Ambition No 4 Maximize opportunities arising from the Golf Championships.
- Ambition 5 To assist in the delivery of Neighbourhood Renewal
- Ambition No 6 Kirkham Market Town Initiative
- Ambition 7 To create a supportive environment for businesses large and small

Summary

There is a strong regional and sub-regional policy framework in place for realising the economic development potential of Fylde borough. The challenge in developing and winning support for the Economic Development Strategy and Action Plan is forming strong links to sub-regional and regional agencies and closely aligning proposals to their respective funding priorities.

While this process has been started through development of the strategy, momentum will need to be maintained with key players in the sub-region such as LEP.

4. NEED AND OPPORTUNITY ANALYSIS

- 4.1 The purpose of this section is to briefly review the economic challenges faced and opportunities to maximise economic growth in the future. The information informing this review was gathered during the preparation of the ELS and through stakeholder consultations.
- 4.2 Consultation was undertaken during the period January to March 2007 and included interviews with representatives from:

- Fylde Borough Council (FBC)
- The Local Strategic Partnership (LSP)
- Business Link
- Lancashire Economic Partnership (LEP)
- Major landowners
- BAe (agents acting on behalf of)

Economic Challenges

- 4.3 A summary of the major challenges which have been identified through consultations and economic analysis is provided below:

Skills and Workforce Challenges

- There is an identified skills gap at the lower end of the occupation scale, exacerbated in part by the relatively strong labour market across Fylde⁵. This is linked with the continued pressures within the housing market across the borough, specifically the high average house prices evidenced making it difficult for those working in lower paid employment to live within Fylde. This refers specifically to the ability of people on lower incomes to buy houses within Fylde and therefore enter the housing market. Consultation undertaken as part of the ELS and the FEDS illustrates a propensity to employ economic migrants in these lower-grade occupations, and indeed an identified reliance on this pool of labour to fill low salary / skill and seasonal employment opportunities.

⁵ nearly full employment with an employment rate of 77% and high skills levels with 56% of the workforce demonstrating Level 3 or above NVQs or equivalent, as evidenced in the ELS

- Whilst it is recognised that more people commute into Fylde for employment than commute out there is an issue with the out-migration of the more skilled workforce to employment opportunities located further afield (notably in Preston).

Economic Diversity Challenges

- High level of dependency within the local economy – significantly on aerospace and nuclear processing – within a large proportion of employment within the borough concentrated within these two sub-sectors. There is a need to diversify the business base and limit exposure to one or two key employers.
- Particular need to diversify the rural economy across the borough which is predicated upon the aerospace, nuclear fuels and agricultural industries.
- Sectors which demonstrate above average concentrations of the labour force are found to be losing the most jobs; including ‘manufacture of transport equipment’, ‘metal manufacturing’, alongside other notable declines in ‘insurance’, ‘public administration’, ‘food and beverages’ and ‘recreational, cultural and sporting activities’ sectors.

Business Premises Challenges

- Fylde does not currently benefit from a modern portfolio of business premises. The borough predominantly contains industrial and office accommodation dating from the 1970s and 1980s.
- A number of locally important employment sites have been lost in recent years to residential development.
- The supply of employment land is constrained with no margin for expansion in demand over current levels. The borough faces the challenge of identifying suitable employment land to cater for future business demand.

Regeneration Challenges

- There are concentrations of deprivation specifically within the Central Ward and parts of Kirkham / Wesham key service centre. Pockets of deprivation are also found across rural communities. Engaging communities, improving skills and qualification levels and access to employment opportunities are all critical challenges to this strategy.

Connectivity Challenges

- Whilst Fylde is considered to have relatively strong East-West transport linkages, including road and rail provision linking it to Blackpool to the north and Central Lancashire

to the east, north-south connectivity, linking the main settlements and opportunities to the M55 motorway, is poor.

- The Fylde South railway line is considered to be an under-utilised asset that could be invested in to promote sustainable journeys to work within the Fylde Coast area.

Resources to Deliver

- Fylde Borough does not currently have an Economic Development team in place to work with businesses. It is highly dependent on bringing in resources and linking into programmes operating outside its boundaries.

Opportunities

4.4 At a sub-regional (Lancashire) level, it is currently performing a very important role both in terms of productivity and employment levels. Additionally it contains a cluster of high-value and “knowledge intensive” businesses. These characteristics provide a platform from which to grow and diversify the economy.

- Employment forecasts for the borough⁶ demonstrate that the economy is due to experience diversification including the growth of emerging sectors such as **computer and business services, the tourism economy and the visitor market**. The computer and business services sectors can be high value components of the local economy and are therefore important to the overall strategy. Through delivering employment in these sectors there is a real opportunity to experience economic growth across Fylde. There are a number of ways that employment can be delivered within these sectors. Specifically growth sectors can be linked to skills and training initiatives. This type of approach is ongoing through the LSP relating specifically to tourism and the visitor market.
- Fylde is home to a relatively skilled and mobile workforce. These attributes are attractive to businesses and provide the borough with a real opportunity to market itself and to secure new businesses within the area.
- The opportunity for partnership working with the Fylde Coast authorities is particularly important in the context of the borough’s economic development. The functional links between the three Fylde Coast authorities (to be formalised through the proposed MAA) suggest that economic development and labour force initiatives in one location will have an impact upon other areas, hence it is important to ensure a co-ordinated and strategic approach to economic development to allow for synergy and mutual benefit.

⁶ Cambridge Econometrics (2005) – commissioned to support the development of the Employment Land Study

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- In addition the proposed MAA, further opportunities for Fylde are identified in the SNR, including increased capacity for delivering economic development at the local level, potential to promote economic growth through the Local Area Business Growth Incentive (LABGI), allowing LA's to utilise a proportion of increases on local business rate revenues to spend on their own priorities, improved ability for LA's to borrow to support economic development through the Prudential Borrowing regime, and potential for partnership working with the private sector and local business community through Business Improvement Districts (BIDs) which allows unique area improvement plans to emerge to benefit localities such as town centres,
 - Regeneration of Blackpool (both in terms of visitor economy and housing market) is likely to create direct and in-direct employment, and lead to increased levels of visitor spend within the economy. Fylde has an opportunity to provide a complementary tourism offer to Blackpool, focusing on high value tourism and the image of settlements such as Lytham and St Annes as traditional Victorian resorts.
 - The development of Blackpool International Airport is of strategic importance to Lancashire and local importance to the borough's economy, offering an opportunity to diversify employment and providing a catalyst to business land development.
 - The development of the M55 to Heyhouses Link Road, will not only enhance access to the Whitehills employment site but will also better link Fylde to economic development and investments being made in the wider Lancashire area..
 - The recognition of rural Fylde as a key driver of growth including the opportunity to develop existing ICT and business sector strengths and harness the visitor and tourism economy. Links to the development of SME's, homeworking, and conversion of agricultural buildings for business use should be promoted here.
 - The opportunity to address concentrated socio-economic deprivation in the Central Ward through a programme of employment and training opportunities for local residents.
- 4.5 In summary, there are many challenges, however relative to other localities in Lancashire (for example the seaside resorts of Blackpool and Morecambe and the East Lancashire towns), the borough is a relatively prosperous, well connected and attractive place to live. Coupled with a dynamic and significant business base, Fylde has strong economic drivers to build upon. These drivers are considered in greater depth in the next chapter.
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5. KEY DRIVERS AND SPATIAL FRAMEWORK

Key drivers

5.1 The key drivers of the Fylde Coast economy are considered in relation to those operating at Fylde Coast level (inclusive of Blackpool and Wyre local authority areas) and a local level (within the borough).

5.2 The Fylde Coast drivers are considered to include the following.

Blackpool Regeneration

5.3 An Action Plan has been developed for the sustainable development of the town of Blackpool by the Blackpool Task Force. This document responds to the regeneration need of the town in the light of the failure to secure a regional casino development.

5.4 It is suggested that the Action Plan could lever in almost £2billion of private sector investment to 2017, create 11,000 net additional jobs, provide 2,000 new homes, and foster the talents of 2,500 new local Higher Education students⁷.

5.5 Many of the Actions included within the Task Force report will require Government support but do not require funding. These include Blackpool's bid for World Heritage Site Status, the designation of Blackpool as an exemplar sustainable tourist resort, the awarding of full Assisted Area or special enterprise zone status for Blackpool and support for a Fylde Coast-wide Multi Area Agreement (MAA), of clear significance to the FEDS.

5.6 Key projects proposed, through which the *New Blackpool* will be regenerated, include:

- Strong educational provision – from pre-school to Higher Education – giving its people the skills and aspirations to succeed.
- Improvements to the housing market offering a mix of aspirational and affordable housing within attractive neighbourhoods, with access to quality local services.
- Proposals for a Conference and Leisure Quarter for which land assembly has already begun, allowing the town to seize upon opportunities in the market.
- Re-establishment of Blackpool's status as the sub-regional centre for the Fylde Coast with development including the Houndhill Shopping Centre to strengthen the retail offer.

⁷ Source: <http://www.nwda.co.uk/news--events/press-releases/200701/task-force-report-proposes-a-n.aspx>

- Development of Blackpool as a world model of an environmentally sustainable resort potentially aligned with the Government's Eco-towns initiative.

5.7 Clearly the scale and nature of investment planned within Blackpool town will act as a catalyst for wider regeneration across the Fylde Coast. Indeed the regeneration of Blackpool is recognised within the RES as being a transformational tourism project,

Blackpool Airport

- 5.8 The investment planned at Blackpool Airport will enhance its economic contribution and employment potential. The RES states the importance of connecting transport infrastructure with appropriate employment and housing sites to ensure sustainable economic growth. Using the presence of the airport as a sub-regional economic driver and effectively providing business space to support its functions is a challenge addressed in this strategy.
- 5.9 The air links within the North West are recognised to offer opportunities for growing inbound tourism and improving business competitiveness. The expansion of the Airport facilities through the existing masterplan will support the regeneration of Blackpool, and will result in the increased demand for land for business development.
- 5.10 Airports are recognised to be drivers of wider economic activity as they provide key transport infrastructure for a variety of activities. Indeed proximity to markets via transport hubs are often cited as essential requirements for companies making location decisions. The efficiency and productivity of businesses are enhanced by airports due to the ease of access to their suppliers and customers, particularly those operating over medium to long distances.
- 5.11 The FEDS recognises the potential to develop high-value manufacturing activity at the Airport, linking into and supporting the maintenance function, developing supply-chain linkages, and further strengthening the value added base of the local economy (ensuring less reliance on key occupiers).

St Annes Classic Resort

- 5.12 St Annes is a focus for business, retailing and tourism activity within the borough. As the primary key service centre within Fylde, is a key node within the borough and wider Fylde Coast. It has an important civic, community, and service centre function for the local community and visitors alike.

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- 5.13 The investment that has been undertaken and is planned within this important key service centre is focused on enhancing the built environment and improving the retail and leisure offer (including food establishments) to serve the resident and visitor population.
- 5.14 Currently St Annes is distinguished by the quality of its environment and its differentiated visitor experience from other resorts on the Fylde coast. Maintaining the quality of St Annes town centre through active management and providing opportunities for businesses to establish and successfully trade is a key part of this strategy.
- 5.15 Additionally, providing the right environment to attract and retain high value tourism related businesses is a key area of challenge in ensuring that St Annes fulfils its economic potential.

Local drivers

- 5.16 In addition to the key (strategic) drivers identified across Fylde a number of local drivers are identified. Whilst these are recognised as being significant in the context of local economic development they are not as regionally important (and therefore are not included within the RES or LES).

Key service centre Centres

- 5.17 The FEDS recognises the importance of the other key service centre centres, building on the success of St Annes as a model for regeneration. Through investment in the built environment and business premises within these local centres, including Wesham, Kirkham, Freckleton, Warton, and Lytham, it will be possible to enhance prospects for economic development and regeneration.
- 5.18 The creation of quality and thriving local centres as foci of investment and activity across Fylde will ensure clear hubs of economic development and regeneration opportunity, including the upgrading of local services and amenities for the existing population across the borough.
- 5.19 Extending this beyond the borough area, the importance of future investment in Fleetwood / Cleveleys has an important bearing on the wider regeneration of the Fylde Coast. Importantly this will also place potentially significant pressure on the already congested A585 a key feeder road to the M55 motorway.

Existing Employment Hubs

- 5.20 A number of key employment hubs exist across Fylde that currently contribute, or have the potential to contribute significantly to the economic fortunes of the borough and wider sub-
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region. These include those that currently house high value activities, or those that present an opportunity to shift economic function on the site up the value added ladder.

- 5.21 The key employment hubs are Whitehills Park which is directly on the M55 motorway on the borough's western boundary with Blackpool; Blackpool Airport, the British Aerospace complex at Warton; and BNFL Springfields near Clifton on the boundary with Preston in the east of the borough. Within these locations there is potential to promote higher value, quality (and clean), occupiers alongside the existing businesses.
- 5.22 There has been a surge of business and industrial development at Whitehills Park over the last three years and there is significant potential to release additional land which would serve both the needs of Fylde and Blackpool.
- 5.23 It is recognised that there is long term development potential associated with the BNFL Springfields site. However, given the current Government position on nuclear activity the medium term outlook for the current activity appears to be secure.
- 5.24 The British Aerospace complex at Warton may provide some land for general business and industrial purposes if reorganisation of the aerospace activities takes place. Alternatively, there is potential greenfield land
- 5.25 Other important business and industrial land resources include (although not exclusive):
- Dock Road / Boundary Road / Preston Road, Lytham.
 - The Land Registry and Aegon sites at Lytham.
 - The Government Offices site at Heyhouses.
 - St Georges Park, Kirkham.

It will be important to retain existing business and employment land in that use where there is a market for it and where redevelopment/ refurbishment can be undertaken on an economically viable basis. Where sites are no longer considered to be economically viable by way of market testing, efforts should be made to provide employment generating uses as part of a mixed use approach to development and thereby retain the economic vitality of the borough overall. This is particularly important in Lytham St Annes where there is significant pressure from developers to redevelop sites exclusively for housing. Loss of further business and employment land in the borough's main town would lead to a much less sustainable community.

Strategic infrastructure links

- 5.26 The local transport network is sufficient to meet existing levels of demand. However, at a more strategic level there are key transport infrastructure spines that must be maximised to support economic development of the borough.
- 5.27 These are considered within the spatial framework as being strategic road connections, and strategic rail connections.

Strategic Road Connections

- 5.28 One of the most important spatial priorities relates to the need to deliver the M55 to Heyhouses Link Road.
- 5.29 The M55 is recognised to be a key route linking Blackpool and Fylde within the wider strategic motorway network and the Preston city-region as one of the drivers of regional growth. Capacity on this key east-west route remain sufficient to deliver additional economic growth across the Fylde Coast.
- 5.30 Importantly however, a major constraint of economic development across the Fylde is the inadequacies of north-south road linkages. Whilst the wider development agenda is geared towards sustainable regeneration and locations for economic provision there is a clear need to enhance connectivity between the M55 and the settlements to the south of Fylde.
- 5.31 Proximity to this key east-west route in terms of travel time is an important locational factor for inward investment decisions. Investment that can enhance links to the national motorway network, including the M55 to Heyhouses Link Road are important to the borough's economic development.

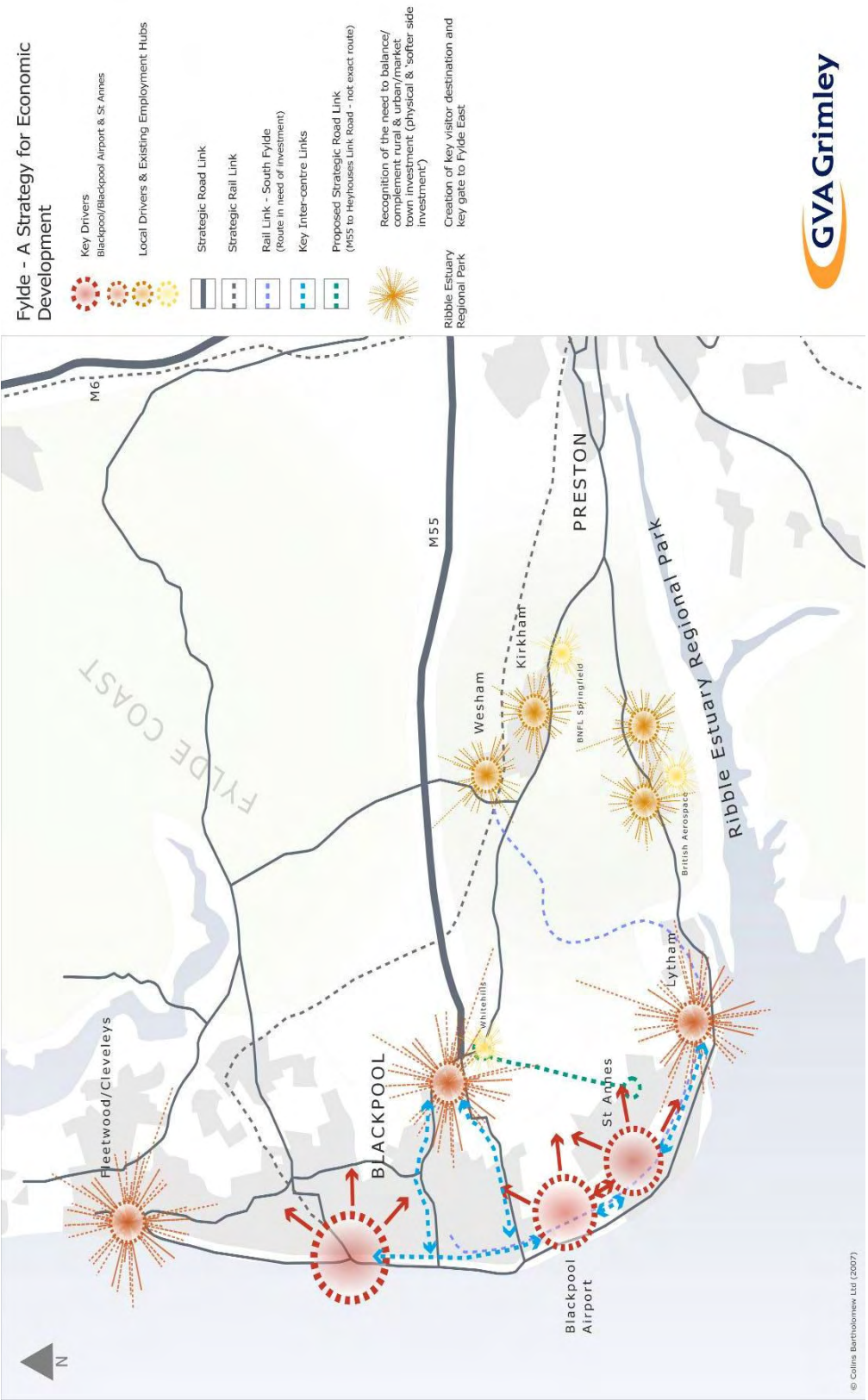
Strategic Rail Connections

- 5.32 The South Fylde rail link is currently an underutilised asset. The line, linking Blackpool to Colne, is constrained by a lack of passing loops, which limits the capacity to operate services.
- 5.33 The frequency of services operating on the line is limited to one train an hour as a result of these constraints. This limits the potential of the line to act as a key service route linking residents of sub region with employment opportunities in the wider area.

- 5.34 In addition, the line links the wider sub-region to the planned expansion of Blackpool Airport, a project of sub-regional importance. Investment in the line needs to be considered alongside the expansion of the airport to ensure that it is an accessible resource by public transport.

The Spatial Plan

- 5.35 The key drivers of the Fylde Coast and local economies are shown on the spatial plan overleaf.



6. THE STRATEGY

- 6.1 Economic analysis and stakeholder consultations have confirmed that a dynamic, diverse, high value economy is emerging across Fylde borough. With targeted action and investment the borough will address its constraints and realise value from its economic drivers.
- 6.2 In this section a strategy for delivering economic growth and diversification of the economy is presented. This is accompanied by an Action Plan for the first years (2008-2012). This initial action plan period corresponds with the date of the Golf Open in 2012. This will be a key milestone in the borough's economic development.
- 6.3 The following strands to the strategy have been developed in response to the economic constraints and opportunities identified. They are:
- Strand 1: Strong and Vibrant Town Centres
 - Strand 2: Room to Grow – the Business Portfolio
 - Strand 3: High Value Tourism
 - Strand 4: Knowledge Intensive Industry
 - Strand 5: Connected for Business
 - Strand 6: Skills for Business
- 6.4 Each of the strands are examined below.

Strand 1: Strong and Vibrant Town Centres

- 6.5 Fylde's town centres are the 'front door' to the borough, but more than this they have an important civic, community and service centre function for the local community and visitors.
- 6.6 They should provide opportunities for local businesses to invest and flourish within high quality environments, alongside a mix of uses including retail, housing, leisure and recreation. The town centres should be invested in and promoted as a network of economic drivers in their own right.
- 6.7 There is evidence of clustering of knowledge based sectors within urban centres. There is indeed a degree of correlation at the regional level, evidenced in the North West Operational Programme (2006 to 2009), and sub-regional, within the LES, between key service centres and SME formation and development.
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- 6.8 Developing a range of modern and refurbished premises for business is an important part of the strategy for Fylde's town centres.
- 6.9 To deliver this aspiration it is imperative that the centres across Fylde are invested in – focusing on the provision of quality built environments as the settings for economic development and regeneration. Town Centre management initiatives are also encouraged in order to ensure that the standard of maintenance and regulation is upheld.
- 6.10 Continuing to promote and invest in the town centres will contribute to the wider tourism agenda across the Fylde Coast. The provision of quality urban centres will create appropriate settings for investment linked to the development of the knowledge economy. This also links into one of the strategic objectives of the NWDA *Strategy for Tourism in England's Northwest* (2003 – 2010), which relates to a sense of place, specifically: improving public realm, and the built and natural environment.
- 6.11 The FEDS recognises the aspiration to enhance the visitor offer and experience in St Annes in line with the 'Classic Resort' concept, as well as the regeneration of the town centre targeted at the physical and built environment. In addition, the ongoing investment in the Central Ward project through the LSP is targeting socio-economic and physical deprivation as evidenced through the index of multiple deprivation.
- 6.12 There is evidence of an upturn within St Annes, including enhanced retail provision alongside lower end provision through the potential development of a further food-retail outlet.
- 6.13 The Strategy looks to build on these strengths, as building blocks for regeneration, ensuring investment in the major town centres across the borough.
- 6.14 Delivering renaissance and regeneration in the town centres across Fylde is a major challenge as it can only be actioned through a co-ordinated approach by the public sector, business community, and private sector.
- 6.15 The FEDS recognises that investment is being focused on St Annes as the major key service centre. It is recommended that this investment is treated as a 'pilot' with the potential to follow a similar approach in other towns across Fylde. This programme of investment, which should be prioritised across the other key service centres, should include investment in the key gateways, public realm and commercial façade treatments, and general upgrading to the environment. The focus should be on creating quality and thriving key service centre environments across Fylde.
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Strand 2: Room to Grow – The Business Portfolio

- 6.16 The supply of employment land and business premises is key to the borough realising its economic development potential. However, given the strong economic and workforce links within the Fylde Coast area, the supply of business sites and premises should be considered and planned for at this functional market level.
- 6.17 The Fylde Employment Land Study identified a ‘tight’ employment land position across the borough. At headline level the study identified a sufficient volume of employment land to absorb forecast future demand. However the supply of sites across the Borough is identified as being constrained with no margin for expansion in business demand over and above that forecast.
- 6.18 A qualitative review of employment land supply suggests the stock of sites and premises lacks commercial appeal to the target growth sectors and exhibits a range of environmental disincentives to investment. Specifically the Employment Land Study (ELS) notes the prevalence of dated general business / industrial premises and land across Fylde, and constraints related to accessibility, environmental quality, and maintenance levels. This strategy focuses on key locations in which a modern business premises offer can be delivered. These are locations that have been promoted for consideration as part of the ELS, and those that have emerged from key stakeholder consultation. They include:

‘Whitehills Phase 3’

- 6.19 The existing (Phase 1 and 2) Whitehills Business Park, located adjacent to Junction 4 of the M55 is Fylde’s largest, prime, multi-use development and employment site. It is recognised as being of importance to the sub-regional economy as an employment location. Indeed the RES promotes the expansion of activity at Whitehills as being important in supporting the sub-regional driver of Blackpool. These sites are referenced in the Spatial Framework as presented in the previous section.
- 6.20 Development of Whitehills has included office (B1), industrial (B8), retail warehousing (A1), and Sui Generis (car showroom development). Phases 1 and 2 are now developed out, with take-up found to be strong, establishing it as one of the prime employment locations in the context of the Fylde Coast.
- 6.21 There is additional land availability at Whitehills (‘Phase 3’) totalling circa 20 hectares. The land is already provided for by infrastructure and utilities, through the previous phases of
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development. In addition, the land is well connected strategically, located immediately south-west of Junction 4 of the M55 motorway.

- 6.22 Given the strength of Whitehills as an employment location, serving both Fylde and Blackpool Borough's, **the FEDS advocates the protection of 'Whitehills Phase 3' for uses to include predominantly employment related development.** It is envisaged the development of the additional land at Whitehills can assist in the delivery of a link road between the M55 and Heyhouses.
- 6.23 Promoting and planning for the additional land at Whitehills as a primarily employment location will have significant benefits in terms of increasing its profile as a key employment location within the Fylde Coast; ensuring a strategic approach to locating companies and directing inward investment; and supporting the case for investment in infrastructure.
- 6.24 The allocated land at Whitehills should be promoted as being one of the primary employment locations across Fylde. Indeed the FEDS proposes that a degree of economic development activity be focused on this location (with it deemed appropriate to resist other uses on the land at and adjacent to Whitehills) to ensure a concentration of employment activity. **The balance between employment floorspace and other land uses as part of a wider mix should be determined through future feasibility and site masterplanning work.** The importance of ensuring employment floorspace provision is true also of land at or adjacent to Blackpool International Airport, Warton, and ensuring the promotion of rural employment creation (including home working and rural conversions where considered appropriate on a scheme by scheme basis).

Blackpool International Airport

- 6.25 Whilst the expansion plans for Blackpool International Airport will have an undisputed positive impact on the visitor economy across Fylde one of the most important associated opportunities for Fylde and the wider Fylde Coast economy will be that associated with the increased demand for land for business development.
- 6.26 Airports are drivers of economic activity as they provide transport infrastructure for a wide range of economic activities. Access to markets and transport links are usually cited as essential requirements for companies making location decisions. Business efficiency and productivity are enhanced by airports as they provide easy access to suppliers and customers, particularly over medium to long distances.
- 6.27 Airports with available land are increasingly developing business parks to capitalise on the attractiveness of air transport services. The identified focus on aerospace as a key sector in

the Fylde Coast, and wider Lancashire and North West economies illustrates a direct driver of this type of development at Blackpool International Airport. However, there is also potential to develop the available land relating to the development of Business, Professional and Financial Services (BPFS) and Information, Communication and Technology services (ICT) across Fylde.

- 6.28 There is the potential to develop high-value manufacturing at the Airport, linking into and supporting the maintenance function, developing supply-chain linkages, and importantly embedding the impact of the airport in the local economy.
- 6.29 However, opportunities to attract higher value activity at the airport have not been taken up in the past, as evidenced by the predominance of warehousing activity. Higher value uses should be targeted for this location, with the land at Blackpool Business Park and that covered by the Blackpool International Airport expansion masterplan protected for this type of use.
- 6.30 There is a role for the public sector in ensuring this takes place, along with the potential to develop the ICT sector, linking into wider strategic LES objectives.
- 6.31 The land available at the Airport (being that at Blackpool Business Park and that covered by the expansion plans) is owned by a single owner (making it a more deliverable site), and is subject to a masterplan prepared by MAR Properties.
- 6.32 The Airport and adjacent Business Park and industrial estate should be promoted alongside the expansion of the Airport as the primary business locations across the Borough. Given the increased prominence of the Airport as a business location the sites should be promoted for higher value uses, rather than general industrial development.
- 6.33 Development of this land should be considered as being of strategic importance to the delivery of wider economic growth across the Fylde Coast.
- 6.34 It is noted that some of this land is in existing use. The FEDS recommends that the site be signposted as being appropriate for business uses.
- 6.35 Land adjacent to the Airport, particularly that at Squires Gate is also considered to be an important part of the business portfolio given its prominence and links to the strategic highway network. Other sites, including for example the existing Pontins site, should be considered in the context of the 'health' / strength of the commercial market at the Airport and Squires Gate. At the current time the Pontins site specifically would not be considered to have strong strategic links (bar its relative proximity to the Airport).

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- 6.36 Indeed the Pontins site would not be recognised at the current time as being a primary employment location due to its contribution to existing leisure provision and existing structures on site. It is important however that the site be considered in this context at the time its future use is brought into question.

Warton Aerodrome

- 6.37 The full land coverage of Warton Aerodrome, the runway, and associated land holdings acquired by British Aerospace, totals approximately 243 hectares. As part of the ELS undertaken prior to this Strategy an area of 7.7 hectares covering the former Marconi Adhesives Factory has been considered in terms of its appropriateness for provision of employment floorspace over the emerging plan period. The factory and ancillary uses adjoins the operational area of the aerodrome but has never included an associated use. The factory has been vacant and derelict for a number of years.
- 6.38 The site faces a number of constraints including its accessibility. Whilst it is located along a key route existing traffic levels along the route would be increased significantly through any development of the site, resulting in the need for an infrastructure solution. This significantly raises the cost of developing the site.
- 6.39 In the current commercial market context the nature and potential scale of costs associated with this site would most likely prohibit its development for purely business and industrial use. An appropriate mix of uses on site, including some which would generate higher values, would make development more viable.
- 6.40 Through consultation undertaken with the consultants developing a scheme for the site it is understood there is an aspiration for a mixed use site including retail uses and a hotel to 'balance out' the lower values likely to be achieved on the industrial / hybrid floorspace included within the scheme. This mix of uses reduces the risk associated with the development for the private sector, making the scheme more viable and therefore deliverable.
- 6.41 The FEDS advocates the development of the majority of the site for employment use. It acknowledges that due to associated costs there may be a need to deliver some retail provision on the site, potentially including food and non-food retail although at no larger scale than neighbourhood scale.
- 6.42 Specifically, the development of the site could provide an opportunity for spin-off business activity associated with the aerospace industry. The forecast growth in this sector indicates that delivering hybrid general industrial / workspace and office provision would facilitate this
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type of growth. The proximity of this site to the BAe operations highlights its potential role in this process.

Strand 3: High Value Tourism

- 6.43 Investing in a high value tourism and leisure offer is key to realising the economic potential of the borough and distinguishing it from other resorts within Lancashire. It contains the raw ingredients that would sustain high value businesses and services, including factors such as a relatively affluent catchment area, good transport links and a base of visitor attractions.
- 6.44 **Tourism in Fylde must be built on a number of identified ‘pillars’ including the investment at Blackpool International Airport, the wider regeneration of Blackpool as a tourist destination, Ribble Estuary Regional Park, Classic Resorts / Town Renaissance across Fylde and the leisure offer.** These programmes and initiatives are referred to in more detail below.
- 6.45 This co-ordinated approach across the Fylde Coast must also recognise the contribution that rural villages and key service centres within Fylde borough can make to the overall visitor experience. The rural recreational offer coupled with attractive historic environments are attributes which can be capitalised upon.

Classic Resorts / Town Renaissance

- 6.46 The concept of St Annes as a Classic Resort was set out in the 2003 Classic Resorts Strategy. The Strategy recognised the need to regenerate the town centre due to low business confidence, an ageing building stock, and the legacy of a lack of public realm investment for a number of years. It was acknowledged within the Strategy that a focus on individual resorts can promote the wider region as a tourism product.
- 6.47 St Annes is a ‘Classic Resort’ and a ‘Regional Gem’ as designated by the NWDA. Whilst Southport has been classified as a Classic Resort from 2008, it has no accreditation scheme in place (and therefore no checklist with which to measure impact of investment). There is identified potential to pioneer this approach in St Annes – promoting its inclusion as a classic resort in the RES (through recognition by LEP). Indeed a main strategic issue relating to this is that St Annes as a classic resort is not identified as a project in the RES.
- 6.48 Any accreditation scheme (and therefore recording of outputs) should look beyond traditional jobs created, including instead ‘softer’ measures including hotel accreditation, skills and training, standards in food and catering, retail occupancy and rental levels, and footfall. These

are all components of economic development, linking back to the growing importance of the visitor economy including enhanced visitor spend.

Blackpool Regeneration

- 6.49 It is recognised within the FEDS that one of the transformational tourism projects across the region (recognised in RES) is Blackpool. It is important that the tourism offer in Fylde relates to this but also positions itself in its own context. The Classic Resort investment in St Annes (and potential to roll this approach out) allows the creation of an alternative type of offer complementing the regeneration of the wider Fylde Coast.

Ribble Estuary Regional Park

- 6.50 A further tier to the Classic Resorts concept, and a major focus of planned investment, is the Ribble Estuary Park (comprising the Ribble Coastal Wetlands). A Business Plan has been prepared for the Estuary Park. This document describes the initiative as follows:

“The Ribble Coast and Wetlands Regional Park presents the region with a significant economic opportunity. The area, which incorporates the Ribble Estuary and an inland area which takes in the Martin Mere and Mere Sands Wood nature reserves, is home to internationally significant wetland habitats and is nestled alongside three centres of population.”

- 6.51 The Business Plan identifies the focus of the Partnership. Of significance to Fylde borough is the identification of the St Annes Gateway Development as a key project of the Partnership. It is significant that the Business Plan fully recognises St Annes as integral to the Ribble Estuary visitor experience and accordingly supports key projects such as the Visitor Economy Pilot and the Resort Action Plan among other actions and investments.
- 6.52 The programmed spend associated with the investment in the Park totals £15 million, creating a significant new visitor destination of regional significance. It is imperative that the Fylde coast markets its relationship to the Park to its full potential – the coverage of the Park makes it a key visitor gateway into Lytham St Annes.
- 6.53 The Ribble Estuary Park Business Plan supports further work around the Visitor Economy Pilot (specifically action planning), design work to the seafront area and securing funding for the promenade gardens. The Business Plan also is supportive of partnership working with the private sector to explore the potential for the Pleasure Island/ Salters Wharf site.

Leisure and Tourism

- 6.54 It is also important to note the significance of the Royal Lytham and St Annes Golf Club being named as the venue for the Open Golf Championships in 2012. The level of associated investment, visitor and development potential raises the profile of St Annes (and the Fylde Coast) and should be maximised and promoted within the RES and with the LEP and NWDA. Fylde Borough Council should look to opportunities for partnership working on the back of the Championships including working with England's Golf Coast. FBC is working with Sefton Council to make a strong case for future Championships to be located in the North West.
- 6.55 Whilst the Open Golf Championships are recognised to be 'one-off' event with the FEDS the economic value and legacy of the event is considered to be unprecedented in the local economy. The event offers the potential to market Fylde to the world, with associated levels of visitors and therefore spend in the local economy; there is a clear opportunity here to attract regional funding streams to the area given the right project.
- 6.56 Lytham St Annes has secured the status of 'visitor economy pilot' for Lancashire which confers help and assistance in identifying opportunities for greater tourism growth. Key stakeholders (both public and private) will be drawing up an action plan for enhancing the quality of the resort offer which would bring about economic benefits. It could result in projects to enhance the public realm, improve access, culture and heritage.
- 6.57 Specific measures to ensure the provision of a high quality and appropriate service sector should include the promotion of a quality assurance scheme, in addition to the continuation of work through the LSP relating to increasing the standard of service and skills within the service sector (through partnership with the private sector), and the wider promotion of tourism provision.
- 6.58 Central to this is the recognition that there are 'behind the scenes' aspects to the development of the tourism sector including skills and training, career development, and destination management.
- 6.59 One area of potential 'weakness' in the context of the tourism offer relates to that identified across rural Fylde. Indeed there are very few formal 'visitor attractions' within the rural area, with no interpretation centres, farm attractions, and very few formal rural walks. As with the wider economic growth of Fylde **there is a need to integrate tourism activity which is ongoing in urban Fylde with that across rural Fylde (promoting a balanced provision).** Flexibility in the conversion of buildings and use of land for tourism and leisure purposes in the countryside is also important to stimulating the visitor economy.
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- 6.60 Linked into this is the need to attract the type of visitors to the resort of St Annes and the wider area with higher spend – those on middle and higher incomes. In order to ensure this shift in visitor profile it is important that the attractions of St Annes are augmented with those within the rural area. The 2012 Open Golf Championship provides an opportunity to effectively and coherently market both the urban and rural visitor attractions in the borough.
- 6.61 The action plan accompanying this strategy recommends undertaking joint marketing and promotion activities with the Lancashire and Blackpool Tourist Board. This approach should build on the golf offer across the Fylde Coast, heritage offer at village level, conservation and walks across the rural hinterland of Fylde (and the Ribble Estuary Park specifically), and investment within the town / urban areas creating the feel of a network of vibrant key service centre destinations. The Open Golf Championships are considered as an integral component of this – a key ‘reason’ that people will be visiting Fylde in the future. Marketing the Fylde Coast appropriately and adequately is essential to promoting economic development across the sub-region.

Strand 4: Knowledge Intensive Industry

- 6.62 The two key sub-sectors within the current employment base across Fylde are aerospace and nuclear processing. Evidence collected as part of the Employment Land Study (2006) demonstrated supply chain linkages associated with these sectors including precision instruments and chemicals activities.
- 6.63 Both aerospace and nuclear processing are identified as significant growth sectors at the regional level and therefore should be promoted at sub-regional and local level.
- 6.64 The spin-off potential of these sectors including business and professional service sectors and specialist sub-sector activity should be encouraged.
- 6.65 Fylde needs to link into sub-regional programmes to support and develop these industries. Developing strong links to the University of Central Lancashire and its programmes supporting businesses in the nuclear sector, is an important action to be pursued.
- 6.66 In terms of the aerospace sector it is acknowledged that Salmesbury has been identified as the key North West location for aerospace activity (the Regional Aerospace Business Park). The focus at Warton will continue to be manufacturing activities, but linkages between the two should be promoted and protected. This may, for example, include the outsourcing of activities from Salmesbury.
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- 6.67 Regular dialogue with BNFL and BAe should be maintained to ensure that the operational requirements of both businesses are met within the borough at their respective sites.

Promoting the development of other Knowledge Intensive Sectors

- 6.68 Fylde's Employment Land Study highlighted that the borough has the potential to attract and develop more knowledge based businesses in sectors as diverse as business and professional services and ICT. In order to realise this potential, **the portfolio of business premises needs to offer business occupiers the type of environment, tenure options and services that they demand.**
- 6.69 Strand 2 of the strategy deals with securing a sufficient supply of sites for business. However in order to create the right conditions for enterprise formation it is necessary to consider the supply of small business space that is suitable for SMEs in knowledge based sectors. Currently, Fylde borough lacks a modern managed workspace facility and this may serve to discourage or displace SMEs to other locations outside the borough.
- 6.70 The accompanying action plan proposes working in partnership with Lancashire County Developments Ltd to develop a managed workspace facility that will provide accessible accommodation for business start-ups.

Strand 5: Connected for Business

- 6.71 The future economic growth prospects of Fylde are associated with how well connected the borough and key sites within it are to the national transport network (both road and rail). At localised level the transport network is found to be sufficient to support economic development in the future. However, in order to maximise economic development there is a need to focus investment and promotion of a number of strategic connections. These are identified as:

- Blackpool International Airport
- East-West Train Linkages (South Fylde Train Link)
- M55 to Heyhouses Link Road

Blackpool International Airport

- 6.72 Future investment at the Airport is of strategic importance to Lancashire. A site masterplan has been prepared and includes measures for expansion in the airport's operations and development of an aviation centre (as an annex to the Blackpool and Fylde College). Lancashire Economic Partnership commissioned an economic impact assessment of the

proposed airport expansion and this has served to illustrate direct and indirect employment creation as well as increased visitor expenditure associated with the proposal.

- 6.73 There is an allocation of £3million included within the Lancashire Strategic Investment Programme (SIP) to support the development of Blackpool International Airport. This includes a focus on infrastructure provision including the expansion of the terminal, car parks, and access roads.
- 6.74 This strategy recommends the formation of a strong partnership with the owners of the airport and LEP to ensure that business and employment opportunities are maximised through the expansion proposals. In particular, the potential to link new employment opportunities to people in the Central Ward is considered to be a priority action.

South Fylde Train Link

- 6.75 The South Fylde train line is an under-utilised strategic transport link. The South Fylde line provides an important public transport link to Blackpool, Preston, Manchester and Leeds (via Burnley and Hebden Bridge). The South line which runs to Colne is currently constrained by a lack of passing loops on the line, restricting its operational capacity. Currently there is only one train an hour on the south line, with Sunday services impacted significantly due to ongoing maintenance work.
- 6.76 The north and the south lines respectively are seen to have importance in terms of encouraging sustainable travel to work and enabling access to the borough.
- 6.77 The strategy and action plan calls for LEP, Fylde and Blackpool to lobby for investment in the South Fylde line, its stations and visitor reception facilities.
- 6.78 The Community Rail Partnership has an important role to play alongside public sector partners in identifying local priorities for investment as well as promoting greater use of the line.

M55 to Heyhouses Link Road

- 6.79 There are existing deficiencies within the north-south road linkages across Fylde, impacting specifically on the wider benefit of the M55 motorway to settlements located in the southerly half of the borough. A study has recently been commissioned to review the economic need for a St Annes to M55 Link road.
- 6.80 Ensuring linkages with this key route will ensure wider connectivity to Blackpool to the west (spreading the regeneration and employment benefit across the Fylde Coast) and Central
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Lancashire and beyond to the east. Indeed proximity to this key route for the Fylde Coast is considered a key locational factor for inward investment decisions.

- 6.81 The potential for the development of a link road between Heyhouses and the M55 is considered to be one of the most important spatial priorities within the FEDS**

Strand 6: Skills for Business

Skills and Lifelong Learning

- 6.82 The resident labour force within Fylde is identified as being characterised by almost full employment, high levels of skills, and relatively good income levels. However, there are two emerging dichotomies within the local economy which need to be addressed.
- 6.83 A large proportion of these employed and generally high-earning residents are accessing employment opportunities outside of borough. At the same time a number of companies recognise the shortage of labour available to fill 'lower-paid' occupations. The promotion of service sector employment as part of the growth of tourism and the visitor economy will continue to exacerbate this issue and lead to increasing reliance on in-commuting workforce.
- 6.84 While the borough is at near full employment, there remain pockets of skills deprivation and unemployment in the Central Ward. **The strategy recommends prioritising resources to the Central ward and working with a range of training and workforce development providers to boost skills levels and economic activity.**
- 6.85 The action plan that accompanies this strategy promotes a range of initiatives including:
- Foundation apprenticeships;
 - Collaborative and targeted working with Connexions;
 - Tapping into the Lancashire LAA Worklessness Project; and
 - Continuing to deliver the LSP's programmes in relation to service sector employment

7. THE ACTION PLAN

7.1 An Action Plan for the initial years of the strategy (2008-2012) has been prepared. The Action Plan has been designed to:

- Identify key actions and projects which can be implemented to deliver each strand of the strategy;
- Identify suitable delivery partners;
- Propose delivery timescales; and
- Distinguish between corporate (Fylde Borough Council) and non-corporate actions.

7.2 Given the current lack of a dedicated economic development function within the borough it is important that the Action Plan seeks to deliver using private sector initiatives and resources, through partnership with local, sub-regional and regional agencies and by effective linkage and alignment with existing programmes.

7.3 It is the recommendation of this Action Plan that the Council considers appointing a dedicated economic development resource to manage this function effectively. It is also important to realise the opportunities to work collaboratively with Blackpool BC and Wyre BC on economic development initiatives under the provisions of the Fylde Coast MAA. There may be potential for a shared staff resource in order to deliver projects of Fylde Coast significance.

7.4 It is also recommended that the Council review its partnership activity in light of the Action Plan recommendations with a view to focusing on those partnership arrangements which will yield the greatest economic benefits for the borough.

Strand			Action	Description	Delivery Partners	Indicative Timing
	General		Resources	Consider appointing a dedicated economic development resource to manage this function effectively.	FBC	2009
			Partnerships	Realise the opportunities to work collaboratively with Blackpool BC and Wyre BC on economic development initiatives under the provisions of the Fylde Coast MAA. There may be potential for a shared staff resource in order to deliver projects of Fylde Coast significance.	Blackpool and Wyre Councils	2008-2010
			Partnerships	Review partnership activity in light of the Action Plan recommendations with a view to focusing on those partnership arrangements which will yield the greatest economic benefits for the borough.	All partners	2009
1	Strong and Vibrant Town Centres	1.1	Resort Partnership	Establish a multi-sector Lytham St Annes resort partnership to agree priorities for investment and development, to advise on commercial matters in relation to town centre policy development and to oversee town centre management issues	FBC/ NWDA/ LEP/ Hoteliers and Guest House Representatives/ Chamber of Trade	2008
		1.2	Rural Service Centre Action Plan	Devise action plans to cover Kirkham Key service centre. The action plans should focus on townscape and heritage, landscape design, business (including retail) premises and public open space provision among other considerations.	FBC	2008

Strand		Action	Description	Delivery Partners	Indicative Timing
2 Room to Grow - the Business Portfolio	2.1	Whitehills Phase 3 Planning Framework	To work collaboratively with LCC and private interests in the Whitehills Phase 3 area to produce a planning framework that supports the sustainable development of the site and the provision of infrastructure related to development	FBC/LCC/Private	2008-09
	2.2	Warton Aerodrome	Secure employment uses as part of a mixed use development of the former Warton Aerodrome site. Subject to development feasibilities secure provision of modern office and hybrid "office-workshop" units on site	Private	2008-12
	2.3	Managed Workspace Initiative	Work in partnership with LCDL/ NWDA to identify a suitable site for a new Managed Workspace facility to accommodate new start up businesses	FBC/ LCDL/ LEP	2008-2012
	2.4	Boosting Business Awareness Project	Work collaboratively with Lancashire Economic Partnership and Fylde Coast Authorities to develop an up-to-date online resource detailing availability of business land and premises in Fylde. Web resource to include up-to-date information about the Fylde labour force and other key economic data	FBC/ Blackpool Council/ WBC/ LEP	2008-2012
3 High Value Tourism	3.1	Visitor Economy Strategy	Design and market an annual programme of events centred on the cultural and leisure offer of Lytham St Annes. Build on the potential of the existing "continental market" events and the 2012 British Golf Open. Capitalise on unrealised potential of the borough's rural areas to attract visitors, including a focus on promotional activities.	LBTB/ FBC	2008-ongoing
	3.2	Marketing Programme	Design a programme of marketing to raise awareness of Fylde's tourism and cultural assets working collaboratively with the Lancashire and Blackpool Tourism Board.	LBTC/FBC	2008-ongoing

Strand			Action	Description	Delivery Partners	Indicative Timing
		3.3	Classic Resorts Plus	Design a business support programme targeted at tourism and leisure businesses located in St Annes which is designed to help firms move their activities up the value chain.	FBC/ LBTB/ NWDA	2008-2012
		3.4	Ribble Coast and Wetland Park	Contribute to the development of the Regional Park for West Lancashire by providing a supportive policy framework and a range of leisure and tourism related developments.	FBC/ LEP/ NWDA	2008-2012
		3.5	2012 Working Group	Establish a working group to oversee plans to maximise visitor spending before, during and after the British Golf Open in 2012.	LBTB/ LEP/ NWDA	2008-2012
4	Knowledge Intensive Industry	4.1	Creative Industries Business Support	Engage Creative Lancashire to effectively target business support activities to the creative industries sector. Creative Lancashire to roll out programme of support in relation to: market research consultancy; innovation/ product development; financial management advice; HR management advice and e-commerce development	Creative Lancashire/ FBC	2008-ongoing
		4.2	Targeted use of Rosebud fund	Engage LCDL to identify "target growth sectors" and to boost take-up of Rosebud products for business expansion in target sectors	LCDL/ FBC	2008-ongoing
		4.3	UCLan Tyndel Centre for Nuclear Research	Engage UCLan to target training, business development and knowledge transfer to businesses wishing to capitalise on the nuclear industry within Fylde.	UCLan/ FBC	2008-ongoing
		4.4	Micro Enterprise in Rural Areas	Promote appropriate business start ups and diversification in rural areas through LEP's rural programme and grant assistance available from the sub regional partnership.	LEP/ FBC	2008-2012

Strand			Action	Description	Delivery Partners	Indicative Timing
		4.5	Economic Development Resource	Consider development of a jointly funded Economic Development team serving Fylde Coast authorities as part of the MAA process	FBC/ BC/ WBC	2008-ongoing
		4.6	Partnership Dialogue	Establish regular (quarterly) meetings with Lancashire Economic Partnership to discuss economic development requirements of the borough and delivery potential in the context of the Lancashire Economic Strategy.	FBC/ LEP	2008-2012
5	Connected for Business	5.1	Airport Sub Regional Gateway Project	Invest in high quality public realm and gateway features along Squires Gate in order to raise the profile and setting of the airport.	Private/ NWDA/ LEP/ Re:Blackpool/ LCC/ FBC	Phased subject to funding available
		5.2	South Fylde Train Link Improvements	Lobby for improved service frequency, station reception facilities and promotion of the South Fylde service as a convenient alternative to the car	Community Rail Partnership/ LEP/ FBC	2008-2012
		5.3	M55 to Heyhouses Site Link Road	Development of a link road from the M55 to facilitate better connections for business	LCC/ Highways Agency/ Private	Funding contributions linked to development of Whitehills Phase 3

Strand			Action	Description	Delivery Partners	Indicative Timing
		5.4	Blackpool South Tram Link	Work with Blackpool Council to secure the necessary funding for the extension of the tram to serve the airport, with a long term ambition of extending the tram proposals to connect to Kirkham.	FBC/ BC	2008-ongoing
6	Skills for Business⁸	6.1	People into Service Sector Employment Initiative	Continued delivery of initiative within the Central Ward providing basic business and employability skills. Developing stronger partnerships with Blackpool Airport and the Chamber to promote use of local labour	LSP/ Blackpool Airport/ Chamber of Commerce	2008-ongoing
		6.2	Foundation Apprenticeships	Work with LCDL to identify and target foundation apprenticeships to areas of labour market weakness such as the Central ward and parts of Kirkham and Wesham.	LCDL	2008-ongoing
		6.3	Connexions Service	Engage Connexions to identify priority areas for advice/ guidance to young people aged 13-19.	Connexions Lancashire	2008-ongoing

7.5 The contribution of each project to the strands of the strategy is shown on the next page. This clearly demonstrates that many of the projects have multiple benefits in enabling the borough to perform to its economic development potential.

⁸ Note: All actions proposed in this strand of the Action Plan should be periodically reviewed in order to ensure that they align with and support the emerging MAA Worklessness Strand.

	Action	Strong and Vibrant Town Centres	Room to Grow - the Business Portfolio	High Value Tourism	Knowledge Intensive Industry	Connected for Business	Skills for Business
1.1	Resort Partnership	◆	◆	◆	◆	□	□
1.2	Rural Service Centre Action Plan	◆	◆	◆	◆	□	□
2.1	Whitehills Phase 3 Planning Framework	□	◆	□	◆	□	□
2.2	Warton Aerodrome	□	◆	□	◆	□	□
2.3	Managed Workspace Initiative	□	◆	□	◆	□	□
2.4	Boosting Business Awareness Project	□	□	□	◆	□	□
3.1	Visitor Economy Strategy	□	□	◆	□	□	□
3.2	Marketing Programme	◆	□	◆	□	□	□
3.3	Classic Resorts Plus	◆	□	◆	◆	□	□
3.4	Ribble Coast and Wetland Park	□	□	◆	□	□	□
3.5	2012 Working Group	◆	□	◆	□	□	□
4.1	Creative Industries Business Support	□	□	□	◆	□	□
4.2	Targeted use of Rosebud fund	□	□	□	◆	□	□

	Action	Strong and Vibrant Town Centres	Room to Grow - the Business Portfolio	High Value Tourism	Knowledge Intensive Industry	Connected for Business	Skills for Business
4.3	UCLan Tyndel Centre for Nuclear Research	□	□	□	◆	□	□
4.4	Micro Enterprise in Rural Areas	□	□	◆	◆	□	◆
4.5	Economic Development Resource	◆	◆	◆	◆	◆	◆
4.6	Partnership Dialogue	◆	◆	◆	◆	◆	◆
5.1	Airport Sub Regional Gateway Project	□	□	□	□	◆	□
5.2	South Fylde Train Link Improvements	□	□	□	□	◆	□
5.3	M55 to Heyhouses Site Link Road	□	◆	□	◆	◆	□
5.4	Blackpool South Tram Link	□	□	◆	◆	◆	□
6.1	People into Service Sector Employment Initiative	□	□	◆	□	□	◆
6.2	Foundation Apprenticeships	□	□	□	□	□	◆
6.3	Connexions Service	□	□	□	□	□	◆

GLOSSARY

British Aerospace (BAe)	Lancashire Strategic Investment Programme (SIP)	Northwest Development Agency (NWDA)
Blackpool Council (BC)	Lancashire and Blackpool Tourism Board (LBTB)	Office for National Statistics (ONS)
British Nuclear Fuels Limited (BNFL)	Lancashire County Developments Limited (LCDL)	Regional Development Agency (RDA)
Business, Professional and Financial Services (BPFS)	Local Area Agreement (LAA)	Regional Economic Strategy (RES)
Business Improvement Districts (BIDs)	Local Area Agreements (LAA's)	Regional Spatial Strategy (RSS)
Comprehensive Spending Review (CSR)	Local Authorities (LA's)	Small to Medium sized Enterprise (SME)
Employment Land Survey (ELS)	Local Area Business Growth Incentive (LABGI)	Sub-National Review of Economic Development and Regeneration (SNR)
Fylde Borough Council (FBC)	Local Development Framework (LDF)	Sustainable Communities Strategy (SCS)
Fylde Economic Development Strategy (FEDS)	Local Strategic Partnership (LSP)	Wyre Borough Council (WBC)
Gross Value Added (GVA)	Lancashire Skills, Education and Training group (LSET)	Unitary Authority (UA)
Information, Communication Technology (ICT)	Lancashire Learning and Skills Council (LLSC)	University of Central Lancashire (UCLan)
Lancashire County Council (LCC)	Multi Area Agreement (MAA)	
Lancashire Economic Partnership (LEP)	Multi-Area Agreements (MAA's)	
Lancashire Economic Strategy (LES)	Not in Employment, Education or Training (NEET)	

APPENDIX 1: Local Plan Policy SP5

FYLDE BOROUGH LOCAL PLAN (AS ALTERED) OCTOBER 2005

Policy SP5

In the countryside areas and green belts, the re-use, adaptation or conversion of agricultural or other rural buildings to new commercial, industrial, or recreational uses will be permitted, providing all the following criteria can be met:-

1. In the case of a use which includes holiday or other visitor accommodation, the building must be substantially built in brick or stone;
2. The proposal does not lead to dispersal of activity on such a scale as to prejudice town or village vitality;
3. The nature and extent of the proposal would not prejudice the character and appearance of the countryside having regard to the development as a whole, including the formation of a new curtilage or change to an existing curtilage, any requirements for outbuildings or for access or other highway improvements;
4. The building must be structurally sound such that the conversion could take place without substantial reconstruction or major alteration. Any demolition and rebuilding work must be of a minor nature and agreed by the council as part of the planning application process;
5. In the case of a brick or stone building of traditional or special character, the building must be capable of conversion or re-use without major extension and without undue detriment to its character or loss of important features.
6. The proposal would not promote the need for additional or replacement buildings or extensions to existing buildings which would have a detrimental effect on the landscape or the character of the countryside;
7. The proposed use would not promote conflict with adjacent or nearby buildings, uses or operations and could be carried out without adverse effect upon the amenities enjoyed by nearby residents;
8. The site must have, or be capable of being provided with safe and adequate vehicular access, satisfactory foul and surface water drainage arrangements and other essential services without involving unnecessary expenditure by public authorities and utilities;
9. The building and associated curtilage is adequate to provide for the parking, loading and manoeuvring of service vehicles without detriment to the character of the area.
10. The proposal can be adequately served by the local road network.

Policy SP6

In the countryside areas and green belts, the conversion of agricultural or other buildings to residential use will not be permitted except where:-

- It is necessary for purposes of agriculture, horticulture or forestry; or
- Where it would form a necessary subordinate part of a scheme for business re-use, which would significantly benefit the rural economy; or
- It would result in the preservation of a building of architectural or historic interest, or which makes a special contribution to the rural landscape and the applicant has previously made every reasonable attempt to secure suitable business re-use.

Additionally conversion proposals will only be permitted where all of the following criteria can be met:-

1. The building must be of a permanent and substantial construction in brick or stone, have a form, bulk and general design in keeping with its surroundings and be structurally sound;
2. The building must be capable of conversion or re-use without substantial reconstruction or major demolition and without major extension;
3. The conversion or re-use, including any additional or replacement buildings, extensions to existing buildings and the creation of any residential curtilage, must be achievable without having harmful effect on the character of the building, its setting in the landscape and the surrounding countryside;
4. There would be no conflict with any adjacent or nearby buildings, uses or operations;
5. The site has, or must be capable of being provided with, safe and adequate vehicular access, satisfactory foul and surface water drainage disposal arrangements and other essential services without involving unnecessary expenditure by public authorities and utilities.

REPORT



REPORT OF	MEETING	DATE	ITEM NO
CHIEF EXECUTIVE	CABINET	23 RD JULY 2008	7

THE FYLDE COAST MULTI AREA AGREEMENT

Public Item

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

Summary

The report is intended firstly to inform members of current progress on the Fylde Coast MAA and, secondly, to seek endorsement for a proposed governance arrangement between the participating councils subject to final determination of the latter by the Council.

Recommendations

1. That the Cabinet notes and approves the current content and progress of the Fylde Coast Multi Area Agreement.
2. That the Cabinet recommends the proposed governance arrangements to the Council.

Reasons for recommendations

To secure agreement on the content of and governance arrangements for the Fylde Coast Multi Area Agreement.

Alternative options considered and rejected

An option to consider would be not to participate in the MAA. However, this is not recommended having regard to various policy positions and funding streams being pursued by the Government (e.g. Sub-national Review of Economic Development and Regeneration, Enhanced two-tier working, Integrated Regional Strategies etc.) which favour collaborative working between councils.

Cabinet Portfolio

The item falls within the following portfolio: Leader : Councillor J Coombes

Report

Background and Introduction

1. In January 2008 the meeting of the full Council received and endorsed a report on the current position in relation to the Fylde Coast Multi Area Agreement subject to specific proposals for the governance of the MAA being agreed also by full Council.
2. In broad strategic terms the main five issues of interest to emerge at that first stage MAA report were –
 - Skills development,
 - Transportation (& other infrastructure),
 - Housing, and
 - Business & Economic Development
 - The Fylde coast “identity of place”

These issues have been further refined since January into the final draft MAA, which is attached at Appendix A.

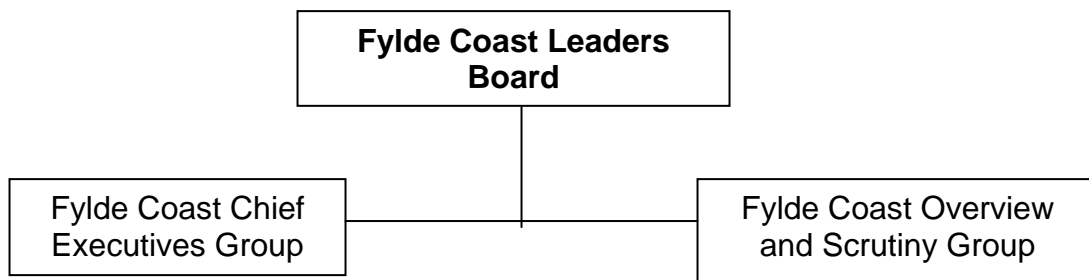
3. This final draft has been built on the successful collaborative working that has been growing over recent years between the three Fylde Coast authorities and Lancashire County Council. A similar MAA is being prepared for Pennine Lancashire and both are among 14 ‘first wave’ MAA’s that are being prepared and supported by the relevant Government departments (DCLG and DBERR) as part of the sub-national review of Economic Development and Regeneration.
4. It is likely that a small number of the 14 ‘first wave’ MAA’s will ‘sign-off’ with Government departments in July. For the remainder – including both Pennine Lancashire and the Fylde Coast – an autumn ‘sign-off’ is envisaged, preceded by an exchange of letters indicating endorsement from the Secretary of State for Communities and Local Government to the general content of the draft MAA. An interim copy of the MAA document has been submitted to GONW for circulation and comment from Whitehall departments.

Governance

5. In order that the Fylde Coast MAA partnership is able to demonstrate sound governance and delivery arrangements to central Government it will be necessary, assuming the MAA receives government support, to establish more formal Governance arrangements between the four authorities.
6. The proposed governance arrangements will also be beneficial in connection with work which has been aligned between the Councils on the Local Development Framework and the new Core Strategies and the Fylde Coast Housing Strategy.
7. At the same time Lancashire authorities are moving ahead to establish a sub regional input to the new Single Integrated Regional Strategy and it is

important that the Fylde Coast establishes a democratically agreed arrangement for policy input to this process so that sub-area 'footprints' can form key building block of the new Strategy. A schematic diagram of the relationship between the different regional bodies and strategies which will develop as a result of the sub-national review of economic development and regeneration is outlined in Appendix B

8. It is proposed that the Fylde Coast adopts a similar governance structure to Pennine Lancashire, Manchester, and Merseyside and initially establishes a Leaders' Board comprising the Leaders of the four authorities supported by a Chief Executives group drawn from the four authorities. There is also the need for a wider member group that could act as an overview and scrutiny body for the Leaders Board – again, drawing members from all four authorities.
9. The proposed initial structure is shown below and Terms of Reference for each of the Groups are contained in Appendix C. Terms of Reference would be confirmed at the first meetings of each Committee:



10. The Leaders Group would be a joint advisory committee and decisions would need to be ratified by each Councils Executive. The Overview & Scrutiny Group would be a joint body between the four authorities drawing say 3 members from each and including the option of co-opting other organisations onto it. This group would provide the checks and balances to the Leaders' Group and could also help to develop policy and strategy.
11. The Leaders Board would be supported by the Chief Executives' Group (FCCEX) which would aim to promote the strategic development and regeneration of the Fylde Coast area, with particular emphasis on sustainable economic development and well being.
12. It is also suggested that the FCCEX could act as the co-ordinating body for Fylde Coast inputs to European, national and regional strategies and funding programmes for which individual Councils may be the accountable bodies. This will ensure that the maximum benefits from regional, national and European programmes can be focused on the Fylde Coast, e.g. on the A585 relief road. Whilst initially only the Chief Executives of the four local authorities would be members of this Group it is suggested that 'observer' status could be extended to the private sector, other public bodies and the third sector on an ad hoc basis.

13. A suggested timetable for establishing this governance structure in the Fylde Coast is given below, though each authority will have its own procedures and timetable for establishing and appointing to :

Reports to establish Fylde Coast Governance arrangements	Late July
Member appointments to Fylde Coast O&S Group	September
Governance arrangements operational	October / November

14. This timetable would fit with the finalisation of the MAA which will be submitted for approval to the Department for Communities and Local Government for approval in October 2008. It is suggested that administrative support for the new Governance arrangements is provided on a rotational basis between the four authorities in the same manner as the existing Joint Committee between Fylde and Wyre.
15. Pennine Lancashire, Greater Manchester and Merseyside are adopting multi-authority governance structures which are very similar in structure and are based on an Executive Board comprising the leaders of each of the local authorities involved. The Board is often supported by specialist Task and Finish, Working Groups or Commissions which cover relevant topic areas and are comprised of councillors and other organisations. Both Liverpool and Manchester also have Business Forums or Business Leadership Councils which relate to this structure.

Report Author	Tel	Date	Doc ID
P Woodward	(01253) 658500	June 2008	H/Cabinet/July08

List of Background Papers		
Name of document	Date	Where available for inspection
Council Meeting Agenda	January 2008	Town Hall or www.fylde.gov.uk

Attached documents

1. Appendix A – Final draft MAA
2. Appendix B - Schematic of regional groupings
3. Appendix C - Draft terms of reference.

IMPLICATIONS	
Finance	The MAA will be delivered within existing budgets at no additional cost to the Council'.
Legal	Nominations to committees will be made in accordance with the Council's Constitution.
Community Safety	None arising directly from this report.
Human Rights and Equalities	None arising directly from this report.

Sustainability	The sustainability of future policy approaches to economic wellbeing will be a key element of the MAA.
Health & Safety and Risk Management	None arising directly from this report.

MULTI-AREA AGREEMENT FOR THE FYLDE COAST

2008 – 2013

CONTENTS

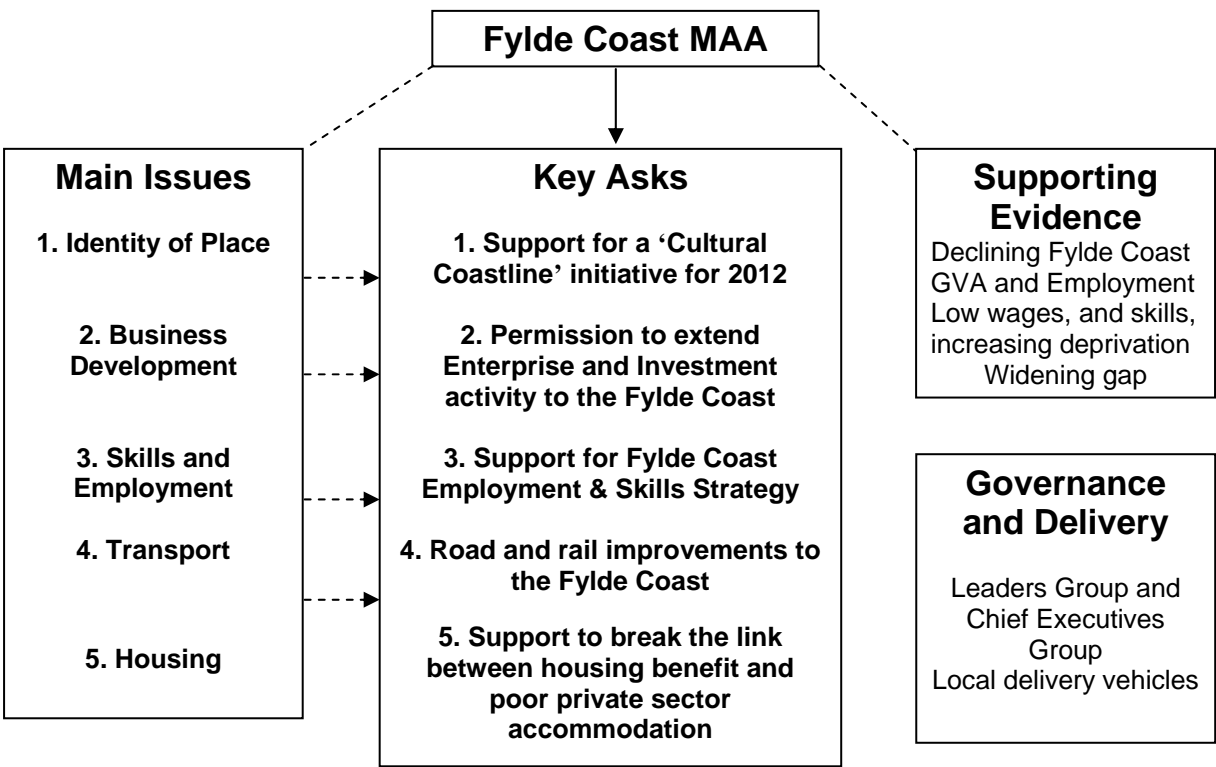
EXECUTIVE SUMMARY FYLDE COAST MULTI-AREA AGREEMENT	4
Shared Vision for Economic Prosperity	5
1. Identity of place.....	5
2. Economic and Business development	5
3. Skills and Employment	6
4. Transport and Planning	7
5. Housing	7
Evidence	7
Governance.....	8
FYLDE COAST MAA – SUMMARY OF ISSUES , ASKS AND OUTCOMES.....	9
The Outcomes of the MAA for the Fylde Coast	11
1. INTRODUCTION AND POLICY CONTEXT	12
A distinct demography	16
An economic geography.....	16
The coastal ‘conurbation’	18
Travel to work area	19
Single housing market and strong internal migration	19
2. ECONOMIC DEVELOPMENT	20
Economic Issues.....	20
Low and slow economic growth	20
A failure to identify and maximise the potential of growth sectors	21
A poor external image as ‘a place to do business’	22
High dependence on low value added sectors and public sector employment	22
High levels of worklessness and low levels of employment activity.....	23
Change in Social Deprivation	23
Planning and Transport	24
Poorly connected public transport.....	25
3. MAXIMISING THE FYLDE COAST ASSETS.....	26
Blackpool Airport.....	26
The Port of Fleetwood.....	26
The tourism offer.....	27
Heritage	27
Culture and entertainment	27
Sport and Leisure	27
Countryside and Green Tourism	27
4 DEVELOPMENT OF THE FYLDE COAST MAA	29
Issue-based approach.....	29
Adding value	29
Governance.....	30
Activities	30
5 OUR MAA PRIORITIES.....	31
Capacity building	31
Identity of place.....	31
Boosting the visitor economy through better co-ordination and marketing of the Fylde Coast	32
Co-ordinated management and promotion of the culture and leisure offer of the Fylde Coast	33
Economic and Business development	34

Co-ordinated economic intelligence, strategy development and funding for the Fylde Coast	35
Develop business support and inward investment capability for the Fylde Coast that focuses on growth sectors and identifies and promotes strategic employment sites and addresses worklessness.....	36
Maintenance and growth of public sector employment on the Fylde Coast	37
Skills and Employment	37
Develop skills and increase employment across the Fylde Coast.....	37
Housing	39
Housing growth and provision of affordable housing on the Fylde Coast.....	40
Managing the private rented sector and reducing demand for poor quality accommodation through access to Housing Benefit across the Fylde Coast.....	40
Transport and Planning	41
The development of Fylde Coast strategic plan, transport plan and travel planning activity	42
6. Other issues/proposals.....	43
7. Indicators and Outcomes	43
APPENDIX 1 Multi- Area Agreements.....	45

EXECUTIVE SUMMARY FYLDE COAST MULTI-AREA AGREEMENT

The Fylde Coast MAA Partnership is seeking an agreement with government that will enhance economic growth within the Fylde Coast sub-area of Lancashire. The MAA has been developed with the four local authorities representing the Fylde Coast of Lancashire (Lancashire County Council, Blackpool Council, Wyre Borough Council and Fylde Borough Council). This is a young and developing MAA Partnership and our aim is to grow the collaboration over the next five years feeding into the new Integrated Regional Strategy. We have a modest number of asks of Government at this stage that may grow as we move towards a sign off in the autumn and continue discussions with GONW and our partners. This reflects the developing and dynamic approach to our MAA.

The diagram below summarises the proposed MAA content, Key Asks and Governance arrangements:



There is a strong case for viewing the Fylde Coast as a functioning economic geography and a strong consensus amongst partners that the Fylde Coast is deserving of the focus of attention that an MAA will bring in order to reverse a long decline in GVA and employment. It is our case that the Fylde Coast requires a building of capacity and a devolution of resources from the regional level to promote local economic development. Administrative boundaries have up until now hindered closer collaboration on these issues and the Fylde Coasts assets and resources have not been harnessed to maximum advantage. In many respects, this challenge is the starting point for the MAA and many of the issues and challenges which the MAA deal with are related to this central issue of the need to identify the Fylde Coast as a distinct place and economic geography and to build the new Integrated Regional Strategy from this and other 'footprints'.

Shared Vision for Economic Prosperity

The following vision has been endorsed thus far by three of the four local authorities of the MAA partnership:

The Fylde Coast local authorities are committing to joint working at both strategic and service level to promote economic prosperity of the area. Together with other local service partners we will ensure provision of the best quality strategic leadership and excellent, efficient services to the people and communities of the Fylde Coast.

The focus of the Fylde Coast MAA is on raising the economic prosperity of the Fylde Coast of Lancashire through integrated strategy and activity in tourism, culture and leisure, economic and business development, employment and skills, planning, housing and transport together helping to harness the areas key assets, build the capacity of its institutions to work effectively together and develop the identity of a unique and special place. We intend the MAA to help improve the quality of life for a third of a million people resident in our area.

Through the development of the MAA the partners have identified five key challenges that can most effectively be tackled at a Fylde Coast level.

1. Identity of place

Poor identity of place on the Fylde Coast is an overarching issue for the MAA encompassing elements such as effective promotion of the tourist assets, the promotion of cultural and leisure facilities and the design of the public realm.

The Fylde Coast has a number of key assets but in many cases these assets have been managed in a disaggregated way: For example, the development of the recent sea defences and coastal promenades has been managed in different ways by separate authorities. Generally, there is a lack of coherency around the Fylde coast 'offer' as regards tourism and the economy more generally and this has led to a poor external profile. With greater collaboration seeking to establish greater coherence and an enhanced profile the visitor economy of the Fylde Coast can grow and prosper and 'identity of place' can be addressed.

The key initiative here is to develop a 'Cultural Coast' initiative building on the current Fylde Coast Cultural Strategy and linking with The Cultural Olympiad themes and the Open Golf at Royal Lytham and St. Annes in 2012 to bring together culture and sport in the Fylde, animate and humanise public spaces particularly the coastal promenades, use culture and sport to raise issues of environmental sustainability, health and wellbeing; stimulate collaborations and innovation between communities and cultural sectors; and enhance the learning, skills and personal development of young people. In addition to this will be a wider ambition to manage and enhance cultural assets and build 'Identity of Place' on the Fylde Coast in an innovative and potentially unique partnership between local and central government departments such as DCMS and regional agencies including Culture NW.

2. Economic and Business development

Evidence suggests that the Fylde Coast economy is weakening but despite this there is poor understanding of the key factors for business sustainability and also potential new growth sectors e.g. commercial property, creative industries or renewable energy. There are as yet no regionally recognised strategic employment sites in the Fylde Coast area. Underlying this there is a lack of economic intelligence and development capacity within the Fylde and business support services are fragmented. The SNR brings a new economic assessment duty for upper tier and unitary authorities and this gives Blackpool and Lancashire the opportunity to carry out the assessment across the Fylde Coast area together with the two district councils. The key challenge is to connect the new employment opportunities that can be created in new growth sectors to the workless population of the Fylde Coast.

The main initiative and ask for DBERR here is to extend the Enterprise and Investment activity that has been developed in Blackpool through the successful Local Enterprise Growth Initiative to the Fylde Coast. This would maintain the focus on bringing benefits to deprived communities in Blackpool but would widen the focus across the Fylde Coast recognising the inter-dependence of the Fylde Coast economy, the movement of the labour market and the availability of land and premises. The focus would continue to be on increasing entrepreneurial activity, increasing the number of business start-ups, supporting the sustainable growth of locally owned business and continuing to grow the new sectors such as the creative industries sector. It would aim to attract appropriate inward investment into the Fylde Coast deprived areas, making use of local labour resources and using local training providers.

The importance of public sector employment to the Fylde Coast economy is significant with almost 12,000 jobs in general public administration, social security and associated financial services. The retention of government departments and agencies in the Fylde Coast and the attraction of further employment through decentralisation is an issue we would wish to discuss.

3. Skills and Employment

There is a low skills base amongst all ages in the Fylde Coast area and particularly amongst teenagers which means that an already poor skills base could worsen in the future. There are also challenges around the changing governance and funding arrangements for the 16-19 age group. There is a lack of understanding around the existing skills base and how this reflects the future needs of employers. The redevelopment and growth of Blackpool and the Fylde College and Building Schools for the Future in both Lancashire and Blackpool will provide opportunities for the expansion of both further and higher education in the area that could lead to the eventual establishment of a higher education establishment in the Fylde Coast.

The key initiative here would be to develop a Fylde Coast Employment and Skills Strategy seeking to reverse the declining employment that the Fylde Coast has seen since 1990, increasing the employment rate, reducing worklessness and benefit dependency, and ensuring skill provision matches current and future employer demand. The Skills and Employment Strategy would need the support of DWP and would build upon the DWP City Strategy pathfinders experience (particularly Blackburn with Darwen in Pennine Lancashire) and would focus on:

- An assessment of current skills development activity both in terms of supply of skills training and demand from employers across the Fylde Coast;
- Identifying the key skills required in the growth sectors of the future economy of the Fylde Coast linking skills an employment to economic development and regeneration;
- Strengthening information on skills and employment and baselining qualifications and related indicators across the sub-area;
- Providing a clear and co-ordinated 'progression model' for training and employment across the Fylde Coast;
- Engaging with employers and partners involved in skills and employment to better co-ordinate activity;

The Skills and Employment Strategy would aim to drive up the skills base and ensuring new investment is attracted and existing business is supported by a skilled workforce. It would seek to develop better intelligence and understanding of skills and the current and future skills requirements of employers in the Fylde coast area linking in to schools and college careers advice and seeking to raise aspirations of young people to move on to higher and further education and employment.

4. *Transport and Planning*

As a coastal area the Fylde Coast faces particular geographical challenges in terms of transport. The area has also suffered from a lack of investment in both the road and rail network for a number of years and this has hampered economic development. The capital investment required to address is only likely to come on stream in the medium term though the MAA would like to see certain key routes and schemes prioritised. Whilst the MAA seeks to work through the sub-regional and regional levels to access regional funding allocations there are immediate challenges related to travel planning for major employers and public sector service providers to be addressed.

The proposal and asks from DfT here are to facilitate the road and rail improvements which would assist the regeneration of the Fylde Coast. The schemes include improvements to key junctions on the A585 (T) which would help regenerate the Wyre urban area through the provision of an improved link to the M55. The Regional Spatial Strategy (RSS), which states that congestion problems in the area are 'regionally significant' and emphasises the role of the Port of Fleetwood. The scheme would also facilitate regeneration of Blackpool, by reducing congestion on north-south routes and improving linkages between the M55 and north Blackpool. In terms of rail, electrification of the line from Blackpool North to Preston; improvements to the south Fylde line and possible provision of a light rail link from Squires Gate to Blackpool Airport are matters that we would wish to discuss.

5. *Housing*

Housing is a key issue across the Fylde Coast with several different aspects of the housing system creating a significant problem in the sub-region. Fylde and Wyre experience housing difficulties although the problem is one of housing affordability as a result of high level of demand for housing in these boroughs. Issues such as homelessness are a problem across the Fylde Coast. A particular problem is the links to affordability and also the highly transient populations, which mean the Fylde authorities have to deal with a number of out of authority Housing Benefit claimants and subsequent homelessness applications. The housing market in Blackpool presents a particular challenge with little potential for extra capacity, meaning housing targets are unlikely to be met within the tightly constrained borough boundary. At the same time, Blackpool's housing stock also suffers as a result of the town's declining tourist industry which has led to former tourist accommodation being converted to unsuitable private sector accommodation. As a result, Blackpool has become a magnet for people seeking low cost accommodation and this is highlighted in the emergence of 'benefit tourism'.

The proposal and ask of DWP here requires greater flexibility to be available across the three local authorities in relation to the administration of Housing Benefit so as to minimise the adverse impact of Housing Benefit dominated private rented accommodation upon the visitor economy and the residential offer. This could be achieved through discretion not to pay new claimants seeking benefit in relation to accommodation for which residential use is unauthorised, for example holiday accommodation. Flexibility could also be used in order to enhance private rented sector stock condition and management practices by restricting the direct payment of Housing Benefit to landlords whose properties are accredited or licensed. This would be a powerful incentive to reach accreditation standards but is restricted because of the Local Housing Allowance scheme which means that money is paid directly to housing benefit claimants rather than landlords.

Evidence

The evidence base for the Fylde Coast is developing and the MAA contains proposals to continue to strengthen this in partnership linking in to the new economic assessment duty of the SNR. Evidence compiled for the MAA show the area is characterised by a number of shared socio-economic and environmental issues which cross local authority boundaries.

These include wide income and wealth inequality primarily resulting from significant pockets of worklessness and low waged employment in Blackpool alongside relatively wealthy communities in Fylde and Wyre. However, overall employment and GVA in the Fylde Coast has declined between 1990 and 2005 and deprivation overall has increased between 2004 and 2007. Transport connectivity is an issue. The tourism industry, a longstanding mainstay of the economy across the Fylde Coast, is changing. The area is also facing a series of environmental challenges including climate change and associated flood risk.

Governance

Governance arrangements for the Fylde Coast are currently being agreed by each of the four authorities and are similar in structure to other MAA's. They consist of a Leaders Board comprising the leaders of the four authorities supported by a Chief Executives group drawn from the four authorities. There is also an overview and scrutiny body for the Leaders Board – again, drawing members from the four authorities.

FYLDE COAST MAA – SUMMARY OF ISSUES , ASKS AND OUTCOMES

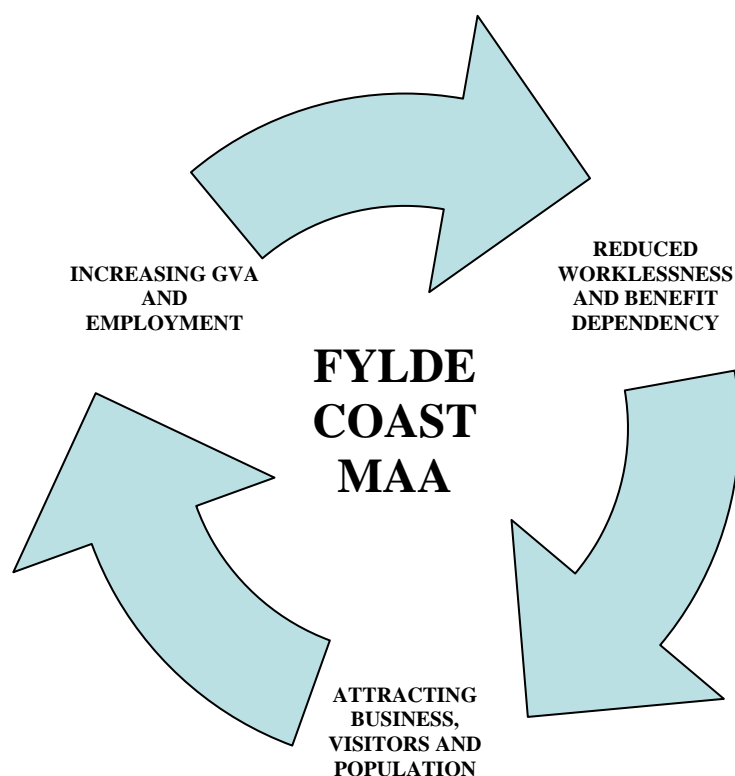
WHAT IS THE ISSUE	WHAT IS THE PRIORITY	WHAT IS THE ACTIVITY	WHAT ARE THE OUTCOMES	WHAT DOES GOVERNMENT NEED TO DO AND HOW WILL IT BENEFIT?
Identity of Place				
<i>Poor identity of place on the Fylde Coast is an overarching issue for the MAA encompassing elements such as effective promotion of the tourist assets such as the coast, the promotion of cultural and leisure facilities and the design of the public realm.</i>	<i>Boosting the visitor economy through enhancement and marketing of the Fylde Coastline</i>	<i>Develop a 'Cultural Coastline' Project for 2012 to co-incide with Olympics and Open Golf at Lytham to include significant investment into public assets including a coastal cycleway, coastal trail, public art, street furniture and public spaces, linked to enhanced destination management.</i>	<i>Boost to the identity and visitor economy of the Fylde Coast.</i>	<i>DCMS, RDA support for a 'Cultural Coastline' project also eligible for CABE 'Sea Change' funding.</i>
Economic and Business development				
<i>A key issue identified is business retention and attracting new businesses</i>	<i>Extend the Enterprise and Investment activity that has been developed in Blackpool through the successful Local Enterprise Growth Initiative to the Fylde Coast.</i>	<i>Develop an enhanced business support and investment capability for the Fylde Coast consistent with the new Business Support Simplification Programme.</i>	<i>Improvement in GVA NI 151 Overall employment rate NI 171 VAT registration rate NI 166 Average earnings of employees in the area</i>	<i>Support from BERR to expand LEGI business support capability across the Fylde Coast PSA 6 Deliver the conditions for business success in the UK PSA 7 Improve the economic performance of all English regions and reduce the gap in economic growth rates between regions. DBERR Departmental Service Objective to increase earnings</i>
<i>Fylde Coast is home to some key public sector employers such as the Department for Work and Pensions; National Savings and Investments; Inland Revenue and others.</i>	<i>The area could potentially offer suitable accommodation to other major public sector bodies.</i>	<i>Discussion with Government</i>	<i>Retention of nearly 12,000 high earners on the Fylde Coast and more would significantly contribute to economic prosperity</i>	<i>We require Government to take a proactive and co-ordinated approach to the retention of public sector employment in the Fylde Coast and the decentralisation of more employment to the area</i>
Skills and Employment				

<p>Poor skills lead to high worklessness which is a significant barrier to economic growth on the Fylde Coast where 26,660 working age residents were claiming Job Seekers Allowance, Incapacity Benefit or Income Support in May 2007</p>	<p>Priority is to drive up the skills base and ensuring new investment is attracted and existing business is supported by a skilled workforce. We seek better collaboration, better intelligence and understanding of skills and the current and future skills requirements of employers in the Fylde coast area</p>	<p>Development of a Skills and Employment Strategy for the Fylde Coast. The strategy will audit provision and demand for skills; co-ordinate activity and link skills and employment to new growth sectors and employment opportunities thus helping to tackle worklessness.</p>	<p>NI 163 Working population qualified to at least level 2 or higher</p> <p>NI 164 Working age population qualified to at least level 3 or higher</p> <p>NI 80 Achievement of a level 3 qualification by the time you are 19.</p> <p>NI 82 Closing the gap at level 2 by age 19</p> <p>NI 165 Working age population qualified to at least level 4 or higher.</p>	<p>Support from DIUS, Learning and Skills Council, JCP and DWP .</p>
<p>Housing</p>				
<p>The key problem that needs to be addressed across the Fylde Coast is the imbalance within the housing market. In many areas, people struggle to afford appropriate housing because prices are high and incomes are low. In other areas, there are major concentrations of unattractive, low quality homes, especially the houses in multiple occupation</p>	<p>Managing the private rented sector and reducing demand for poor quality accommodation through access to Housing Benefit across the Fylde Coast</p>	<p>Enhance private rented sector stock condition and management practices by investigating the direct payment of Housing Benefit to accredited landlords. This would be a powerful incentive to reach accreditation standards.</p> <p>Seek to establish a level of Local Housing Allowance for smaller areas of inner Blackpool and Fleetwood and thereby reduce the financial incentives for landlords to rent out their properties to the Housing Benefit</p>	<p>Minimise the adverse impact of Housing Benefit dominated private rented accommodation upon the visitor economy and the residential offer.</p>	<p>Work with HCA to make case to DWP on payments of housing benefits and landlord accreditation.</p> <p>Flexibility to develop proposals for re-defining the Local Housing Allowance reference area with DWP and the VOA</p>

		market		
Transport and Planning				
As a coastal area the Fylde Coast faces particular geographical challenges in terms of transport. The area has suffered from a lack of investment in both the road and rail network for a number of years and this has hampered economic development. Capital investment required	The Fylde Coast transport infrastructure is characterised by poor internal linkages. Rail connections to the Fylde Coast are adequate although rail connectivity between areas within the Fylde Coast is poor. The tram system is also disconnected from the rail infrastructure and mainly exists to connect the area together for tourists rather than for residents and commuters. In addition the major routes of the road system suffer congestion and so make travelling around the area difficult.	<p>Better co-ordinate bids for transport funding (such as for the A585 and rail infrastructure and services) under the Regional Funding Allocation in Spring 2009 within the context of the Lancashire Single Integrated Strategy.</p> <p>Improvements to the A585 which help promote economic development on the Fylde Coast.</p> <p>Electrification of the rail link from Preston to Blackpool North</p> <p>Improvements to the south Fylde line.</p> <p>improvement to Preston platforms to Blackpool.</p> <p>Potential light rail link from Squires Gate to Blackpool Airport</p>	Promote economic development; increase the use of public transport, reduce congestion, and promote road safety.	Support from DfT, Highways Agency and Network Rail for rail and road transport schemes that benefit the Fylde Coast.

The Outcomes of the MAA for the Fylde Coast

The outcomes for the Fylde Coast of the MAA are illustrated in the diagram below. The MAA intends to reverse long term decline in a weak economy, increasing GVA and employment, reducing worklessness and benefit dependency, increasing attractiveness to businesses, visitors and new residents.

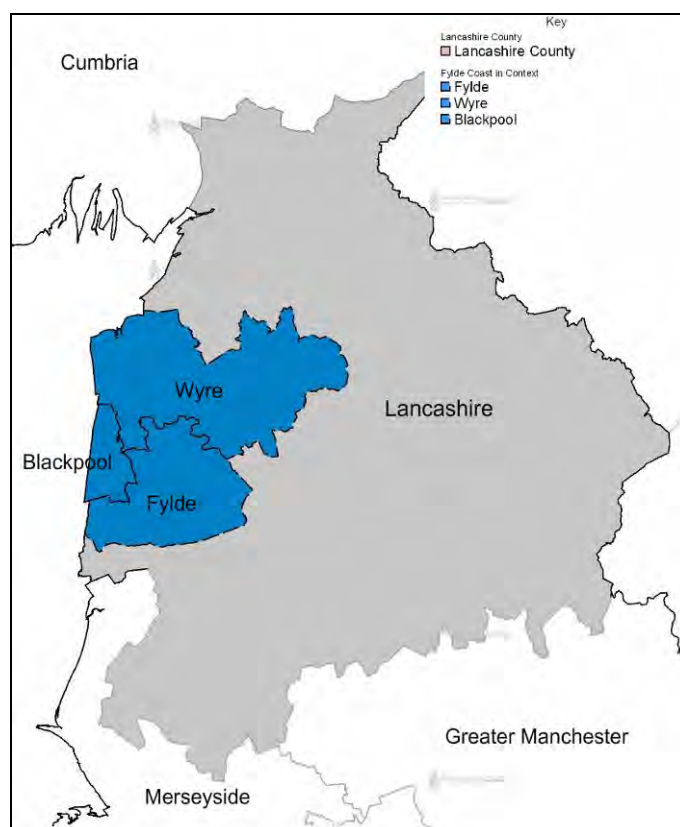


1. INTRODUCTION AND POLICY CONTEXT

- 1.1 The Fylde Coast area encompasses the area covered by the unitary authority of Blackpool Council and the two-tier area covered by Lancashire County Council and the districts councils of Fylde and Wyre. The area is also covered by two Primary Care Trusts (PCTs) and the Western and Northern Divisions of the Lancashire Constabulary. The Lancashire Economic Partnership (LEP) and the Lancashire and Blackpool Tourist Board provide strategic economic and tourism services to the area which lies within the North West Development Agency jurisdiction. The Fylde Coast area covers a total of 384km² and is home to 328,800 residents.
- 1.2 There are a number of strong policy linkages across the Fylde Coast including employment, housing and transport. However, the Fylde Coast has only recently been recognised as an economic geography through the Lancashire Economic Strategy and sub-regional Action Plan work undertaken in 2006¹.. The development of a Multi Area Agreement which encompasses the Fylde Coast area is an opportunity to address a number of policy issues at a more appropriate geographic level linking to new planning and governance arrangements which are emerging as part of the SNR proposals for the development of Single Integrated Regional Strategies.
- 1.3 The Sub-National Review adopted ten guiding principles for Multi Area Agreements (Appendix 1) which included a requirement for MAA to 'be consistent with the regional strategy and local Sustainable Community Strategies, and complement the LAAs of the participating authorities'. In the course of preparation of this MAA analyses of the LAA's for Blackpool and Lancashire have been undertaken together with an analysis of the community strategies for Blackpool, Fylde and Wyre to identify complementary issues. All of this information is available on the Centre for Local Economic Strategies website (www.cles.org)

¹ Lancashire Economic Partnership (2006) Lancashire Economic Strategy and Sub- Regional Action Plan.(identified East Lancs; Central Lancs; West Lancs; Fylde Coast and Lancaster as sub-areas within the Lancashire sub-region)

Figure 1: The Fylde Coast MAA Partnership area



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1.4 In terms of regional strategy the North West Regional Economic Strategy sets out a vision of 'a dynamic, sustainable international economy which competes on the basis of knowledge, advanced technology and an excellent quality of life for all where:

- productivity and Enterprise levels are high, in a low carbon economy, driven by innovation, leadership, excellence and high skills;
- Manchester and Liverpool are vibrant European Cities and, with Preston, are key drivers of city-regional growth;
- growth opportunities around Crewe, Chester, Warrington, Lancaster and Carlisle are fully developed;
- key Growth Assets are fully utilised (Priority Sectors, the Higher Education and Science Base, Ports/Airports, Strategic Regional Sites, the Natural Environment especially The Lake District, and the Rural Economy);
- the economies of East Lancashire, Blackpool, Barrow and West Cumbria are regenerated. Employment rates are high and concentrations of low employment are eliminated.

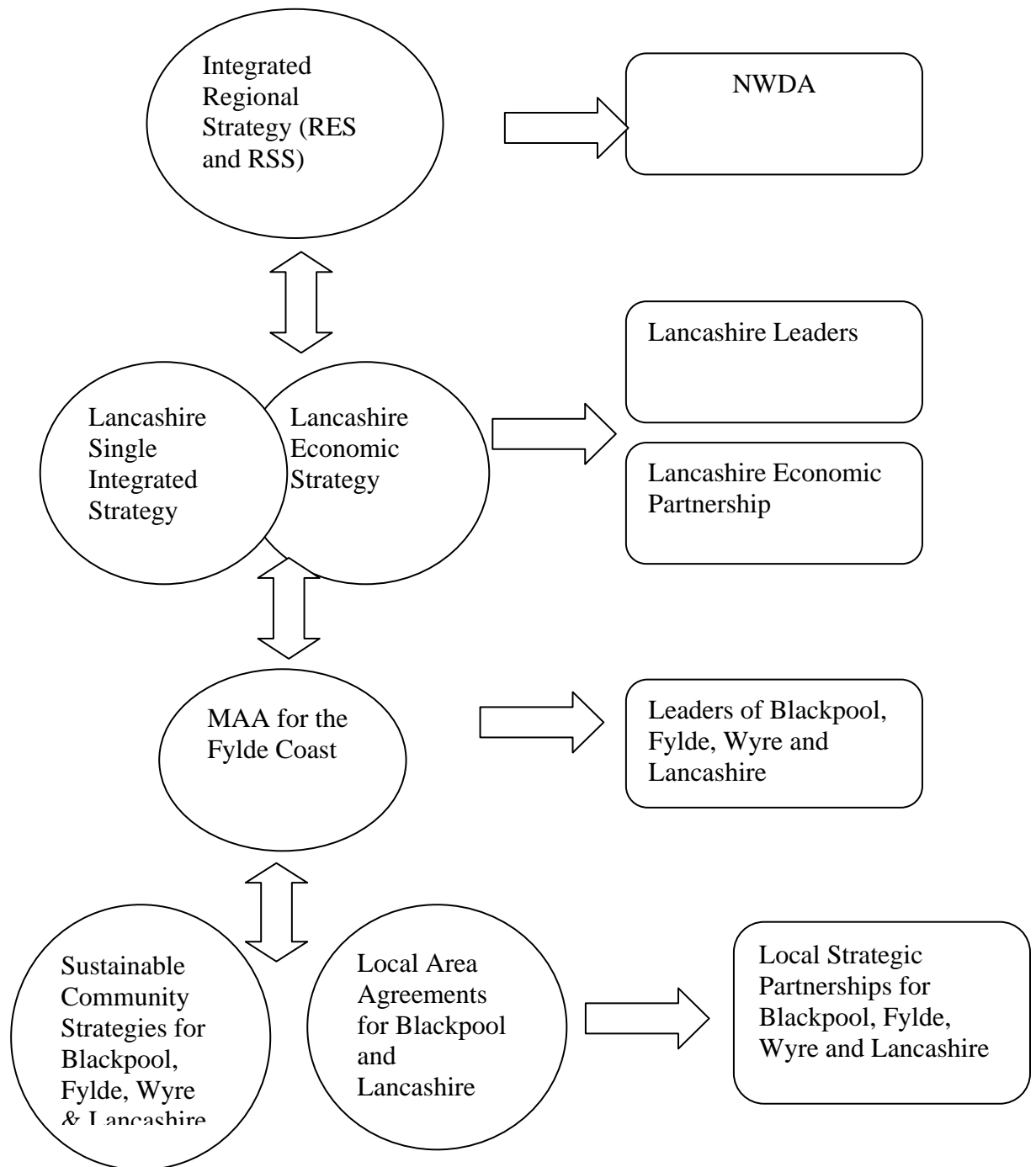
1.5 The Fylde Coast MAA alignment with the local Communities Strategies developed in Blackpool, Fylde and Wyre can be seen from their respective vision statements set out below:

- **Blackpool's Sustainable Community Strategy 2008-2028:** A Vision for Blackpool – 'Create a sustainable future for Blackpool - a world class destination - a great place to visit, a better place to live' - 'Our aspiration is for Blackpool to have a prosperous, vibrant, high quality, all year round economy; generating healthier, better skilled and

educated communities, enjoying a safer and more pleasant place. We will create a place where children and young people are proud to grow up; where people aspire to live, play, work and establish business in; a place that brings prosperity to all local citizens and contributes to the long-term sustainable growth of the North West economy; a place that the UK is proud to proclaim as a great, high quality, culturally-rich resort destination’

- **The Fylde LSP Sustainable Communities Strategy** - ‘for the next 10 years up to 2018 Fylde will remain a prestigious Borough. It will be a welcoming place with energetic, high-skilled communities, with a healthy and motivated resident base. It will have a diverse and prosperous culture and an economy that encourages everyone to contribute’.
 - **Wyre Sustainable Communities Strategy 2007-2025:** Together Today Stronger Tomorrow - ‘by valuing, listening to, respecting and empowering the people of Wyre, together we will build safe, healthy, skilled, planned and diverse communities, based upon the principles of sustainability, enterprise, civic pride and fair trade’.
- 1.6 The Fylde Coast MAA adds value to and develops on the existing priorities developed in the Sustainable Communities Strategies and the LAAs of Blackpool and Lancashire particularly regarding strategic issues of tourism development, economic development, skills and employment, planning, housing, and transport. The Blackpool and Lancashire LAAs continue to focus on local employment, worklessness, community safety, environmental, health and social care issues. In this way the MAA can help tackle the ‘big issues’ that often the LAAs may only be able to make incremental changes to.
- 1.7 The diagram below illustrates the strategies and partnerships that currently exist and are emerging at each tier from the Fylde Coast to regional level in the context of the development of the Single Integrated Regional Strategy agreed by Lancashire leaders:

Figure 2: Fylde Coast MAA and the Single Integrated Regional Strategy



- 1.8 The MAA recognises that despite different administrative boundaries there are a number of issues which are most effectively tackled at a Fylde Coast level. The MAA provides a vehicle through which agencies at a local, sub-regional, regional and national level can collaborate to address issues which are shared across the Fylde. The Fylde Coast is a necessary component of the new sub-regional governance structure which is emerging in Lancashire as set out above.
- 1.9 The case for a MAA for the Fylde Coast was supported in the Action Plan for the sustainable development of Blackpool delivered to Government by the members of the Blackpool Task Force in July 2007 which proposed a new vision for Blackpool developed around the themes of: Revitalising business and enterprise; Transforming access, infrastructure and the environment; and Creating sustainable communities. The Task Force and Government itself – in its response to the Task Force report in February 2008 - saw support for a Fylde Coast-wide Multi Area Agreement (MAA) as providing the foundation for a long term growth strategy for the area.
- 1.10 Although the Fylde Coast may be not be recognised as an entity in an administrative sense there is a strong case to support the argument that the Fylde Coast does operate as a socio-economic and geographical unit in a number of ways.

A distinct demography

- 1.11 The Fylde Coast has a distinct demographic profile. It has a total population of 328,800 located predominantly in Blackpool which acts as the urban core of a wider Fylde Coast conurbation which expands into both Fylde and Wyre. The area shares a number of key demographic characteristics: It attracts a significant number of retired people, particularly in some of the more rural areas. It also attracts large numbers of people who are in receipt of benefits due mainly to the availability of cheap private sector rented accommodation in Blackpool, and to an extent in Fleetwood and St. Annes. This leads to the creation of a relatively transient deprived population along the Fylde Coast. The development of the MAA also captures a more intangible or subjective sense of place' that exists in the Fylde Coast particularly along the coastal strip: People who live on the Fylde Coast relate to the area in a way that crosses administrative boundaries.

An economic geography

- 1.12 The Lancashire Economic Strategy seeks to understand the 'geography' of the economy. From an analysis of the Lancashire economy in which Travel to Work, Population Movement and Economic Structure have been analysed five relatively self-contained sub-areas emerge – namely Lancaster, Fylde Coast, Central, East and West – which clearly display quite distinct economic structures and therefore opportunities. The Strategy recognises the unique contribution of these five subareas and presents an approach that seeks to capture the clear complementarities that exist in an integrated manner.
- 1.13 The constituent authorities within these five sub-areas are increasingly working together in order to develop strategies and actions for the sustainable economic growth of their areas. Bridging the GVA gap will depend upon a combination of raising the GVA in existing sectors and attracting more activity in higher GVA sectors. However, in order to deliver this, the Lancashire Economic Strategy identifies a common goal that binds the sub-areas together under one fundamental challenge for the sub-region, that is: "Moving the Lancashire economy up the value chain".

- 1.14 The Fylde Coast area is characterised by a number of shared socio-economic and environmental issues which cross local authority boundaries. These include wide income and wealth inequality primarily resulting from significant pockets of worklessness and low waged employment alongside relatively wealthy communities. Transport connectivity is an issue. The tourism industry, a longstanding mainstay of the economy across the Fylde Coast, is changing. The area is also facing a series of environmental challenges including climate change and associated flood risk. These issues are explained more fully below.
- 1.15 Although there are some key variations across the Fylde Coast in terms of economic output, economic activity, and skills, there are a number of factors that knit the area together economically: Blackpool Airport, a key economic asset, straddles the boundaries of Blackpool and Fylde. The tourism offer and associated infrastructure extends from Lytham St Annes in south Fylde through to Fleetwood in north Wyre and eastwards towards the Forest of Bowland. This continuous asset is integral to the economic and service functioning of the Fylde Coast. Major employers such as BAe Systems in Warton (Fylde) and the Department for Work and Pensions (Wyre) draw their workforce from across the area. There are strong internal flows within each individual authority for work and learning between the authorities. These together with service sector employers in Blackpool, encourage this economic coherence and internal flow of workers.
- 1.16 The key economic assets of the area include:
- **The ‘Cultural Coast’** – a key asset to the area principally in terms of the tourist sector. The Fylde Coast has a varied coastline which includes the world famous ‘Golden Mile’ and also areas of international ecological importance. The Fylde Coast has some nationally and internationally significant cultural, sporting and historical assets which attract significant numbers of visitors to the area as well as providing opportunities for a raised profile through venues like the famous Tower ballroom, piers and the Grand Theatre to international sporting events like Cycling Tour of Britain event, recent World Beach Volleyball Championships or the forthcoming British Open Golf Championship at Royal Lytham and St Annes in 2012.
 - **The coastal plain and rural hinterland** – There are clear linkages between the coastal conurbation, the Fylde plain and the rural hinterland which stretches eastwards to the Forest of Bowland Area of Outstanding Natural Beauty. These linkages include the provision of land and services in terms of housing, leisure and agriculture to support the coastal conurbation but which also in itself forms a varied offer for both residents and tourists – from the attractions of Blackpool’s ‘city by the coast’ to the organic foods and local crafts of Bowland. A range of places to live and work as a resident and a range of places to visit as a tourist;
 - **BAE Systems at Warton** – a major national and international business and significant local employer and a large purchaser of local goods and services;
 - **Port of Fleetwood** – is one of four major ports in the north west and one of the main trade links between mainland Britain and Northern Ireland. The port has experienced significant cargo growth in recent years and the NWDA commissioned NW Ports Study² which identified future prospects for growth attracting both jobs and investment into the area;
 - **Blackpool Airport** – one of the fastest growing regional airports in the UK predicted to grow to 3 million passengers by 2015. It provides economic opportunities both in

² North West Development Agency. North West Ports Study (get ref)

terms of attracting new investment into the area and enabling indigenous businesses to create trade links on a national and international level;

- **Public Administration** – the Fylde Coast is home to some key public sector employers such as the Department for Work and Pensions; National Savings and Investments; Inland Revenue and local PCT and NHS Trusts. The area could potentially offer suitable accommodation to other major public sector bodies.

Table 1: General Public Administration jobs in the Fylde Coast

Type	Blackpool	Fylde	Wyre	TOTAL
General public administration	c3000 (23),	c1000 (14)	c400 (18);	4400
Compulsory social security	c3400 (6),	c1300 (3)	c2000 (4);	6700
Other monetary intermediation	c400 (35),	c 150 (24)	c300 (33).	850
TOTAL	6800	2450	2700	11950

N.B. Numbers of jobs and sites are in brackets

- 1.17 There are a number of features of the economy which operate at a Fylde Coast level including travel to work patterns, travel to learn patterns, the housing market and the commercial property and land market. Together with the above assets which together encourage economic coherence, the weak economic linkages to the rest of the sub-region also encourage coherence: The Lancashire Economic Strategy highlighted three distinct sectors – aerospace, nuclear reprocessing and air transport – which are specialisms of the Fylde Coast for which there is no competition from any other part of Lancashire. By contrast, east Lancashire's economy is based around textiles, rubber and electronics manufacturing for which there is no competition from the Fylde Coast. Central Lancashire is a service-based local economy. This economic differential provides both a challenge but also significant opportunities for the Fylde Coast to build on its specialisms. An example is the potential growth of Springfields Nuclear Fuel Manufacturing Centre as future UK Nuclear Fuel Research Centre building on the mention in the Government's energy policy announcement earlier in 2008.

The coastal 'conurbation'

- 1.19 The Fylde Coast and particularly the stretch between Fleetwood in north Wyre and Lytham St Annes can be viewed as one continuous coastal conurbation. The A585 provides a key strategic and conurbational link between the communities of Freckleton, Warton, Lytham, Fairhaven, St Annes, Squires Gate, Blackpool, Norbreck, Bispham, Anchorsholme, Cleveleys, Rossall and Fleetwood. The development of Blackpool as a world class resort destination as identified in the Lancashire Economic Strategy requires the continued sustainability of classic resorts such as St Annes to contribute to this world class vision and ensure that it is the tourism offer of the Fylde Coast as a whole and not just Blackpool that is promoted. Indeed, areas of Fylde and Wyre offer significant higher-level tourism offers, such as four world-class golf courses. The coastal conurbation also provides a significant proportion of the Fylde Coast's population and its employment and economic growth opportunity.
- 1.20 The polycentric – or multi-centred - nature of the Fylde Coast is crucial to future investment in the area. The diversity of geography is a fundamental strength in economic terms. Important centres of economic and employment development are not far from each other and with a large rural hinterland it means that it is a sub-region with 'room to breathe' and opportunities for leisure. The polycentric nature of the Fylde Coast potentially marks the area out from the more urban neighbouring

investment locations, such as Greater Manchester and could be a key marketing feature for business.

Travel to work area

- 1.21 The Fylde Coast has distinct travel to work patterns. Whilst there is some external commuting the majority of work-related journeys take place within and between the other authorities of the Fylde Coast. This movement forms a basis for the existing and future Fylde Coast economy. In the present, this is important for the retention of wages in the local economy. Strong local employment patterns often mean local circulation of spend within the local economy. In future, the connectivity offered through travel to work and the existing pattern of movement to key sub-regional employers will form a solid foundation to future economic growth based on a developing diversification of sectors and employment type.
- 1.22 The dominant mode of transport for journeys to work is the car (70%), perhaps reflecting the poor public transport offer: Fleetwood is one of the largest towns in the UK without a railway station for instance and St. Annes is served by a single-track, one train an hour service to Blackpool and Preston. In the Fylde Coast sub-regional; transport study area 55% of all journeys to work are of a distance less than 5 km reinforcing the local economy of the Fylde Coast but also having implications for workless and deprived households without access to a car.

Single housing market and strong internal migration

- 1.23 An analysis of the Fylde Coast housing market shows that it is a strongly self-contained market, largely separate from any neighbouring housing market. This is especially the case in the predominantly urban coastal part of the area where 90% of the Fylde Coast's population lives. There are strong links across the Fylde Coast evident in patterns of both local house moves and travelling to work. High private ownership of homes - both owner occupied and privately rented - and a low proportion of socially rented homes is a common feature of the whole housing market. There are, however, significant differences in the attractiveness of neighbourhoods and prices of homes across the Fylde Coast housing market area. Housing market imbalance is shown by some of the highest prices in the North West in parts of the area, especially in Lytham St Annes and rural areas, but relatively low prices and concentrations of deprivation in other parts, especially in Blackpool and Fleetwood.

2. ECONOMIC DEVELOPMENT

Economic Issues

2.1 Whilst the coastal conurbation, physical and economic geography and travel to work elements help to coalesce the Fylde Coast and distinguish it from other sub-regions of Lancashire and the wider North West, these factors are also a source of some of the Fylde Coast's major economic issues. These economic problems cut across the administrative boundaries and require the kind of area- wide response which the MAA can facilitate. The MAA could represent significant progress in the way that the Fylde Coast local authorities work together to support the economy of the area, under the devolved arrangements outlined in the Sub-national Review. The issues that currently prevent the sub-region fully reflecting and fulfilling its potential include.

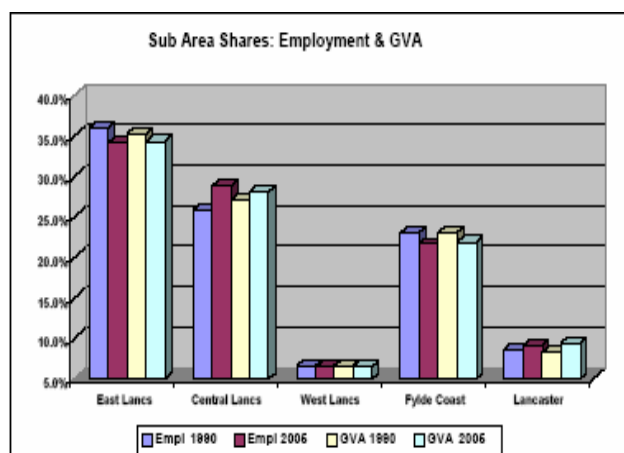
- low and slow economic growth;
- the lack of external image of the Fylde Coast as a 'place to invest';
- failure to make the most of the potential of growth sectors, particularly advanced and high tech manufacturing;
- dependence on low value added and public sector employment;
- high worklessness;
- poor skills;
- a transport infrastructure that does not adequately connect all places in the Fylde Coast with each other and with wider Lancashire, the North West and the UK.

Low and slow economic growth

2.2 The Fylde Coast economy has failed to grow in the last 15 years. Despite making the third largest contribution to the Lancashire economy in GVA (£3.9billion) and in employment (140,000 people), both of these figures declined between 1990 and 2005. The decline in Fylde Coast employment and GVA in comparisons with other Lancashire sub-regions is shown in Figure 3. East Lancashire is better off and Central Lancashire is growing due to the success of Preston as a regional centre.

2.3 At a national level, figures for employment growth in the Fylde Coast are amongst the worst in the UK. In terms of estimated change in total jobs Blackpool is 54th out of 56 in the State of the Cities index³ with a projected growth of –2.3%.

Figure 3: Sub-area shares – employment and GVA 1990-20054



³ Department for Communities and Local Government (2006) State of the English Cities: Report and Database.

⁴ Source: Lancashire Economic Strategy and Sub-regional Action Plan – Technical Appendix

A failure to identify and maximise the potential of growth sectors

- 2.3 The Fylde Coast has suffered both from a decline in some of its traditional economic base and also from a lack of new and emerging economic growth sectors. The Fylde Coast has a significant existing high value knowledge driven service and production economy, as identified in Figure 4. However, it has proved difficult for the individual local authorities and associated economic development agencies to identify and support these sectors. This is why the MAA focuses on growing capacity in both economic intelligence and economic development activities.
- 2.4 The Lancashire Economic Strategy identified that the economic structure of the Fylde coast, despite posting a decline in employment and GVA since 1990, contains many sectors expected to be growth-oriented in coming decades. These sectors include advanced manufacturing and aerospace, business and computer services and hotels and catering. The Strategy saw this foundation, coupled with casino-led regeneration in Blackpool and the St. Annes Classic Resort Project, as having potential to reverse recent trends and substantially increase its contribution to the Lancashire economy. Though casino-led regeneration has now been halted the Strategy noted evidence of extensive travel to work flows between the Fylde authorities 'provides a healthy basis for further growth based upon a diverse spread of sectors and employment' and this is what the MAA seeks to promote.

Figure 4: Knowledge driven services and production in Lancashire



- 2.5 Despite the figures above and below highlighting the high concentration of knowledge driven services in the Fylde Coast sub-region and the relative concentration of knowledge driven production, there is significant scope for these growth areas to increase. The Fylde Coast has a low proportion of higher value service activity in sectors such as professional and business services, financial services, computing and ICT. Also, despite a reasonable share of high value, knowledge-based manufacturing production in the south of the Fylde Coast, there is a need to develop sites that support this activity in other areas of the sub-region.
- 2.6 A key measure of GVA and the vitality of local economies and local employment is enterprise. There is relatively little evidence of a strong entrepreneurial culture: VAT registrations, numbers of VAT registered enterprises and VAT de-registrations are below the figures for Lancashire and the North West. One of the key indicators of success for the MAA will be growth in VAT registration rates in the new growth sectors as measured by NI 171 new business registration rate.

A poor external image as ‘a place to do business’

- 2.7 In spite of its long association as a place for holidays and recreation the Fylde Coast suffers from a poor image in terms of promoting itself and attracting investments. There are two main aspects to this. First, there are issues of perception in terms of external audiences having little understanding of the Fylde Coast is and what might be on offer there, and second, there are issues of negative perception related to the current business attractiveness on the Fylde e.g. a lack of bulk business premises, a dominance of certain types of premises and lower rateable values which can be a disincentive to potential investors.

High dependence on low value added sectors and public sector employment

- 2.8 There is an over reliance on lower value manufacturing, the service sector and the public sector as the core employers. The heavy emphasis on low value service sector employment and poor manufacturing base in Blackpool is reflected in figures for average weekly wage for employees, which falls very significantly below the averages for Fylde and Wyre, West Lancashire, the North West and the UK. Blackpool has the lowest average weekly wage for residents of £350.90 compared to the UK average of £459.00. Wages in Fylde are of a much higher value however (£522.30), with average weekly wages above the Lancashire (£429.40) North West (£432.70) and UK average – a clear consequence of BAE Systems and BNFL’s presence in the district.

High levels of worklessness and low levels of employment activity

- 2.8 The Fylde Coast has some of the lowest percentages of people in employment in Lancashire. There are areas in the Blackpool and Wyre coastal areas in particular where only between 35.6% and 43.5% of people of working age are in employment.
- 2.9 Significant pockets of economic inactivity and worklessness exist on the Fylde Coast. Approximately 21.4% of the working age population are economically inactive which rises to 28.3% in Blackpool, above the UK (21.5%), North West (23.5%) and Lancashire average (21.6%). A significant number of the working age population in the Fylde Coast are unable to work due to a long-term limiting illness. In some parts of the Fylde Coast between 24% and 29% of people have a long term limiting illness and this figure is increasing. Of those with limiting long term illness and disabilities, there are fewer opportunities for access to employment in the Fylde Coast than in other cities in the UK. Only between 40% and 50% of people with disabilities are employed. Unlike other areas with high levels of worklessness, there is a high level of transience amongst benefit claimants on the Fylde Coast. Related to the issue of inactivity, a significant proportion of the labour force is reliant on part time or seasonal employment. This is related to the nature of the economy, which is heavily focused on tourism related seasonal employment.
- 2.10 The Fylde Coast is characterised by a low skilled, low pay economy which has an over reliance on low value added economic activity. The Fylde Coast has a lower percentage of people employed in managerial and other professional occupations than other sub-regions of Lancashire. The proportion of working age residents with no formal qualifications in the Fylde Coast stands at 16.8%, higher than the Lancashire (13.0%), North West (15.8%) and UK averages (13.8%). A lack of qualifications is a significant problem in Blackpool where almost a quarter (23.6%) of residents hold no qualifications. In some areas of Blackpool over half of residents do not have any qualifications while there are also areas of Wyre where there are no qualification levels up to 49.4%.
- 2.11 There is a significant gap in the Fylde Coast in terms of GCSE performance and the number of Higher and Further Education students. Whilst figures for the number of young people obtaining 5+ GCSEs are improving, the area still under-performs at a regional and national level. Only 58.1% of 15 year olds obtained 5+ GCSEs at grade A*-C in 2006/07, below the England (62.0%), North West (60.0%) and Lancashire (61.5%) averages. There are higher than average levels of 16 to 18 year olds NEET (Not in Education, Employment or Training). Addressing the issue of NEET is core to the Blackpool Local Area Agreement with Connexions data detailing 9.6% of 16 to 18 year olds were NEET(Nov 2007-January 08). There are key targets to reduce these levels particularly for females who make up 56% of the NEET register.

Change in Social Deprivation

- 2.12 The Indices of Deprivation 2007 (ID2007) paint a problematic picture of decline in Blackpool and in the other Fylde Coast authorities. Blackpool is now ranked 12th most deprived in England (Rank of average scores) compared to a position of 24th most deprived under the ID2004. Blackpool is the 4th most deprived authority area in Northwest England. Fylde and Wyre are better placed being ranked at 251st and 170th respectively out of the 354 English districts. Blackpool remains more firmly entrenched within the fifty most deprived districts across England.

Table 2: Changes in deprivation status within districts as measured by movements in the ranks of their constituent Lower Super Output Areas (LSOAs)

	SOAs	Index of Multiple Deprivation (IMD)		Income domain		Employment domain	
	Total	Number of LSOAs showing a directional change in rank: – indicates number becoming more deprived; + indicates number becoming less deprived					
Blackpool	94	-85	+9	-53	+41	-56	+38
Fylde	51	-19	+32	-29	+22	-20	+31
Wyre	69	-35	+34	-29	+40	-22	+47
Sum of Fylde coast area	214	-139	+75	-111	+103	-98	+116
		65%	35%	52%	48%	46%	54%

- 2.13 Looking at change between the Index of Multiple Deprivation 2004 (IMD2004) and IMD2007 (only small changes were made in the methodology making such comparisons broadly valid), 139 of the 214 Lower Super Output Areas (LSOAs) in the Fylde Coast (65%) have become more deprived. Under the Income domain 52% of the Fylde Coast SOAs show more deprivation and 46% record a similar direction of movement under the Employment domain. While the employment position may be taken to offer a very small encouragement of things generally improving, the income position suggests otherwise with a small majority showing a more deprived position. The IMD 2007 strongly shows a broader movement towards more deprived conditions throughout the Fylde Coast area.

Planning and Transport

- 2.14 Local planning and systems and the associated Local Development Frameworks are carried out separately between the three authorities but collaboration now takes place on strategic planning issues. Strategic planning processes are aligned and the MAA offers potential for facilitating economic development through coherent spatial planning. However, there are issues over the location of new housing development particularly the proposed new housing growth point; the location of employment sites and major transport routes.
- 2.15 Although, the sub-area is reasonably well linked to key transport arteries and particularly the M6 through the M55, other connecting routes are under some pressure, particularly the A585(T) between the M55 and Fleetwood. The Norcross-M55 road scheme has been a source of local and national debate since 1988. This problem of access and connectivity is exacerbated by growing demands of freight from the Port of Fleetwood and the industrial area of Thornton, together with the fact that at peak times 70% of all journeys to work trips within the Fylde Coast are made by car. This is why planning activity forms a key part of the MAA.
- 2.16 The 2005 Fylde Coast Sub-Regional Transport Study highlighted not only some of the key disconnectivity issues of the A585(T) between the M55 and Fleetwood, but also issues with regard to what disconnectivity meant for health, links between deprived communities and employment, and economic growth considerations. The key issues highlighted in the study were related to five government objectives of economy, safety, environment, accessibility and integration.
- 2.17 The poor connections between Fleetwood and the M55 in particular have implications for the future economic development activity of the Fleetwood-Thornton Development Corridor. This small area is of key economic importance to the Fylde Coast and the

District of Wyre in particular. It accounts for 81.5% of Wyre's employment land supply and covers an area of some 512 hectares. With the closure of the ICI site at Hillhouses, new investment in business and attraction of business will require supporting improvements to local transport infrastructure especially if housing, retail, employment and recreation developments are to be sustained. ICI for instance could be a strategic employment site for the Fylde Coast if properly connected to the road network and if spatial planning policies for the Fylde Coast identified it as such a site.

Poorly connected public transport

- 2.18 Blackpool has key rail links to Preston and Manchester and thus connectivity to London, however, rail links between some of the key urbanised areas and market towns of Wyre and Fylde and the wider North West are poor. The St Annes connection to Preston for example is restricted by a single-track line with trains only running once every hour in both directions. The poor public transport offer of the Fylde Coast is further highlighted in the Fylde Coast Sub-Regional Transport Study, which suggests that the key mode of transport utilised for journeys to work in the study area is the car. This has implications for worklessness and those deprived households without access to a car. The study area in which modal travel to work movements were measured encompassed all of Blackpool Borough, the urban area of Wyre and some predominantly rural areas of Fylde. The study highlighted the fact that 70% of work trips made from the study area are by car. The poor rail infrastructure and use of rail infrastructure is reflected in a small (1%) proportion of journeys made by rail.
- 2.19 Effective and sustainable use of public transport is also important in Fylde, particularly with higher than average levels of the population of retirement age. Many journeys to work could be transferred to walking and cycling by the provision of safe and convenient cycle and footways. Fylde Coast lends itself to cycling and walking through its flat nature and its low traffic flows.

3. MAXIMISING THE FYLDE COAST ASSETS

- 3.1 The four local authorities have jointly identified 'identity of place' and the role of culture in building identity of place, externally and internally, as a key theme of the MAA. This theme identifies the need to address poor connectivity between culture and leisure and economic development; improve business support for the creative industries; link heritage more successfully to the cultural offer; improve the marketing of key cultural assets across the Fylde Coast; address lack of skills in teenagers; build transition routes for local young people to skilled jobs in the creative industries and improve intelligence surrounding skills and skills providers. The cultural features of the Coast include: areas of outstanding natural beauty, the home of popular culture in Blackpool, a proposed World Heritage Status, the first working seaside resort, a growing creative industries sector and major private sector providers of popular cultural activity such as The Pleasure Beach.
- 3.2 The Fylde Coast has a number of key economic and other assets which could support future economic growth. However, the development of the MAA has identified a number of these which are currently being under-utilised and which could make a bigger contribution to the Fylde Coast Economy:

Blackpool Airport

- 3.3 The airport has a key role to play in the future economic development and growth of the Fylde Coast. The airport is an important element in company location decisions. Its presence could be an important factor in:
- attracting new investment from outside the area, especially companies from overseas;
 - retaining existing companies in the area;
 - promoting the export success of companies in the area;
 - encouraging the mobility of the workforce;
 - attracting inbound tourism.
- 3.4 Public transport access to the Airport is relatively poor as there is no rail station at present and only a limited number of express coaches serve the site from Blackpool. If the airport is to truly appeal as a sub-regional entity, there needs to be investment in transport infrastructure to the site from not only across the Fylde Coast but also from places such as Preston via improvements such as electrification of the line to Blackpool North and the re-institution of direct services to London and Birmingham.

The Port of Fleetwood

- 3.5 The Fylde Coast through its coastal position, the expansion of Blackpool Airport and the Port of Fleetwood is a key asset in forging tourism, industrial and economic development linkages with Ireland. Looking at the Port of Fleetwood in particular, it is one of four in the North West categorised by the Department for Transport as 'major ports' (those with a total cargo of at least 1 million tonnes per annum). The port has experienced considerable growth in recent years, with 50% of port revenues derived from the 'roll on-roll off' services to Larne in Northern Ireland. These services carry a high proportion of high value, time critical consumer products. The port is also a key linkage between Ireland and the wider North West, yet there remains significant connectivity issues between Fleetwood and the M55 and M6 motorways and this is where improvements to the A585 (T) could assist.

The tourism offer

- 3.6 Tourism spreads far beyond the traditional seaside attractions located on the Blackpool coastline. There are key areas in Fylde especially in the golf courses and in the classic resort of St Annes where tourism is a key area of income and of future opportunity. Similarly, there is a key tourism offer in the coastal area of Cleveleys and in the Forest of Bowland in Wyre. The four major golf courses of the Fylde Coast form part of the NWDA supported England's Golf Coast promotion, with the courses of St Annes Old Links, Royal Lytham and St Annes (where the 2012 Open Golf Championship will be held), Lytham Green Drive, and Fairhaven offering key economic development and sustainability opportunities. Events based tourism is a mainstay of the local visitor economy with a range of niche market activity based around the variety of leisure, cultural and natural assets in the area.

Heritage

- 3.7 There is a great deal of heritage and history connecting the Fylde Coast region. Blackpool's claim as the worlds first working seaside resort has formed the basis of a bid for World Heritage status but Blackpool's development has undoubtedly had an influence on the growth and prosperity felt along the coast in towns like Lytham, St Annes, Cleveleys and Fleetwood. Iconic buildings like Blackpool Tower, Winter Gardens, Grand Theatre, the Piers (including St Annes and Fleetwood) Euston Hotel, Marine Hall and promenade, Lowther pavilion are all testament to the growth of popular tourism and remain as important historic assets. In addition, the old market towns of Garstang, Poulton-le-Fylde and Kirkham also have a great heritage value.

Culture and entertainment

- 3.8 During the season, Blackpool has more theatre seats available during a week than anywhere outside the west end of London. This fact demonstrates the range of shows and live popular entertainment available in Blackpool and across the Fylde Coast. From the Royal Ballet performing at the Grand Theatre to Oasis at the Winter gardens; Mystique at the Pleasure Beach to the Folk Festival at the Marine Hall in Fleetwood; from End of the pier comedy shows to one of Europe's biggest nightclub in the Syndicate in Blackpool. The Fylde coast has a wealth of cultural and popular entertainment available and is a significant driver of the day and night-time economy in terms of both spend and employment in the sector.

Sport and Leisure

- 3.9 The Fylde Coast has a very strong draw for all types of sporting events and spectacles. There are already large visitor numbers in the town, it is relatively central with good transport links and a wide selection of accommodation available and there are other things for spectators, participants and families to see and do whilst in the area. Recent events have included the National Rallsport Games, National Disability Games, The World League Beach Volleyball, British Climbing Championships, and Tour of Britain Cycle Race.. Facilities and venues have been improved and developed in order to accommodate these types of events and the Fylde Coast continues to a popular location with event organisers, spectators and participants alike.

Countryside and Green Tourism

- 3.10 The Fylde Coast has a wealth of natural assets including the Area of Outstanding Natural Beauty at the Trough of Bowland, the Wyre Estuary, Marton Mere Nature reserve and a world famous Coastline which stretches from the Sand Dunes of Lytham in the south to the natural port of Fleetwood in the North. People have visited the Fylde Coast for centuries and originally for its restorative and rejuvenating properties and it

continues to draw people from far and wide to appreciate its natural beauty. It is an area of contrasts from Coastline to Countryside, and includes small market towns like Garstang, the worlds first fair-trade town,

4 DEVELOPMENT OF THE FYLDE COAST MAA

- 4.1 Blackpool Council, Fylde Borough Council, Lancashire County Council and Wyre Borough Council are partners in the Fylde Coast Multi-Area Agreement (MAA). Work on the MAA has been supported by the Centre for Local Economic Strategies (CLES).
- 4.2 The process which has developed of the Fylde Coast MAA has been deliberative and collaborative in order to ensure that the evidence case for the inclusion of specific issues and associated interventions is robust and will stand up to external scrutiny. The process has been underpinned by a set of principles which reflect both central government's vision for MAAs and the local context of the Fylde Coast (see Appendix 1).
- 4.3 There are two main aspects to the Fylde Coast MAA:
- It is an agreement between the four Fylde Coast local authorities and other local partners to collaborate in order to resolve a number of key economic development issues. The MAA is not just a general agreement to work more closely together, but identifies specific opportunities where greater collaboration will have an impact on specific national indicators and government PSA targets. However, the MAA also represents a more general commitment by the four local authorities to work more co-operatively in strategic planning and service delivery in the future at local, sub-regional and regional level;
 - the MAA represents an agreement between Central Government and the Fylde Coast Authorities. The basis of this agreement is a commitment from the Fylde Coast authorities to work towards specific outcomes related to specified activities. On the part of central government there is a need to respond to 'asks' with reciprocal commitments and to support the MAA with devolved budgets and responsibilities as required by the SNR.

Issue-based approach

- 4.4 Fylde Coast partners have followed an issue based approach to the MAA emerging from the evidence identified previously. Partners have been included in working to identify these issues. The issues which have been included within the MAA have been selected on the basis of one or other of the following reasons:
- an issue which is relevant across the Fylde Coast and is essentially the same in nature across the whole of the Fylde Coast;
 - an issue which is relevant across the Fylde Coast but may differ in nature in different areas of the Fylde Coast;
 - an issue which is relevant in a defined part of the Fylde Coast but which has implications across the whole are because of its severity.

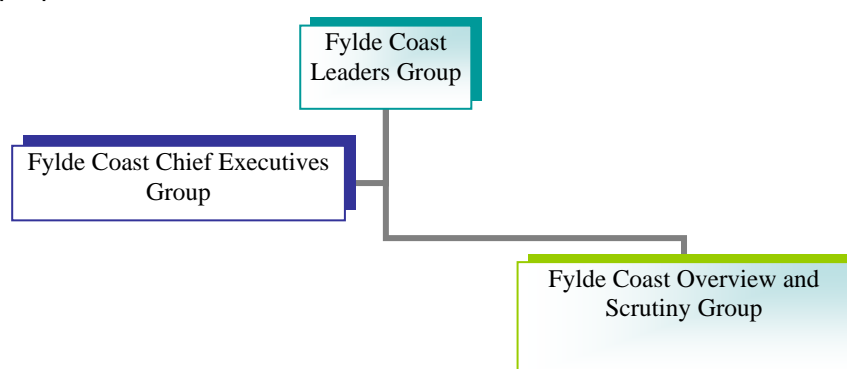
Adding value

- 4.5 The focus of the MAA has been on identifying issues where there is an opportunity to add value to existing activities. Thus, the starting point for the MAA has been that there is currently a great deal of collaborative working between two or more of the Fylde Coast authorities (e.g. there has been a concerted effort in recent years by the authorities to work more closely on planning issues). The MAA may capture existing joint working because the focus is on identifying issues where the MAA framework can actually add value to what is already taking place. The MAA will also build upon the

progress has been made across Lancashire on the shared services agenda through Team Lancashire.

Governance

- 4.6 There is a need for an overall governance framework for the Fylde Coast MAA which addresses issues relating to the overall responsibility for the MAA as well as specific issues related to governance and each of the individual issues.
- 4.7 The Fylde Coast is seeking to adopt a similar governance structure to Pennine Lancashire, Manchester and Liverpool City Region MAAs, that is, to establish a Leaders Group comprising the leaders of the four authorities supported by a Chief Executives group and an Overview and Scrutiny Group. Leaders may wish at some stage in the future to consider whether to establish a Business Leadership Group for the Fylde Coast similar to that which already exists in Blackpool.
- 4.8 The proposed structure is shown below:



Activities

- 4.9 The development of the MAA took place between May 2007 and May 2008. There were three main stages to the development of the MAA:

EVIDENCE AND ISSUES: involved identifying the key issues which the MAA will address. The issues were selected through a process of identifying issues with a range of stakeholders:

- which can be addressed at a Fylde Coast level;
- where the four local authorities are prepared to make a commitment to trying to address them at a Fylde coast level;
- where the MAA can be the catalyst for activities which add value to what is already taking place;

ANALYSIS focused on an in depth analysis and discussion of the MAA issues amongst stakeholders from the authorities and other agencies;

DISCUSSION: focused on agreeing the activities which will address the issues again involving stakeholders.

- 4.10 A list of stakeholders involved in developing the Fylde Coast MAA in addition to the four local authorities is as follows: representatives from NWDA; GONW; LCDL, Lancashire Economic Partnership, Jobcentre Plus; LSC; Housing Corporation; Highways Agency; Blackpool and Lancashire Tourist Board; Culture NW, Blackpool and The Fylde College; Lancaster University; New Fylde Housing; Blackpool CVS; Progress Recruitment and others.

5 OUR MAA PRIORITIES

Capacity building

- 5.1 The focus of the Fylde Coast MAA is on raising the economic prosperity of the Fylde Coast of Lancashire through integrated strategy and activity in identity of place, economic and business development, planning, housing and transport together helping to harness the areas key assets, build the capacity of its institutions to work effectively together and develop the identity of a unique and special place. We intend the MAA to help improve the quality of life for a third of a million people.
- 5.2 In order to continue the work to build capacity on the Fylde Coast we look to the NW Improvement and Efficiency Partnership (NWIEP) to continue to support the implementation and further development of the MAA and its implementation through assistance with governance, strategic planning, project management and delivery. In addition to finalising the MAA this capacity building will help in establishing the appropriate delivery vehicles for the MAA.

Priority	Ask	Outcome
Capacity building for the Fylde Coast MAA Partnership	Support from CLG, GONW and the NWIEP to help strengthen the Fylde Coast MAA Partnership	Strengthened corporate and strategic planning and project delivery capability in the Fylde Coast MAA Partnership to deliver the MAA.

- 5.3 The draft proposals fall within 5 areas: identity of place; business development; skills; housing; and transport/planning. Each priority and 'ask' is set out together with anticipated outcomes. Key asks are highlighted in bold.

Identity of place

- 5.4 Poor identity of place on the Fylde Coast is an important issue for the MAA encompassing elements such as effective promotion of the tourist assets, the promotion of cultural and leisure facilities and the design of the public realm.
- 5.5 Tourism and the visitor economy is a key aspect of the Lancashire and Blackpool Visitor Economy Strategy (VES) 2006-2016 which links with the Strategy for Tourism in England's North West 2003-2010. The Lancashire and Blackpool VES, annual Destination Management Plan and the regional tourism strategy highlight the importance of Blackpool in particular but also rural tourism through the now concluded Lancashire Rural Tourism Initiative (LRTi), and cluster development focussed on outdoor adventure, heritage and food and drink. Tourism is also reflected strongly in the Community Strategies and Local Plans of Fylde, Wyre and Blackpool, and is a key driver of the physical regeneration activities of the Urban Regeneration Company for Blackpool, Re:Blackpool. Although the importance of the visitor economy is recognised in these and other strategic documents, and the area has within its boundaries a rich variety of heritage and tourism assets, individual tourism functions within each of the four authorities only work partially together but with the Lancashire and Blackpool Tourist Board support. The MAA suggests that this joint working is enhanced and developed in the short term whilst longer-term arrangements to promote tourism on the Fylde Coast are assessed.
- 5.6 Declining tourist numbers and the failure of Blackpool to secure a regional casino license requires new thinking around how the Fylde Coast harnesses its existing assets and attractions, encouraging new investment and innovation in the tourism

offer. Coupled with recent research conducted into the brand standing of Blackpool with visitors suggests that marketing of the resort as a 'city on the coast' needs to be set within the broader Fylde Coast offer attracting a wider range of visitors and promoting tourist movement within the Fylde Coast to the range of attractions available. A critical aspect of this is to more effectively co-ordinate and promote the 'cultural economy' comprising the wealth of cultural assets, from theatres and museums to leisure and sports facilities, throughout the Fylde Coast area. Overall tourism in the wider Fylde Coast area is increasing, particularly with the growth of rural and event based tourism and this offers added potential to the Blackpool holiday as much as Blackpool provides a day trip destination alternative to visitors staying inland.

- 5.7 Poor identity of place is also an issue relating to the physical environment of the area and is apparent in the design of promenades where each local authority has led different plans for sea defences and associated public realm. The MAA suggests co-ordinated investment in the public realm, enhancement of key green spaces and linking to sustainable transport locally – by tram, bicycle and foot – to move visitors along the length of a superb coastline. Proposals elsewhere in the MAA aim to better connect the Fylde Coast to the wider region by air, road and rail.

Boosting the visitor economy through better co-ordination and marketing of the Fylde Coast

- 5.8 This proposal seeks to develop better co-ordination and marketing of the Fylde Coast, to promote the area's tourist assets in a more co-ordinated way and thus boosting the visitor economy. It would aim to increase visitor spend and improve the flow of tourists from the main centres to other assets in the area. The development of greater co-operation between the four authorities, within the context of existing sub regional and regional strategies, could be supported by co-ordinated marketing using the existing 'winning themes' of the Lancashire and Blackpool Tourist Board coupled with improved visitor management utilising the Partners for England Charter for Destination Management allowing management of the coastline as one entity.
- 5.9 The MAA also suggests an assessment for further collaborative working on the Fylde Coast. This will primarily involve investigating the options available within the existing institutional structures but also would look at the option of a single organisation to manage tourism and the visitor experience across the Fylde Coast. This appraisal will require an assessment of the costs and benefits of each approach while any proposed change would only be promoted with the full agreement of all relevant parties.

Priority	Ask	Outcome
Boost the visitor economy through better co-ordination and marketing of the Fylde Coast		
Collaborative inter-authority working with the Lancashire and Blackpool Tourist Board to incorporate attack brand and thematic marketing and generally enhance the Fylde Coast as a destination. Explore the possibility of joint adoption and implementation of the Partners for England Charter for Destination Management.	Ensure enhanced support for the visitor economy of the Fylde Coast via the Lancashire and Blackpool Tourist Board business plan to be agreed with NWDA for 2009-12.	Substantial increase in visitor numbers as a result of an enhanced visitor offer; Attraction of higher spend visitors; Longer day trips and more overnight stays;
Appraise the options for further collaborative working		More coherent management and delivery of tourism on the

on the Fylde Coast in the future years.		Fylde Coast.
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Co-ordinated management and promotion of the culture and leisure offer of the Fylde Coast

- 5.10 This proposal seeks to develop greater strategic planning, development and delivery of the Culture and Leisure offer for the Fylde Coast within the context of a jointly agreed Fylde Coast Cultural Strategy. Culture and leisure encompasses a broad range of services such as libraries, museums, tourism attractions, countryside sites, sporting facilities, museums, art galleries and parks operated and managed by each of the four local authorities. A range of options for the co ordination and development of facilities and assets between the four authorities could be explored in the longer term. This would help develop the Fylde Coast's identity of place and enable a strategic and mutually beneficial approach to the provision of cultural and leisure services across the area.
- 5.11 In the short term the creation of a joint Fylde Coast Cultural Strategy has commitment from Blackpool, Fylde, Wyre and Lancashire County Councils and consultants are already at work to draw up the strategy and action plan. Mapping of the cultural offer and funding sources and the development of several scenarios for development of culture across the Fylde Coast form a part of the project. The Fylde Coast Cultural Strategy Steering Group and the proposed Fylde Coast Cultural Consortium will oversee the development of this strategy during 2008. In the short term the Fylde Coast is keen to explore the benefits of the 'Cultural Olympiad' leading up to 2012. A 'Cultural Coast' initiative building on the current Fylde Coast Cultural Strategy and linking with The Cultural Olympiad themes and the Open Golf at Royal Lytham and St. Annes in 2012 could bring together culture and sport in the Fylde, animate and humanise public spaces particularly the coastal promenades, use culture and sport to raise issues of environmental sustainability, health and wellbeing; stimulate collaborations and innovation between communities and cultural sectors; and enhance the learning, skills and personal development of young people. In addition to this will be a wider project to manage and enhance cultural assets and build 'Identity of Place' on the Fylde Coast in an innovative and unique partnership between local and central government and regional agencies.
- 5.12 Proposals would develop a co-ordinated approach to urban design for public realm across the Fylde Coast. This would develop a greater sense of place and identity across the sub region through the development of a joint design codes and the co-ordinated management and maintenance of coastal defences, public spaces and art, public interpretation, cycle ways and promenades. This would boost the destinations identity and play a role in developing the visitor economy. There is the possibility of bidding for and pooling of resources, resulting in greater value for money in the investment of physical assets.
- 5.13 The rural area, which is a shared and somewhat untapped resource of all four local authorities, offers one of the best opportunities to establish a strong sense of place, with cultural and recreational opportunities that could enhance rural tourism. Whilst at different stages of development between the authorities, countryside recreation provides a generic opportunity for a quality tourism product that also enhances place shaping for the local community. In addition, the rich cultural heritage of the Fylde Coast creates the link between the different areas and helps reinforce the sense of identity and place

Priority	Ask	Outcome
Co-ordinated management and promotion of the culture and leisure of the Fylde Coast		

Development of a Fylde Coast Cultural Strategy and Action Plan by Autumn 2008.	Investigation of DCMS funding streams to support development and implementation of Fylde Coast Cultural Strategy.	Better strategic planning, development and delivery of the Culture and Leisure offer for the Fylde Coast
Develop a ‘Cultural Coastline’ Project for 2012 to co-incide with Olympics and Open Golf at Lytham St Annes to include significant investment into public and cultural assets including the Promenades, a coastal cycleway, coastal trail, public art, street furniture and public spaces, linked to enhanced destination management.	Support from DCMS, CABE RDA and regional agencies.	Boosting the visitor economy through physical improvements to public spaces and enhancement and marketing of the Fylde coastline.
Within the context of the Fylde Coast Cultural Strategy consider the further development of the culture and leisure offer on the Fylde Coast through enhanced partnership for strategic planning, development and delivery between the four authorities supported by regional and national government.		Better strategic planning, development and delivery of the Culture and Leisure offer for the Fylde Coast
Investigate the development of a Fylde Coast Countryside strategy and associated funding streams to enhance the identity of place for local residents and to support the visitor economy.		

Economic and Business development

- 5.14 The proposals under the economic and business development theme are key to maximising the economic potential and strengthening the economic development capacity of the Fylde Coast. The development of the Fylde Coast MAA has exposed weaknesses and gaps in the economic intelligence for the Fylde Coast ‘footprint’ and a lack of co-ordinated economic development strategy.
- 5.15 A key issue identified is around business retention and attracting new businesses – companies may often wish to stay in the Fylde Coast but may be forced to leave without the right assistance or support package to enable the company to invest and grow. At the same time there is a need to identify and exploit new growth sectors in the Fylde Coast. The area has a high proportion of employees working in high technology sectors (7.5% compared to 2.7% nationally) suggesting there is potential for growth in this and other sectors through supporting existing businesses and

developing a co-ordinated inward investment package to build on the area's current strengths.

Co-ordinated economic intelligence, strategy development and funding for the Fylde Coast

- 5.16 This proposal focuses on developing a single economic intelligence and strategic economic development capability within the Fylde Coast linked to existing resources with the Lancashire sub region and the proposed new economic assessment duty in the SNR. This would bring a clear spatial focus as regards economic conditions and growth sectors within the Fylde Coast drawing on the expertise currently available within Lancashire County Council, Blackpool, Fylde and Wyre Councils, LEP and the NWDA. Improving economic intelligence linked to the proposed economic assessment duty on upper tier authorities will provide a greater appreciation of the economic challenges and opportunities within the Fylde Coast and could form the basis of a co-ordinated sub-regional approach as outlined in Figure 2, linking into the new Integrated Regional Strategy. The use of freedoms and flexibilities could foster the pooling of economic development resources and could allow initiatives such as LEGL activity to be extended beyond the boundaries of Blackpool.
- 5.17 The development of this proposal requires co-ordinating economic and other information on a Fylde Coast basis. As part of the development of this authorities could investigate seconding or co-locating economic intelligence resources from the three Fylde coast authorities, Lancashire County Council, Lancashire Economic Partnership or the NWDA to strengthen resources in the Fylde area and form the basis of the economic development capacity that could lead to joint strategy feeding into the new Integrated Regional Strategy.
- 5.18 The economic success of the Fylde coast will also be enhanced if the Fylde coast can generate local income streams in addition to devolving support from the region through the RFA process and through the new Integrated Regional Strategy and subsequent delegation of delivery. Joint approaches to regional funding allocations for transport and housing are desirable and efficient. Other local income streams such supplementary business rates, tax increment financing and other related possible income streams require more detailed discussions between Blackpool, Fylde and Wyre Councils and Lancashire County Council about the impacts across the sub-region and the desirability of consistent approaches within the context of the new regional strategy.

Priority	Ask	Outcome
Co-ordinated economic intelligence, strategy development and funding for the Fylde Coast		
Develop a co-ordinated economic intelligence and strategy development capability for the Fylde Coast as a key building block to develop a new Single Regional Strategy and devolve funding streams to the area.	<p>Agree with NWDA and sub-regional partners support for a Fylde Coast economic intelligence and strategy development capability.</p> <p>Devolution of RDA funding streams to support economic development of the Fylde Coast.</p>	An enhanced Integrated Regional Strategy based on a Fylde Coast assessment of needs followed by appropriate devolution of RDA funding to meet needs.

Develop business support and inward investment capability for the Fylde Coast that focuses on growth sectors and identifies and promotes strategic employment sites and addresses worklessness

- 5.19 This proposal focuses on developing capability for business support and inward investment within the Fylde Coast, helping to drive improvement in GVA, employment, earnings, business start-up and survival rates. This area of activity will ensure the development of services for the Fylde Coast that are currently delivered by organisations operating at the sub-regional County level. The economic geography of the Fylde coast is already recognised in the Lancashire Economic Strategy, however, building from this a specific inward investment capability for the Fylde Coast will provide a focus for inward investment enquires and the promotion of the Fylde Coast as a place to do business, including the promotion of strategic sites. The MAA could also be used to strengthen the activities of the North West and Lancashire Chamber of Commerce in the Fylde Coast. This will raise awareness of existing business support opportunities in the sub region.
- 5.20 Funding for business support is sourced from the Department for Business, Enterprise and Regulatory Reform to fund organisations such as Business Link who are based in Preston and have a regional remit. The West Lancashire Chamber of Commerce also provides business support for Fylde Coast businesses but has a wider geographical remit. Further discussions between the Chamber of Commerce, Lancashire Economic Partnership, Business Link and the Fylde Coast Authorities and local businesses are required to understand how the MAA can assist the Chamber in increasing its impact across the Fylde Coast consistent with the new Business Support Simplification Programme.
- 5.21 In the short term it is possible to develop an enhanced business support and inward investment capability for the Fylde Coast by extending the Enterprise and Investment activity that has been developed in Blackpool through the successful Local Enterprise Growth Initiative to the Fylde Coast. This would require the support of DBERR.

Priority	Ask	Outcome
Develop business support and inward investment capability for the Fylde coast that focuses on growth sectors and identifies and promotes strategic employment sites and addresses worklessness		
Develop an enhanced business support and inward investment capability for the Fylde Coast by extending the Enterprise and Investment activity that has been developed in Blackpool through the successful Local Enterprise Growth Initiative to the Fylde Coast	Agreement from DBERR to extend LEGI business support and inward investment capability to the Fylde Coast.	Improvement in PSA 6 Deliver the conditions for business success in the UK Improvement in PSA 7 Improve the economic performance of all English regions and reduce the gap in economic growth rates between regions. Improvement in GVA Improvement in NI 151 Overall employment rate Improvement in NI 166 Median earnings of employees in the area

Identify and promote strategic employment and regional investment sites on the Fylde Coast as part of the LDF and economic development strategy process feeding into the new Integrated Regional Strategy		Improvement in NI 171 New Business registration rate

Maintenance and growth of public sector employment on the Fylde Coast

- 5.22 The importance of public sector employment to the Fylde Coast economy is significant with almost 12,000 jobs in general public administration, social security and associated financial services. The retention of government departments and agencies in the Fylde Coast and the attraction of further employment through decentralisation is an issue we would wish to discuss.

Priority	Ask	Outcome
Maintenance and growth of public sector employment on the Fylde Coast		
To retain and enhance public sector employment on the Fylde Coast	Discussions with Government departments about the long term plans for employment sites and a commitment to retain and grow public sector employment.	Improvement in employment rates and increase in median earnings of employees in the area

Skills and Employment

- 5.23 Skills and worklessness at all age levels are a key government policy priority and are important issues for the Fylde Coast. Levels of the working age population without qualifications are high and attainment at GCSE level remains a challenge in Blackpool resulting in the proportion of 16 and 17 year olds participating in learning being below the national average. Low levels of school attainment and post-16 participation means that approximately a third of Fylde Coast residents hold no formal qualifications. Poor skills lead to high worklessness which is also a significant barrier to economic growth on the Fylde Coast where 26,660 working age residents were claiming Job Seekers Allowance, Incapacity Benefit or Income Support in May 2007. The highest level of claimants is found in Blackpool (19.4% of the working age population) and is significantly higher than the national (11.1%) and regional average (14.4%). Blackpool acts as a magnet for workless residents from across the Fylde Coast, the region and nationally and tackling worklessness also has links strong links to the housing proposals included in the MAA. However, in the longer term the Fylde Coast ambition is to develop and retain higher level skills and employment through the development of higher and further education provided by Blackpool and the Fylde College and new growth sectors in the economy.

Develop skills and increase employment across the Fylde Coast

- 5.24 The key initiative here would be to develop a Fylde Coast Employment and Skills Strategy seeking to reverse the declining employment that the Fylde Coast has seen since 1990, increasing the employment rate, reducing worklessness and benefit dependency, and ensuring skill provision matches current and future employer demand. The Skills and Employment Strategy would need the support of DIUS, JCP, LSC and DWP also and would build upon the DWP City Strategy pathfinders

experience particularly at Blackburn with Darwen in Pennine Lancashire. It would focus on:

- An assessment of current skills development activity both in terms of supply of skills training and demand from employers across the Fylde Coast;
- Identifying the key skills required in the growth sectors of the future economy of the Fylde Coast linking skills an employment to economic development and regeneration;
- Strengthening information on skills and employment and baselining qualifications and related indicators across the sub-area;
- Providing a clear and co-ordinated 'progression model' for training and employment across the Fylde Coast;
- Engaging with employers and partners involved in skills and employment to better co-ordinate activity;

5.25 The Skills and Employment Strategy would aim to drive up the skills base and ensuring new investment is attracted and existing business is supported by a skilled workforce. It would seek to develop better intelligence and understanding of skills and the current and future skills requirements of employers in the Fylde coast area linking in to school and college careers advice and seeking to raise aspirations of young people to move on to higher and further education and employment. It would link into sub-regional work on skills and also build on and extend existing activities on the Fylde Coast, including:

- the existing Blackpool, Fylde and Wyre Partnerships for the 14-19 age group;
- the delivery of Vocational and Skills Training at Blackpool Sixth Form College and Enterprise Initiatives across schools and colleges
- the development of a Studio School in Blackpool as part of BSF to improve level 2 attainment by age 19
- development of the Cadet Scheme for 16-19 age group, which would encompass the Northern Way funded pathways to work pilot in Blackpool;
- the existing and developing aviation, nautical and construction vocational academies and the new higher education facilities to be provided by Blackpool and the Fylde College;
- developing an Apprenticeships scheme for public sector employers, and enhancing intermediate labour market opportunities.

5.26 It would also link to work on transport and travel to work and learn issues. The development of the Fylde Coast Skills and Employment Strategy requires the support of all four authorities and agencies such as Learning and Skills Council, local post 16 providers, JCP and DWP. This proposal also needs to involve the newly formed Lancashire Skills Board and fit with the Lancashire Skills Strategy. It is linked closely to the joint economic development capability outlined earlier. The current work of LEP on worklessness could be a subject of discussion with respect to activity on the Fylde Coast. Outcomes would include improvements in the national indicator on level 2 skills (NI163) and by other indicators relating to the progression model of people through the skill levels.

Priority	Ask	Outcome
Develop skills and increase employment across the Fylde Coast		
Development of a Skills and Employment Strategy for the Fylde Coast. The strategy will audit provision and demand for skills; co-ordinate activity and link	Support from DIUS, Learning and Skills Council, JCP and DWP .	Improvements in: NI 163 Working population qualified to at least level 2 or higher

<p>skills and employment to new growth sectors and employment opportunities and tackle worklessness.</p>		<p>NI 164 Working age population qualified to at least level 3 or higher</p> <p>NI 80 Achievement of a level 3 qualification by the time you are 19.</p> <p>NI 82 Closing the gap at level 2 by age 19</p> <p>NI 165 Working age population qualified to at least level 4 or higher.</p>
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Housing

- 5.27 The Fylde Coast is currently experiencing a range of housing problems which are critical barriers to realising economic, social, and environmental improvements. The key problem that needs to be addressed across the Fylde Coast is the imbalance within the housing market. In many areas, people struggle to afford appropriate housing because prices are high and incomes are low. In other areas, there are major concentrations of unattractive, low quality homes, especially the houses in multiple occupations in the inner parts of the coastal towns that have resulted from decline within the hotel industry. These concentrations have a serious impact on the remaining tourism industry, are detrimental to the people that live there, and prevent the areas from ever becoming successful and prosperous residential neighbourhoods. By working across the Fylde Coast, we can plan the appropriate development of new homes and realise the potential of those areas that are currently unsustainable.
- 5.28 The scale of housing market imbalance is severe – housing affordability problems are equivalent to or more severe than the North West average in all three local authority areas. Median house prices in Fylde are approximately 30% higher than the North West average; in Blackpool median prices are relatively low – approximately 20% lower than the North West average, but average incomes are the lowest in England. The concentrations of poor quality houses in multiple occupations (HMOs) in Blackpool are larger than those found anywhere else in the country – there are approximately 3,400 known HMOs in Blackpool, accounting for 15,000 households in poor quality rooms and flats. Similar issues are faced on a smaller scale in Fleetwood (in Wyre), and St Annes (in Fylde). The physical character of these neighbourhoods perpetuates the significant worklessness problem as low quality HMOs offer accommodation that can be paid for through housing benefit and attracts out of work benefit claimants from across the Fylde Coast and across the country.
- 5.29 The unaffordability of family accommodation, extremely poor quality of parts of the housing stock, the dynamic of transience of poor households, and fragility of the local employment market, puts great pressure on local housing services. It is essential that we work together to address these common issues in service provision alongside joint work on physical development. It is also imperative that supported accommodation and related services for vulnerable people are co-ordinated effectively across the Fylde Coast housing market area. The MAA can act as an umbrella for all the joint housing work co-ordinated by the joint housing strategy manager funded by Blackpool, Wyre and Fylde councils, and linked to Lancashire and North West regional housing strategies and developments.

Housing growth and provision of affordable housing on the Fylde Coast

- 5.30 This aspect includes work to determine the distribution, number and type of housing required across the Fylde Coast, and then facilitation of the delivery of more affordable housing and co-ordinated market interventions. These activities will help to deliver additional homes, affordable accommodation and a planned supply of housing sites on the Fylde Coast. The work will also include helping to change the balance of the housing offer where there are concentrations of deprivation linked to unpopular housing and poor residential environments. The growth and housing intervention work, including that in Blackpool, should draw on the experience of Lancashire County Council in shaping services to respond to the significant change in the Elevate area.
- 5.31 The development of a housing strategy across the Fylde Coast is being led by the joint strategy post located at Blackpool Council. This work is being developed alongside the development of a Lancashire Housing Strategy under the Lancashire Strategic Housing Partnership, and in the wider context of the work of the North West Regional Assembly and the Regional Spatial Strategy. Some resources are required to enable the establishment of a common evidence base to inform the development and delivery of the Fylde Coast Housing Strategy. This evidence base will provide a robust basis for the development of housing and planning policies, effective investment in housing and neighbourhoods, and consistently high quality service delivery.
- 5.32 Planning of the provision of housing-related support services across the Fylde Coast could also be co-ordinated. Blackpool BC and Lancashire CC, as the local authorities with responsibility for administering the Supporting People programme across the Fylde Coast housing market area, could work together to develop a coherent strategy for the provision of supported housing and housing-related support services across the Fylde Coast.

Priority	Ask	Outcome
Housing growth and provision of affordable and supported housing on the Fylde Coast		
Development of a coordinated approach to affordable housing through a Fylde Coast Housing Strategy, progression of a housing growth point bid and development of a common evidence base and developer engagement	Ensure funding from HCA & CLG	Sound basis for the development of housing and planning policies, effective investment in housing and neighbourhoods, and consistently high quality service delivery. Improvement in NI 154 Net additional homes provided
Develop a coherent strategy for the provision of supported housing and housing related support services across the Fylde MAA partnership area.		

Managing the private rented sector and reducing demand for poor quality accommodation through access to Housing Benefit across the Fylde Coast

- 5.33 This proposal requires greater flexibility to be available across the three local authorities in relation to the administration of Housing Benefit so as to minimise the adverse impact of Housing Benefit dominated private rented accommodation upon the visitor economy and the residential offer. This could be achieved through discretion not to pay new claimants seeking benefit in relation to accommodation for which residential use is unauthorised, for example holiday accommodation. Flexibility could

also be used in order to enhance private rented sector stock condition and management practices by restricting the direct payment of Housing Benefit to landlords whose properties are accredited or licensed. This would be a powerful incentive to reach accreditation standards but is restricted because of the Local Housing Allowance scheme which means that money is paid directly to housing benefit claimants rather than landlords.

- 5.34 Any proposed freedoms and flexibilities that restrict Housing Benefit payments to landlords whose properties are accredited or licensed would need to be negotiated with DWP. This work should be co-ordinated through the joint housing post funded through the Fylde Coast local authorities. In Blackpool, GONW has already agreed to support an accreditation pilot in North Beach that may lead to additional licensing of HMOs, and GONW have indicated support in principle for incentivising the direct payment of Housing Benefit to landlords with properties that are accredited or licensed.
- 5.35 Further, the current calculation of Local Housing Allowances within a broad Fylde Coast housing market area leads to the artificial inflation of rents for poor quality private rented accommodation in inner Blackpool and Fleetwood, raising capital values and incentivising property owners to change use from tourist accommodation to homes in multiple occupation. Private renting in inner Blackpool and Fleetwood is driven by housing benefit payments and there is little wider market context by which market rents can be determined. Flexibility would be required to adopt separate reference areas for the setting of the Local Housing Allowance..
- 5.36 The calculation of Local Housing Allowances is undertaken by local Rent Officers within the Valuation Office Agency, according to criteria set out by Statutory Instrument. The re-definition of housing market areas for the Local Housing Allowance will need to be negotiated with the VOA and the DWP.

Priority	Ask	Outcome
Managing the private rented sector and reducing demand for poor quality accommodation through access to Housing Benefit across the Fylde Coast		
Enhance private rented sector stock condition and management practices by investigating the direct payment of Housing Benefit to accredited landlords. This would be a powerful incentive to reach accreditation standards.	Work with HCA to make case to DWP on payments of housing benefits and landlord accreditation.	Reducing demand for poor quality accommodation through access to Housing Benefit across the Fylde Coast
Seek to establish a level of Local Housing Allowance for smaller areas of inner Blackpool and Fleetwood.	Flexibility to develop proposals for re-defining the Local Housing Allowance reference area with DWP and the VOA	Reduce the financial incentives for landlords to rent out their properties to the Housing Benefit market

Transport and Planning

- 5.37 This area of activity focuses on coherent spatial and transport planning across the Fylde Coast. It would require in the longer term the development of a joint LDF Core Strategy that would contribute towards improving the co-ordination of development activity on the Fylde Coast similar to the co-ordination that is beginning to happen in

central Lancashire – both of which need to be set within the evolving sub regional and regional context. On transport planning, powers which are currently held by both Blackpool Council and Lancashire County Council could be brought together as part of a broader pan-Lancashire approach to the development of the new single regional strategy. This will be preceded by a strategic issues study focussing on transport and land use issues on the Fylde Coast which will inform a Strategic study on a pan-Lancashire basis. In the shorter term daughter documents could be developed under the existing Lancashire and Blackpool LTPs though the study will recommend the best way forward. Such co-ordinated planning will help to increase accessibility across the Fylde Coast and promote economic development; increase the use of public transport, reduce congestion, and promote road safety. Travel planning work could be enhanced by co-operative work between Blackpool and Lancashire to focus on the Fylde Coast.

- 5.38 The Fylde Coast transport infrastructure is characterised by poor internal linkages. Rail connections to the Fylde Coast are adequate although rail connectivity between areas within the Fylde Coast is poor. The tram system is also disconnected from the rail infrastructure and mainly exists to connect the area together for tourists rather than for residents and commuters. In addition the major routes of the road system suffer congestion and so make travelling around the area difficult.
- 5.39 The 2005 Fylde Coast Sub-Regional Transport Study highlighted the lack of connectivity within the area and particular problems of congestion during peak hours, noise intensity in residential areas, a lack of public transport and discontinuity of cycle lanes. This proposal will help to change travel to work patterns across the Fylde Coast. Currently, 55% are less than 5km in distance and 54.9% of journeys are completed by car. The use of car journeys to work is above the national average and is particularly high in Fylde and Wyre.
- 5.40 These proposals also focus on providing a mechanism to overcome the lack of finance to fund physical improvements to the area. The MAA provides a key opportunity to develop innovative solutions that will enable the Fylde Coast authorities to increase the level of investment in area's infrastructure linked to regional transport funding allocations. There are some critical road and rail schemes that require investment:
- **A585 (T)** - improvements to key junctions on the A585 (T) which would help regenerate the Wyre urban area through the provision of an improved link to the M55, the scheme would also facilitate regeneration of Blackpool, by reducing congestion on north-south routes and improving linkages between the M55 and north Blackpool.
 - **Electrification of the Preston- Blackpool North line** - This would permit improved journey times and connectivity with electrified services using Preston Station opening up the possibility of restoring direct services to London and Birmingham. The Virgin Pendolino units would be able to use Blackpool North station.
- 5.41 In addition South Fylde Line improvements: to promote the existing service and seek improvements such as a passing loop would assist together with Improvements to Preston Platforms 1 and 2. These very poor quality platforms are another key Blackpool gateway from Glasgow holiday makers to business visitors from London. A light rail link from Squires Gate to Blackpool Airport would provide easy access to the airport

The development of Fylde Coast strategic plan, transport plan and travel planning activity

- 5.42 The development of a strategic development plan for the Fylde Coast would evolve from the current alignment of LDF activity between Blackpool, Fylde and Wyre and

subsequent development of a joint core strategy. Transport planning is currently the responsibility of Blackpool Council and Lancashire County Council. Developing co-ordinated LTP's across Blackpool, Lancashire and Blackburn with Darwen is desirable for all parties and will encourage pooling of resources and sharing of approaches. In the short term, the collation of studies and intelligence will inform a wider Strategic study on a pan-Lancashire basis.

- 5.43 In the short term, a more focussed travel plan activity across the Fylde Coast may help to facilitate discussions and activity towards a coordinated transport plan and travel planning. There is also potential to better co-ordinate bids for transport funding under the regional funding allocation. Action would require a process to be agreed between the MAA authorities and sub-regional and regional levels of government.

Priority	Ask	Outcome
The development of Fylde Coast strategic plan, transport plan and travel planning activity		
Time alignment of LDF Core Strategy on the Fylde Coast in the short term possibly moving towards a single core strategy in the longer term (2010). Collaboration to include a common on core strategic issues and further possible joint working at political and officer level.	Support from GONW for further alignment of strategic planning.	Coherent approach to spatial planning and economic development for the Fylde Coast feeding into the integrated regional strategy.
Expansion of the Blackpool Travel Plan Partnership across the Fylde Coast to include an enhanced focus on personalised travel planning.		Improved accessibility, reduced congestion and promote economic development.
Better co-ordinate bids for transport funding (such as for the A585 and rail infrastructure and services) under the Regional Funding Allocation in Spring 2009 within the context of the Lancashire Single Integrated Strategy.	Support from DfT for rail and road transport schemes such as the A585 and rail electrification which help promote economic development on the Fylde Coast.	Promote economic development; increase the use of public transport, reduce congestion, and promote road safety.

6. Other issues/proposals

- 6.1 Other issues and proposals suitable for the Fylde Coast MAA may emerge during the process of negotiation and discussion of the MAA within the Fylde Coast and with Government. Some early identified issues such tackling climate change, climate change adaptation, renewable energy, action on waste and recycling and so on with cross boundary implications may also emerge in the future as most suitably tackled through the MAA process.

7. Indicators and Outcomes

- 7.1 Government guidance states that where targets are purely in the MAA the statutory duties around performance management will not apply. If the indicator is also a target in the LAA then the statutory duties will apply. At the present time all prospective

indicators in the Fylde Coast MAA are considered to be local indicators until final decisions are made about the content of the MAA.

APPENDIX 1 Multi- Area Agreements

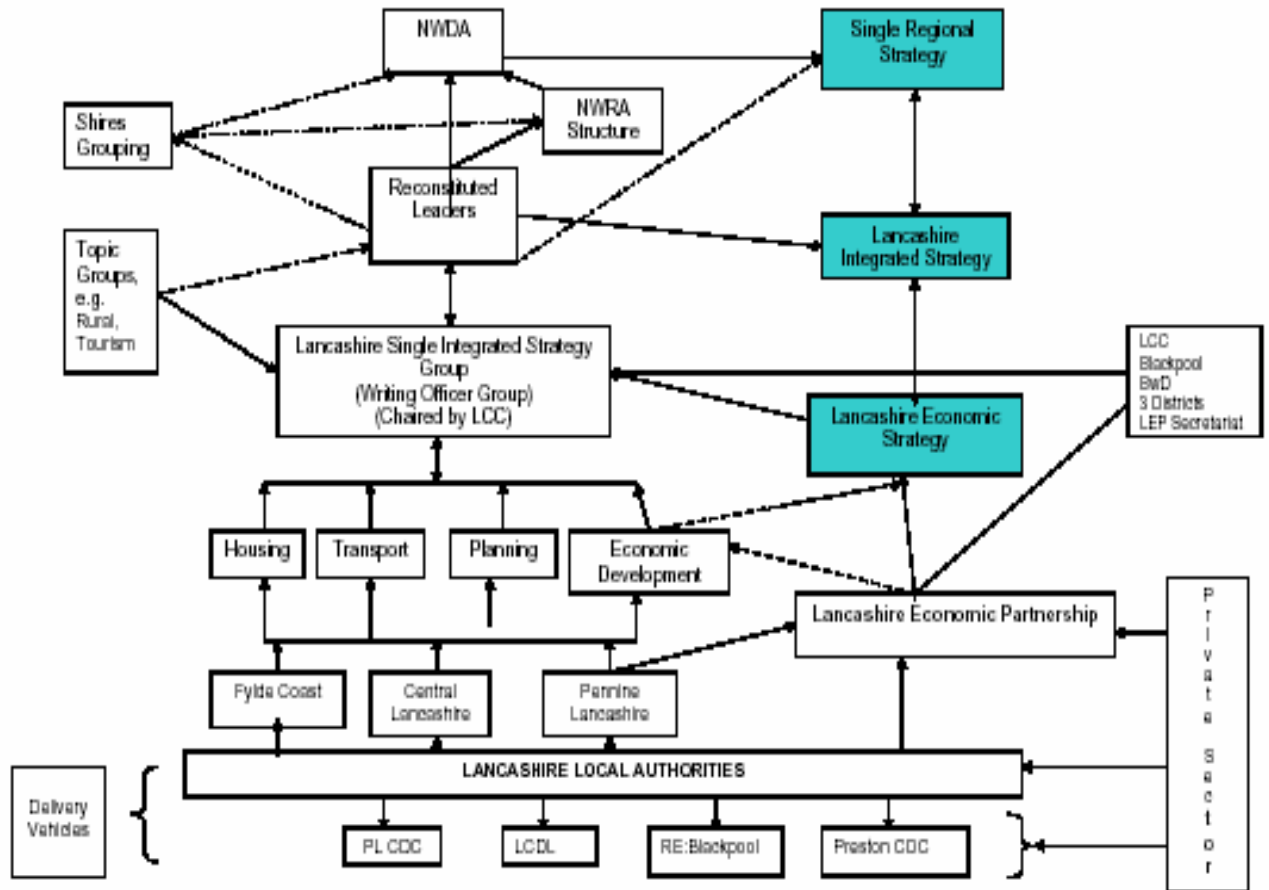
Multi Area Agreements (MAAs) were formalised in the Sub National Review of Economic Development⁵ and aim to set out agreed priorities between sub-regions and central government for improving well-being and prosperity. MAAs enables a collaboration of authorities to take a much more active role in leading economic development activities. The impact of such activities often cross local authority boundaries and so there are benefits in managing policies at a higher spatial level than individual authorities. To achieve collective outcomes, local authorities and their partners will also be able to agree to pool funding streams. The development of the Fylde Coast MAA has been informed by the ten guiding principles set out in the Sub National Review of Economic Development.

The 10 guiding principles of Multi Area Agreements

- MAAs should be voluntary at the point of creation.
- MAAs should focus on activities where sub-regional working can add most value – the rationale for cross-boundary delivery of objectives should be evidence-based.
- MAAs should have an economic core and relate principally to economic development (although MAAs for other activities will not be ruled out).
- Local authority partners and public sector bodies will share collective responsibility for outcomes.
- Sub-regional partnerships will have transparent arrangements for ensuring financial and democratic accountability.
- Sub-regional partnerships should include representation from businesses and other key stakeholders such as RDAs.
- As far as possible, MAAs should reflect economic areas that reflect the policy scope for the MAA (and therefore may include partners from more than one region and may also include parts of counties).
- In two-tier authorities, county councils and participating districts will be cosignatories in MAAs.
- MAAs will be consistent with the regional strategy and local Sustainable Community Strategies, and complement the LAAs of the participating authorities.
- MAAs will build on existing sub-regional partnerships and arrangements.

⁵ Source: HM Treasury, 2007

Appendix A Developing a Sub Regional Approach to the Single Integrated Regional Strategy



APPENDIX B(i): FYLDE COAST LEADERS' BOARD: Draft Terms of Reference

1. OBJECTIVES:

- To promote and co-ordinate the strategic development of the Fylde Coast of Lancashire;
- To oversee the development and delivery of the Fylde Coast Multi-Area Agreement (MAA) and inputs to the regional Integrated Strategy, the regional Improvement and Efficiency Strategy and related initiatives
- To act together as the democratic voice and leadership of the Fylde Coast.

2. MEMBERSHIP:

2.1 The Fylde Coast Leaders' Board shall number four, comprising the Leaders of:

Blackpool Council,
Fylde Borough Council,
Wyre Borough Council,
Lancashire County Council,

3. DELEGATION:

To delegate to the Fylde Coast Chief Executives Group (FCCEX):

- the development and implementation of the Fylde Coast MAA
- the development and implementation of strategic plans and strategies for the Fylde Coast of Lancashire.

4. ACCOUNTABILITY:

To hold FCCEX accountable for the delivery of those matters delegated to it.

To receive minutes of all meetings of FCCEX.

5. ADVOCACY:

To act as advocates for the Fylde Coast of Lancashire and to act in the best interests of the area at all times.

6. MEETINGS:

The Fylde Coast Leaders' Board shall meet at least four times each year.

7. QUORUM:

No business shall be transacted at any meeting unless at least three Members are present at the meeting.

8. APPROVED NAMED SUBSTITUTES

Leaders may send a named substitute (who is an Executive member) to the Leaders'

Group meeting if they are unable to attend. It will be the responsibility of each Council to arrange for their approved named substitute to attend.

APPENDIX B (ii): FYLDE COAST OVERVIEW & SCRUTINY GROUP: Draft Terms of reference

OBJECTIVES:

- to add value to the Fylde Coast MAA decision-making process;
- to hold the Fylde Coast Leaders Group to account and exercise effective scrutiny;
- to assist the Leaders Group in the development of policy and strategy for the Fylde Coast

2. MEMBERSHIP:

The Fylde Coast Overview & Scrutiny Group shall comprise 3 members each from Blackpool, Fylde and Wyre and Lancashire County Council. The selection of members will be for each authority to determine.

The Fylde Coast Overview and Scrutiny Group will be able to co-opt members up to a maximum of four from other private, public and Third Sector organizations with an interest in the wider Fylde Coast development.

3. MEETINGS:

The Fylde Coast Overview and Scrutiny Group shall meet at least four times each year.

4. QUORUM:

No business shall be transacted at any meeting unless at least four Members are present at the meeting.

5. APPROVED NAMED SUBSTITUTES

Members may send a named substitute to the O&S Group meeting (who is not an Executive member) if they are unable to attend. It will be the responsibility of each Council to arrange for their approved named substitute to attend.

APPENDIX B (iii): FYLDE COAST CHIEF EXECUTIVES' GROUP (FCCEX)

DRAFT CONSTITUTION

1. OBJECTIVES

1.1 Primary Objectives

- (i) The Fylde Coast Chief Executives' Group (FCCEX) will support the Fylde Coast Leaders Board in promoting the strategic economic development and regeneration of the Fylde Coast area through the Fylde Coast Multi-Area Agreement and related strategies and initiatives.
- (ii) The FCCEX will act as the co-ordinating body for Fylde Coast inputs to European, national and regional strategies and funding programmes for which individual Councils may be the accountable bodies.

1.2 Subsidiary Objectives

To lead in the development and delivery of strategies for the Fylde Coast of Lancashire and to pursue programmes and projects to deliver the strategies

- (ii) To ensure effective procedures for developing, appraising, approving and monitoring projects for European externally funded programmes which help fulfil Fylde Coast strategic priorities.

2. MEMBERSHIP

- 2.1 The Board shall number 4, comprising the four local authorities with responsibility for the Fylde Coast.

The Private Sector other Public Sector Agencies covering the Fylde Coast and the Third Sector will have 'observer' status and can attend to observe meetings and will receive minutes and agendas.

2.2 Members of the Board:

One place for Lancashire County Council
One place for Blackpool Council
One place for Fylde Borough Council
One place for Wyre Borough Council

Observers from the Private Sector

One place for the Lancashire Economic Partnership
One place to the Chamber of Commerce and Industry

Observers from Public Sector Agencies and the Organised Voluntary Sector

One place for Blackpool PCT
One place for North Lancashire PCT
One place for Lancashire Constabulary (Western Division)
One place for Lancashire Constabulary (Northern Division)
One place from the Third Sector (to be agreed by the Third Sector)

- 2.3 Any member organisation shall have the right at any time to remove a nominee and make a replacing nomination for the remainder of the term of office of the removed nominee. All such nominations shall be notified in writing to the Clerk to the Board. The Board may, at its discretion, decline to accept any such nomination.
- 2.4 A person appointed by one of the partners shall cease to be a member of the Board if s/he ceases to hold the office by virtue of which s/he holds membership of the Board.
- 2.6 Upon any member ceasing to be a member invitations will be made for their replacement to join the Partnership Board by the Chair.

3. CLERK TO THE BOARD

The clerk to FCCEX shall be the Head of Democratic Services of each Council on an annual rotational basis, who will be responsible for servicing and administering the Group and providing specialist policy advice and support.

4. PROCEEDINGS OF THE BOARD

4.1 Meetings

The Board may meet for the conduct of business, adjourn and otherwise regulate its meetings. Meetings of the Board will be convened by the Clerk to the Board. There will normally be at least four meetings per year.

4.2 Notice of Meeting

Notice of every meeting of the Board stating the business to be considered at such meeting (including where reasonably practicable copies of reports to be considered at the meeting) shall be sent by the Clerk to each member giving at least 5 working days notice before the meeting unless urgent circumstances require shorter notice. The proceedings of any meeting shall not be invalidated by any irregularity in respect of the service of notice or by any business being considered at the meeting that has not been included in the notice convening the meeting.

4.3 Summoning/cancellation of Meetings

The Chair of the Board or any four members may at any time, in writing, addressed to the Clerk, request a meeting of the Board whereupon the Clerk shall then summon such meeting.

The Clerk to the Board, in consultation with the Chair, may summon additional

meetings of the Board or cancel scheduled meetings as s/he deems necessary.

4.4 **Quorum**

No business shall be transacted at any meeting unless at least three members are present at the meeting. Any member who has a proxy vote by virtue of paragraph 4.8 below will not be counted twice for the purpose of determining whether a meeting is quorate.

4.5 **Voting**

The ethos of the Board shall be to reach decisions by consensus wherever possible, Where this is not possible, decisions of the Board shall be taken on the basis of a simple majority of the members present, with voting rights, voting by show of hands thereon. In the event of an equality of votes the Chair shall have a second or casting vote.

4.6 **Minutes**

The Clerk shall keep minutes of all meetings of the Board and shall record all resolutions put to the vote and the result of such voting. The Chair at the next meeting of the Board shall sign the minutes. The Clerk shall circulate the minutes to all members, normally within fourteen days of a Board meeting.

4.7 **Chair**

The Board shall, at its first meeting in each Municipal Year and before proceeding to any other business, elect a Chair.

4.8 **Substitute members**

Members may send their approved named substitutes to meetings of FCCEX. The names of substitutes should be supplied to the Clerk.

Approved named substitutes will have full voting rights and count towards the establishment of a Quorum at meetings.

It will be the responsibility of each member to arrange for their approved named substitute to attend on their behalf if they are unable to attend a meeting of FCCEX.

4.10 **Absence from meetings**

Any member who fails to attend 3 consecutive meetings of the Board without the consent of the Board shall on expiry of that period be disqualified as a member without prejudice to their re-election.

7. **AMENDMENT TO TERMS OF REFERENCE**

The Terms of Reference of the Board may be amended by resolution at any

meeting of the Board.

8. ANNUAL REVIEW

Each year, the Board shall review its membership and organisation and receive a report from the Clerk to the Board on the progress being made in the achievement of its aims and objectives.

REPORT



REPORT OF	MEETING	DATE	ITEM NO
CHIEF EXECUTIVE	CABINET	23 RD JULY 2008	8

CLIMATE CHANGE & RESOURCE EFFICIENCY

Public Item

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

Summary

The report proposes a number of policy positions for Cabinet to consider in relation to the efficient use of natural resources and the reduction of carbon emissions in the Borough in relation to its own activities. It also seeks to establish the council's role and degree of engagement with partner organisations in promoting resource efficiency and carbon reduction in the wider community.

Recommendations

1. That the Cabinet confirms its support for the Lancashire Climate Change Strategy.
2. That the Cabinet confirms its support for the FLoWE initiative.
3. That Cabinet agree a fully funded budget increase for the years 2008/09 (5 months only) to 2011/12 and thereafter, as set out in detail in paragraphs 15 to 17 of the report.
4. That the Cabinet notes and supports the proposals for implementation of the Energy Saving Trust Key Account Manager programme.
5. That the Cabinet endorses the proposed approach to employment policies which have a positive impact on climate change and resource efficiency.

Reasons for recommendation

To ensure that the Council responds effectively to its obligations to promote environmental wellbeing in the community.

Alternative options considered and rejected

An option for the Council to consider would be to adopt a passive rather than an active approach to the subject of climate change. This approach is not recommended in view of the Council's community leadership role and the high level of public opinion which supports action to address climate change.

Cabinet Portfolio

The item falls within the following Cabinet portfolio: Streetscene : Councillor T Ashton

Report

Background and Introduction

1. A significant amount of debate has taken place in recent years on the scientific evidence to support the position that climate change is a current reality. Reports have been commissioned by many leading public sector bodies including the Local Government Association, the North West Regional Development Agency and the North West Regional Assembly which have all supported the principle that climate change is a matter which needs to be addressed through the collective actions of today's society.
2. Even if a cautious view of the scientific evidence is taken, the principle of making the most efficient and cost effective use of our natural resources is difficult to argue against. In this context Local Government is expected to play a significant role, particularly when setting standards and when promoting the resource-efficiency message to the wider community.
3. In November 2006 the Council gave its commitment to support the principles of the North West Climate Change Charter which had recently been launched by the Regional Development Agency. Since this time the Council has been engaged with a number of different activities in support of these principles including hosting the FLoWE (Fylde Low Waste and Energy) initiative which is funded by external contributions until October of this year.
4. The County Council has established the Lancashire Climate Change Partnership and is proposing to co-ordinate a strategic approach across the County to climate change issues. The per capita CO² emission footprint from domestic sources in Fylde is known to be one of the highest in the region, hence there is some justification for the Council to be proactive in driving local action.
5. The efficient use of resources is an issue which affects communities on a number of different levels. These are drawn out in the LCC Climate Change Strategy as follows-
 - Domestic energy conservation
 - Transport
 - Spatial planning and energy generation
 - Economic development and business
 - Natural resource use
 - Waste management
6. Fylde Borough Council can have an influence in all of these areas, to a greater or lesser extent, in one of three ways –
 - In the way it behaves as a consumer,
 - In the policies it adopts to influence local development and the approach adopted by others,
 - In its role in promoting and raising awareness in the local community of climate change and resource-efficiency (i.e. its community leadership role)

Policy Options and Considerations

7. On the basis of comments made above, consideration of the Council's approach may be grouped into two broad areas.

A) Policy Development and Community Leadership

Policy Frameworks

8. The Lancashire Climate Change Strategy outlines the policy context for addressing climate change. This is set out on page 12 of the Strategy together with the key elements and vision for addressing climate change in Lancashire. A copy of the Strategy is attached at Appendix A together with the Action Plan. It is recommended that this Council gives its support to and adopts the principles of the Lancashire Climate Change Strategy and Action Plan and uses these as guide to the further development and implementation of local actions to address climate change issues in Fylde.
9. At the last meeting of the Cabinet consideration was given to the draft of the Fylde Sustainable Communities Strategy (SCS), which had been developed by the Local Strategic Partnership. One of the main themes of the SCS relates to 'Securing the Future for our Environment'. Through this theme the SCS contains links (via the new National Performance Framework) to the Lancashire Local Area Agreement which contains proposed performance measures which will be monitored to track the impact of our actions in relation to climate change. These are addressed further in paragraphs 23 – 25.
10. The content and performance measures of the SCS also have significant relevance with the Local Development Framework (LDF), which is the responsibility of the Borough Council to devise and implement. As the work on the LDF develops, this too will need to be compatible with the policy requirements of the emerging climate change agenda on issues such as encouragement for renewables and 'ecohome' development. This approach to strategic policy alignment is reflected in the policy objectives of the Lancashire Climate Change Strategy.

Community Leadership

11. The Council's outward facing role in promoting awareness of and actions to address the impact of climate change has largely been delivered during the last two years through the FLoWE (Fylde Low Waste and Energy) initiative. This was launched by the Fylde MP, Michael Jack in 2006 with the vision of making Fylde the most energy efficient borough in the country by 2020. The key objectives of this initiative are –
- To bring together national best practice in the field of energy efficiency, renewable energy, waste minimisation, recycling and resource utilisation.
 - To increase citizen participation in energy efficiency and waste minimisation schemes.
 - To promote the use and proliferation of micro, small and medium sized sustainable energy generation.
 - To help businesses and the public sector reduce costs and increase efficiency by reducing carbon emissions; consumption of raw materials; transportation impacts and energy demands.
 - To provide businesses with direct support and services to minimise and recycle the waste they generate.
 - To increase the energy efficiency and resource usage of public sector bodies in the area.
12. The FLoWE initiative has received financial support from a range of public and private sector organisations working in Fylde and the post of FLoWE Project Manager, which

is hosted by the Borough Council, is externally funded until October 2008. The Project Manager has developed the underlying business strategy and plan for the FLoWE initiative (attached at Appendix B) and has been instrumental in securing access to several different funding streams which have provided direct support for Fylde households.

13. The FLoWE business plan envisages that actions in the Borough will be focussed on a number of 'sectors' (e.g. domestic, education, business) and that these will need to be prioritised in order to secure the highest rate of return. Experience of FLoWE to date indicates that without a co-ordinating and driving force behind the initiative it would falter and the capacity of the local community to respond to, to take full advantage of and to protect themselves from climate change impacts would be limited.
14. The branding of FLoWE now has a degree of recognition in the Borough, especially through its links with local schools and since links were established via the Council's website. Having regard to the growing significance of climate change matters both in terms of future policy development and in terms of its importance to local communities, a major vacuum would arise in the Council's community engagement capacity should we not be able to support the continuation of the FLoWE initiative.
15. A recommendation is therefore made which would lead to the Council 'mainstreaming' the management costs of the FLoWE project from October 2008 over a three year period from a 50% match-funded arrangement in 2008/09 (the balance funded from external contributions) to a fully revenue budget funded post in 2011/12. It is proposed to meet this funding requirement from internal vacancy savings, therefore having no additional revenue budget implications for the Council.
16. The current annual salary cost of the FLoWE project management post is £37,208. This cost includes basic salary, employer oncosts (NI and Pension). Table 1 sets out a summary of the annual costs –

Table 1 – Schedule of Annual FLoWE Project Costs & Financing Arrangements

Year	2008/09	2009/10	2010/11	2011/12 (onwards)
Annual Salary (Basic, NI & Pension)	16,584	42,600	45,198	47,909
ICT and other operational Support Costs	3,000	7,000	8,000	8,500
Total estimated annual cost	19,584	49,600	53,198	56,409
Funding to be secured from external sources	-7,834 (40%)	-14,880 (30%)	-7,979 (15%)	0
Funding from Council vacancy savings	-11,750 (60%)	-34,720 (70%)	-45,218 (85%)	56,409
Net Additional Cost to Council	0	0	0	0

Notes to Table 1

- i. Annual Inflation of 2.5% and incremental salary rises have been assumed in future years.
- ii. In 2008/09 5 months salary costs are shown (Nov 08 to March 09) as current contract end 31 Oct 08.

17. There are other costs associated with this project which will need to be incurred to make it effective. These costs include the production of associated publication & marketing material and the set up costs of new initiatives. It is anticipated that these costs will be 100% financed from external sources and will therefore have no impact on the Council's Revenue Budget. These are detailed in Table 2 below.

Table 2 – Schedule of Other Associated FLoWE Project Costs & Financing Arrangements

Year	2008/09	2009/10	2010/11	2011/12 (onwards)
Publication & Marketing Costs	3000	6000	7000	8000
Project Initiatives	6000	12000	13000	14000
Total estimated annual cost	9000	18000	20000	22000
100% External Funding	-9000	-18000	-20000	-22000
Net annual Cost to Council	0	0	0	0

Notes to Table 2-

- i. These are estimated annual costs and will vary dependent on the level of new initiatives and external funding that can be generated.

B) FBC Procurement and Internal Business Operations

18. The Council already has in place, through its procurement strategy, an approach to the acquisition of goods and services which recognises the aspiration to secure these facilities through sustainable processes. However, the Council makes its purchases in a commercial market and this approach requires constant review in response to fluctuations in the market place. The escalating cost of fuel and energy supplies are current examples of external pressures which the Council must respond to.

19. In order to provide a more accurate analysis of the Council's current position as a user of fuel and energy we have secured the support of the Energy Savings Trust to work with key Council officers to identify the most cost-effective and resource-efficient means of improving our own carbon footprint.

20. Through its Key Account Manager (KAM) programme the Energy Saving Trust is offering the Council free one-to-one support to help reduce carbon emissions and demonstrate community leadership in addressing climate change. The programme involves the assignment of a consultant who will take the Council through a seven-stage process to develop a prioritised and realistic carbon emissions reduction action plan as follows:

- Step 1 – Get on Board
- Step 2 – Data Collection
- Step 3 – Data Analysis and Recommendations
- Step 4 – Action Plan Development

- Step 5 – Action Plan Approval
- Step 6 – Action Plan Implementation
- Step 7 – Review and Evaluation

21. For the last six months officers of the Council have been working with the Energy Saving Trust (EST) and have reached step 4 in this process. The EST Workshop Report is attached at Appendix C of this report. Step 5 requires the Action Plan to be considered and approved by members and in order to secure this approval the Energy Saving Trust will be organising a workshop with Members in the near future to consider Step 5, which we anticipate being chaired by Michael Jack, MP.
22. The final element to consider as part of our internal business operations is how we, as a responsible employer, promote sustainable practices amongst our workforce. Fylde Borough Council is a significant employer in the local community and has a unique responsibility to that community to set an example of environmentally and socially responsible behaviour.
23. Through the Joint Consultative Committee of management and trade unions we have opened discussions which will consider questions such as - do we promote “green” travel to our staff; do our employment policies provide incentives for staff to reduce their carbon footprint; do we promote and encourage sustainable lifestyles amongst staff? The output of these discussions will be the subject of further reports as and when new policy proposals require decisions of elected members.

Performance Management

24. The response of local authorities to the climate change agenda will form a major consideration in the future audit and inspection regime of Comprehensive Area Assessment. The new National Performance Framework includes indicators which, for the first time, measure local authority performance in relation to some aspects of climate change.
25. Two of these National Indicators (NI 186 and NI 188 – per capita reductions in CO₂ emissions and adapting to climate change) are part of the key 35 that have been incorporated into the Lancashire Local Area Agreement, to which this Council must contribute. The proposals outlined in this report will provide a direct contribution to achievement of the targets set against these indicators.
26. The proposals outlined in the report will also help to deliver improvements on other National Indicators (NI 185 and NI 187 – CO₂ reductions from local authority activities and tackling fuel poverty) which, although not part of the key 35, the Council is required to provide information about.

Conclusion

27. The report raises a broad spectrum of issues to consider in relation to the subject of climate change. This is a reflection of the pervasive impact which climate change (whether man made or not) has on our communities. Several proposals are made in the report in relation to policy adoption and development, to the prioritisation of organisational capacity and to the future allocation of resources to address climate change locally.

Report Author	Tel	Date	Doc ID
P Woodward	(01253) 658500	June 2008	H/Cabinet/July08

List of Background Papers		
Name of document	Date	Where available for inspection
Attached as appendices	Various	Town Hall or www.fylde.gov.uk

Attached documents

1. Appendix A – Lancashire Climate Change Strategy & Action Plan.
2. Appendix B - FLoWE Business Strategy and Action plan.
3. Appendix C - EST Key Account Manager Programme Action Plan

IMPLICATIONS	
Finance	These are contained within the body of the report.
Legal	The report takes account of the Council's legal obligations and powers in relation to climate change
Community Safety	None arising directly from the report.
Human Rights and Equalities	None arising directly from the report although the Council's support of the FLoWe initiative will improve service access to households that may exhibit fuel poverty.
Sustainability	These are contained within the body of the report.
Health & Safety and Risk Management	None arising directly from the report.

CONSULTATION

Lancashire Climate Change Strategy 2008 - 2013



The Lancashire Climate Change Partnership





CONTENTS

FOREWORD	1
INTRODUCTION	3
Why does Lancashire need a climate change strategy?	3
Working together across Lancashire to develop and deliver a climate change strategy	3
CLIMATE CHANGE	5
What is climate change?	5
So what's the problem?	5
What is Lancashire's contribution to a changing climate?	6
What impacts will a changing climate have in Lancashire?	9
What is the policy context for climate change?	12
KEY ELEMENTS OF THE LANCASHIRE CLIMATE CHANGE STRATEGY	13
OUR VISION: "A LOW CARBON AND WELL ADAPTED LANCASHIRE BY 2020"	15
DEVELOPING CARBON REDUCTION TARGETS FOR LANCASHIRE	19
LANCASHIRE CLIMATE CHANGE OBJECTIVES	23
Domestic energy efficiency	24
Transport	26
Spatial planning and energy generation	27
Economic development and business	28
Natural environment	29
Waste	30
Coping with climate change (Adapting)	31
Awareness raising and education	32
Research and development	33







FOREWORD

By Dr John Collins,
Chair of the Lancashire Climate Change Partnership

Evidence from a wide range of sources means that a majority of scientists feels justified in warning that climate change is the greatest threat facing us today. So when I was asked to chair the Lancashire Climate Change Partnership, I was pleased to take up the challenge of steering the development of the first Lancashire Climate Change Strategy.

A changing climate presents many challenges and opportunities. It will be impossible for one group to address all of these and it is therefore essential that groups come together in partnership to share information, ideas and best practice and develop joint strategies. We need initiative and commitment across the board.

The focus of the Lancashire Climate Change Strategy is on actions that are best delivered on a Lancashire scale. It recognises that climate change strategies and actions will also be developed on a local and regional Northwest level and it hopes to complement these.

With partnership working and delivery very much at the top of our agenda we are now inviting you to comment on and contribute to the development of the Lancashire Climate Change Strategy and associated Action Plans.

Please send your responses to the Lancashire Climate Change Partnership Secretariat at: environmentalpolicy@env.lancscc.gov.uk

or

Environment Policy Team, Environment Directorate
Lancashire County Council, PO Box 9
Guild House, Cross Street, Preston PR1 8RD
Tel: 01772 531257

Yours sincerely

Dr John Collins

*Chair of Lancashire Climate Change Partnership
Environment Agency North West Central Area Manager*





INTRODUCTION

Why does Lancashire need a climate change strategy?

The climate is changing. In the coming years and decades it is predicted that temperatures will rise, winter rainfall will increase whilst summer rainfall decreases and heat waves, droughts, storms and floods become more frequent and more severe. This will have a major impact on the people, landscapes and businesses of Lancashire.

The UK Government acknowledges in the draft Climate Change Bill that there is no longer any real debate over the fact that climate change is happening and that man-made emissions are the main cause.

The focus of the *Lancashire Climate Change Strategy* is very much on actions that are best delivered on a Lancashire scale. It recognises that climate change strategies and actions will also be developed on a local and North West level and hopes to complement these.

Working together across Lancashire to develop and deliver a climate change strategy

A changing climate will present many challenges and opportunities, and it will be impossible for one group to address all of these. It is therefore essential that local organisations work in partnership, and with regional, national and international organisations to share information, ideas best practise and develop strategies and actions.

Because of this all the local authorities in Lancashire, together with the Environment Agency, agreed to work in partnership to prepare a climate change strategy for Lancashire. The 'Lancashire Climate Change Partnership' was established to prepare the strategy. The Partnership consists of representatives from each of the 15 local authorities and from other interested organisations. A full list of partners are available at the end of the Strategy.

This *Lancashire Climate Change Strategy* is under the ownership of all the partners that are involved in its delivery. The Lancashire Climate Change Partnership will play a leading role in driving forward the strategy, but its delivery is dependant on leadership and engagement with other key partners.



CLIMATE CHANGE

What is Climate Change?

Our planet is surrounded by a blanket of gases. This blanket keeps the surface of the earth warm and enables it to sustain life. This process is known as the “greenhouse effect”, so called because it works in much the same way as a garden greenhouse - by trapping heat from the sun. Here’s what happens: Energy from the sun enters our atmosphere, passing through the blanket of gases that surround the earth. As it reaches the Earth’s surface, much of the sun’s energy is absorbed by our planet’s land, water and biosphere. Some of this energy is radiated back into space. The rest of the energy is trapped in our atmosphere - and this is known as the “greenhouse effect.”

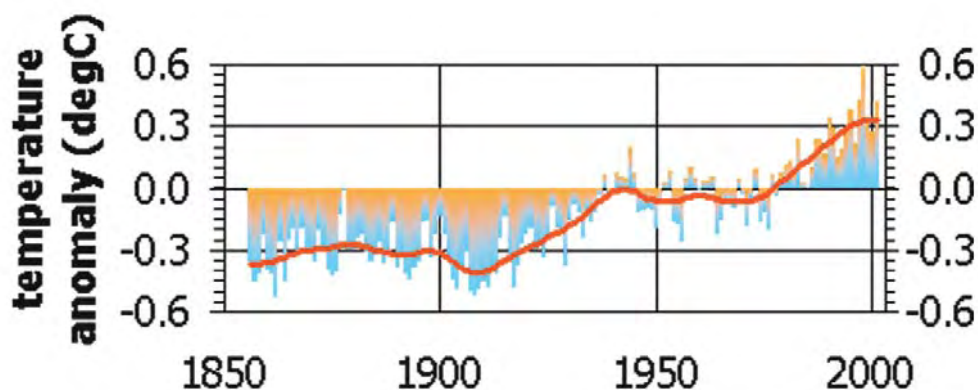
So what’s the problem?

Over the last hundred years or so, this blanket has become thicker because of the release of greenhouse gases into the atmosphere through the burning of fossil fuels. The thicker blanket traps more energy causing the Earth’s temperature to rise.

Carbon dioxide is the most important of the six greenhouse gases. Forests, soils, oceans and the atmosphere all absorb and release carbon dioxide. The movement of carbon between these sources is known as the carbon cycle. The problem now is that this natural cycle can’t keep up. Through the burning of fossil fuels, we’re creating a build-up of carbon dioxide in the atmosphere. This build-up is a major factor in increasing the greenhouse effect, which is one of the main causes of climate change.

OBSERVATIONS OF GLOBAL TEMPERATURE

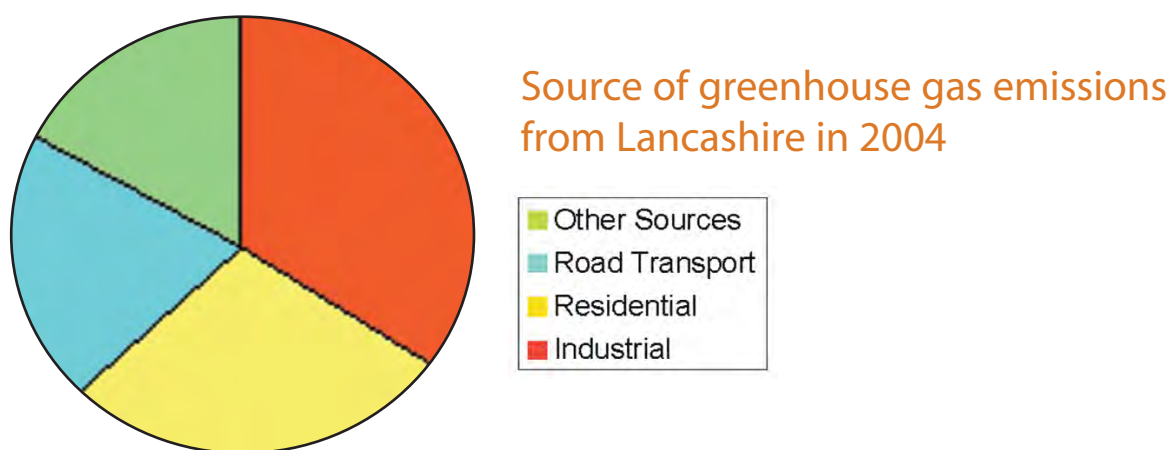
Annual averages and long-term trends 1856-2001



What is Lancashire's contribution to a changing climate?

In 2004, greenhouse gas emissions from Lancashire were almost 13 million tonnes CO₂ equivalent¹, more than 9 tonnes per person per year. This was a fifth of the North West total or 2.4% of the UK total.

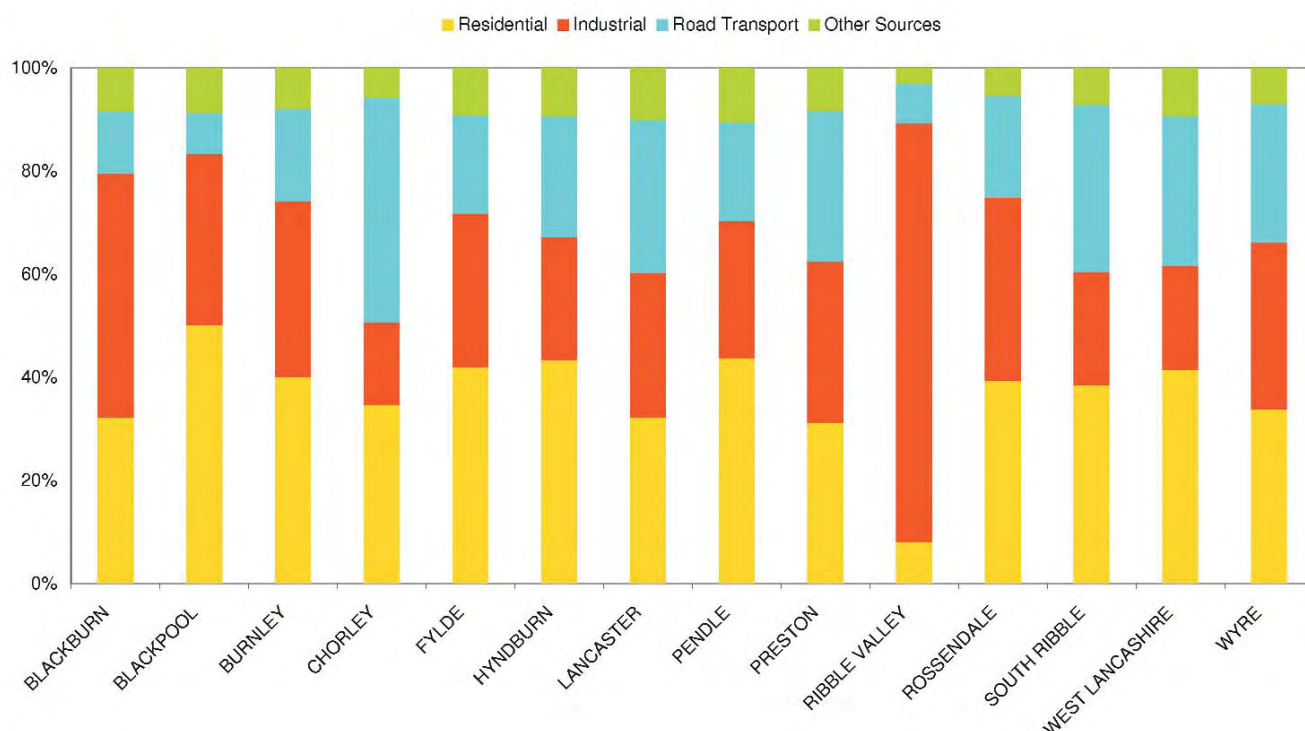
The main sources of greenhouse gases were industry (34%), residential (29%) and road transport (20%).



¹ There are 6 greenhouse gases - carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons and sulphur hexafluoride. The ability of each of these to cause global warming can be quantified using their global warming potential. This is a relative scale that compares the global warming effect of the chosen gas to the global warming effect of CO₂. This is a useful tool as it enables comparison between different gases and sources sectors. The global warming potential is expressed as tonnes of CO₂ equivalent.



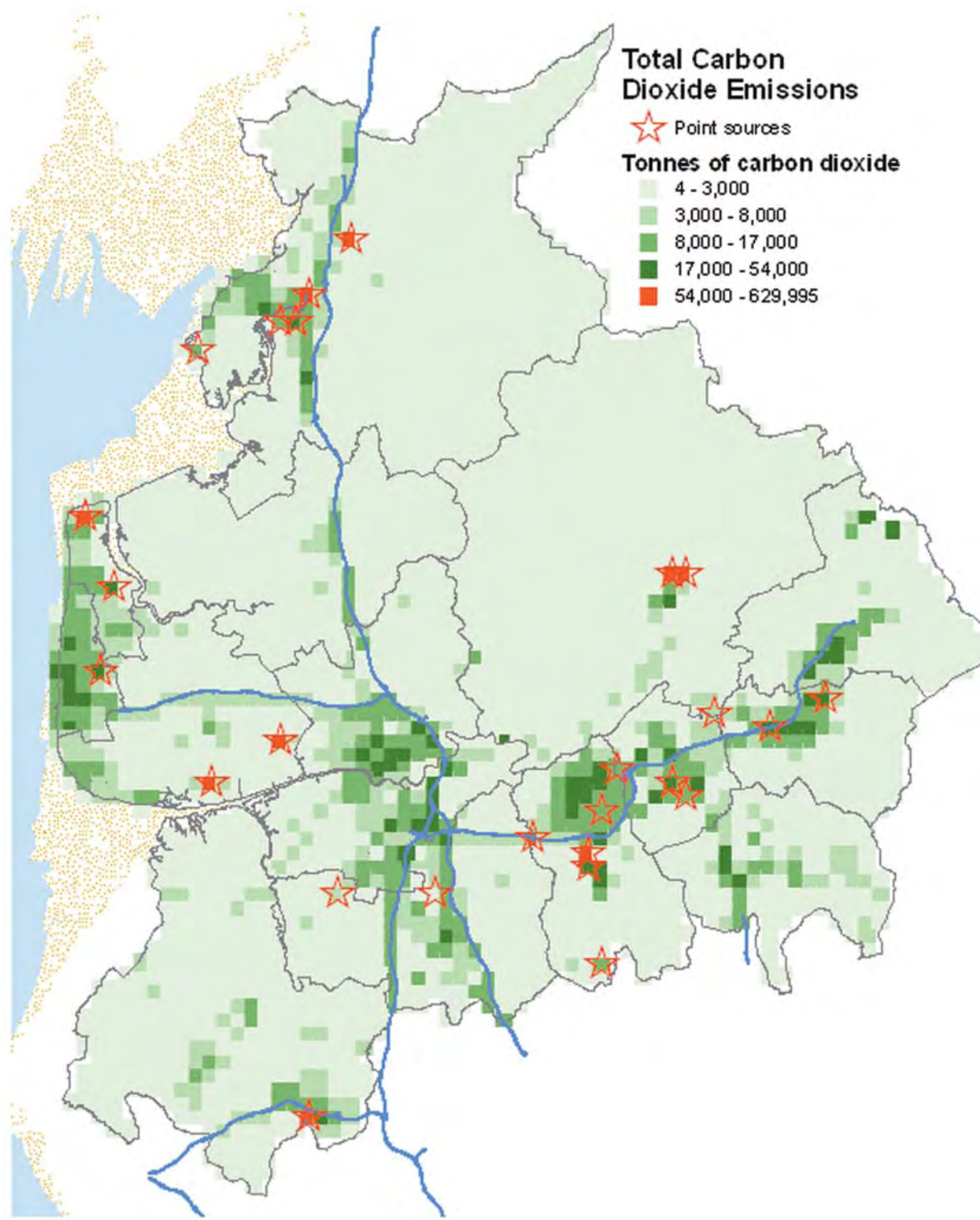
CO₂ Emissions: Lancashire Districts, 2004



Source: NWRA August 2007

Rates of emissions can exhibit wide variation due to differences in the local economy and geography. Across Lancashire total CO₂ emissions per capita range from a low of 5 tonnes in Blackpool to as much as 32 tonnes in Ribble Valley. In the industrial and commercial sector especially, the presence of certain high-energy using industries like refineries, glass and other non-metallic mineral sectors, which are concentrated in a few areas, can have a very large local impact. Within Lancashire the share of emissions attributable to industry is highest in a number of East Lancashire districts where production industry continues to have a disproportionate representation. All authorities in this area with the exception of Hyndburn and Pendle have shares of industrial emissions above the typical ranges that are found widely across the UK. These shares are particularly high in Blackburn but most especially in Ribble Valley where this accounts for more than 80% of all the districts emissions. A single major energy user would appear to be largely responsible for this. At the other extreme, industrial emissions in Blackpool and Wyre are estimated at around 2.2 tonnes per capita. In the case of Wyre they make up less than a third of the districts emissions, and in Chorley barely a quarter.

Carbon dioxide emissions from Lancashire in 2004



Source: National Atmospheric Emissions Inventory



What impacts will a changing climate have in Lancashire?

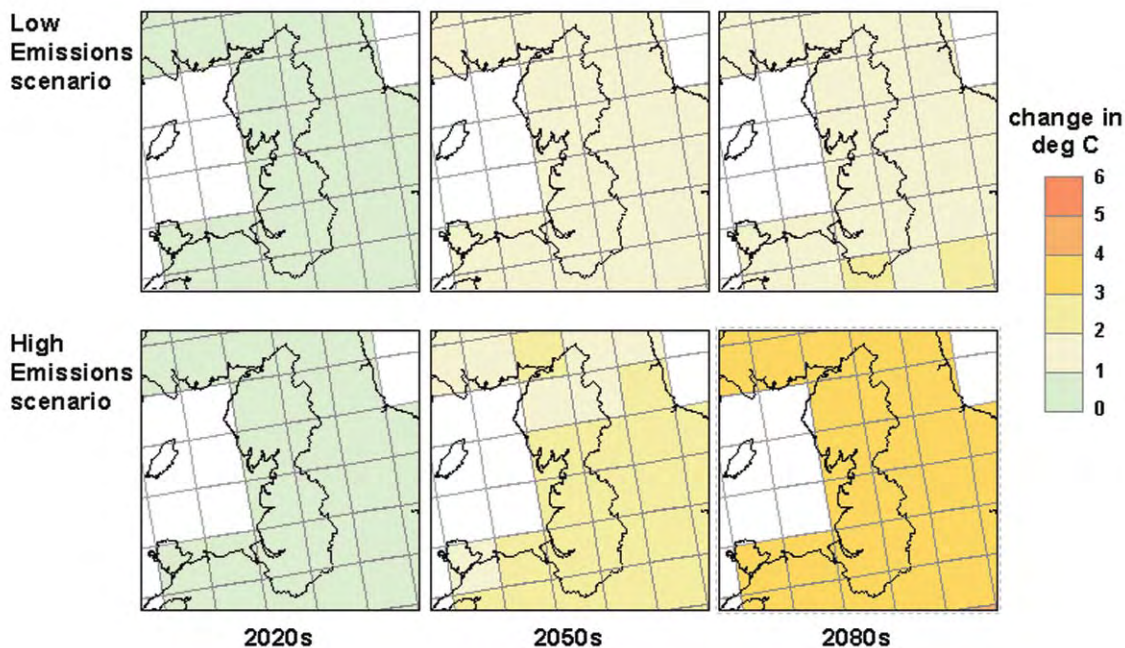
Climate is usually defined as an average of the weather over a 30-year period - whilst weather is what is happening at a specific time and place. The climate is predicted to be hotter and drier in summer, warmer and wetter in winter. But this doesn't mean we won't get any cool wet summer weather. More unpredictable and extreme weather is also likely.

How is the weather already changing?

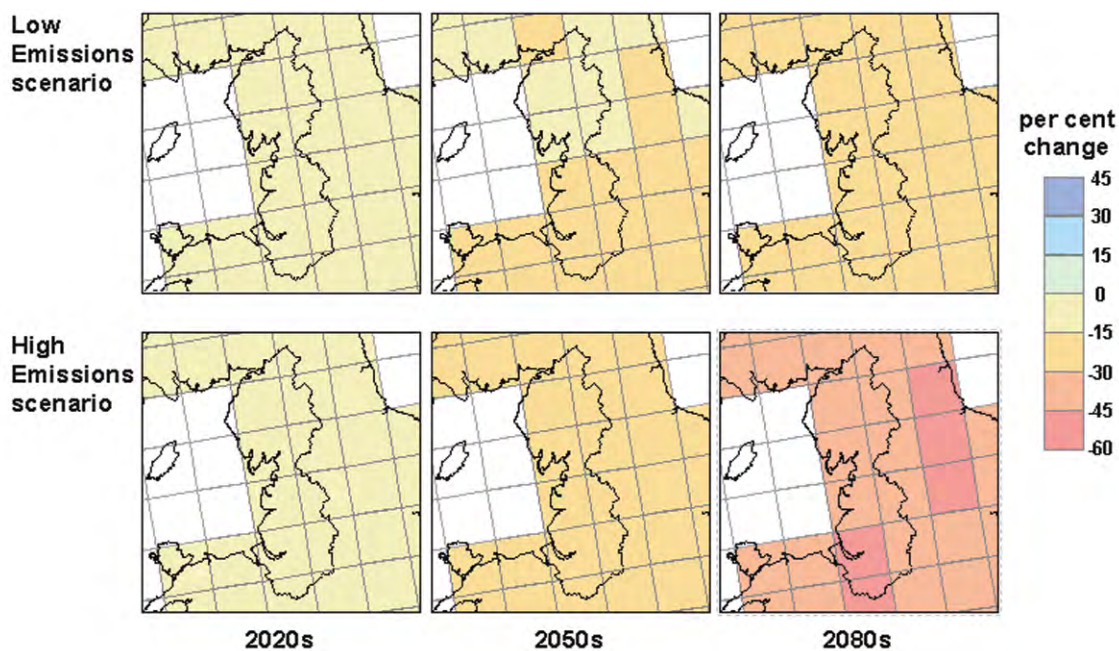
We have evidence of how the weather is already changing in the North West. It includes:

- 0.4C rise in annual mean temperature at Manchester Airport between 1988 and 1997 (compared to the 1961-1990, 30 year average);
- 20% decrease in summer rainfall over the last century.
- Increased high intensity rainfall since the 1960s.
- Seasonal rainfall varying by as much as 15% from the average in the last 30 years.
- Sea level rise at Liverpool of around 6cm in the last 50 years.
- Increased flooding of some of the regions major rivers in the last few decades.

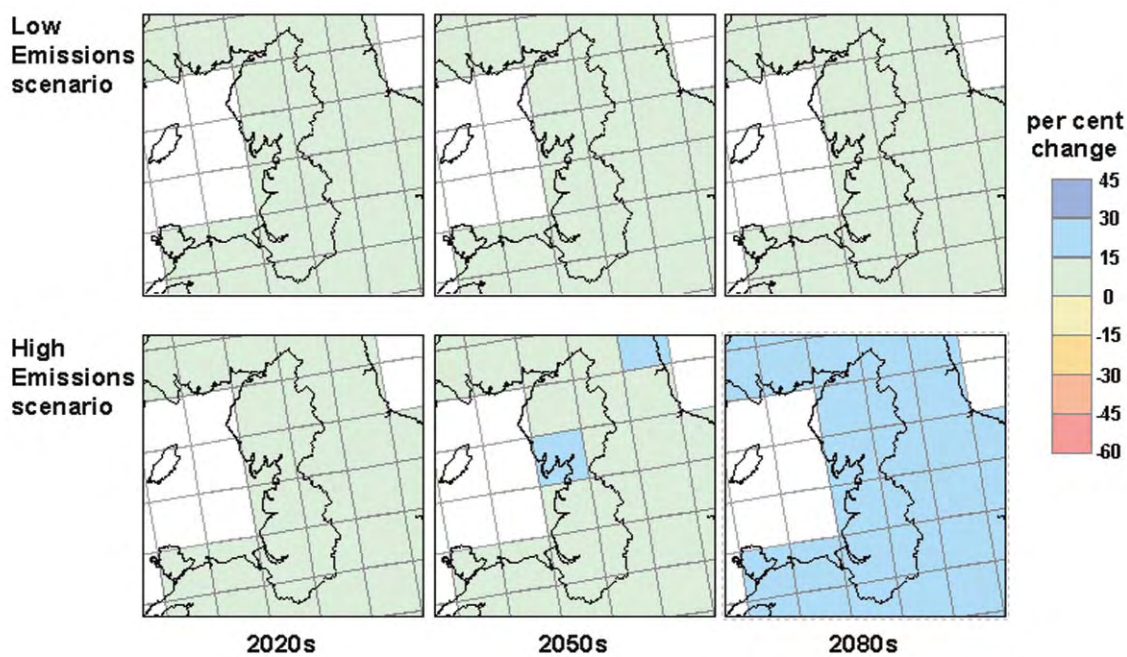
North West England Change in annual daily temperature



Source: UKCIPO2 Climate Change Scenarios (funded by Defra, produced by Tyndall and Hadley Centres UKCIP)

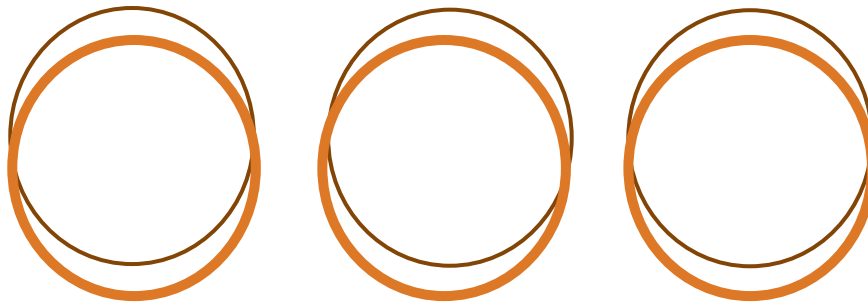


North West England Percentage change in summer precipitation

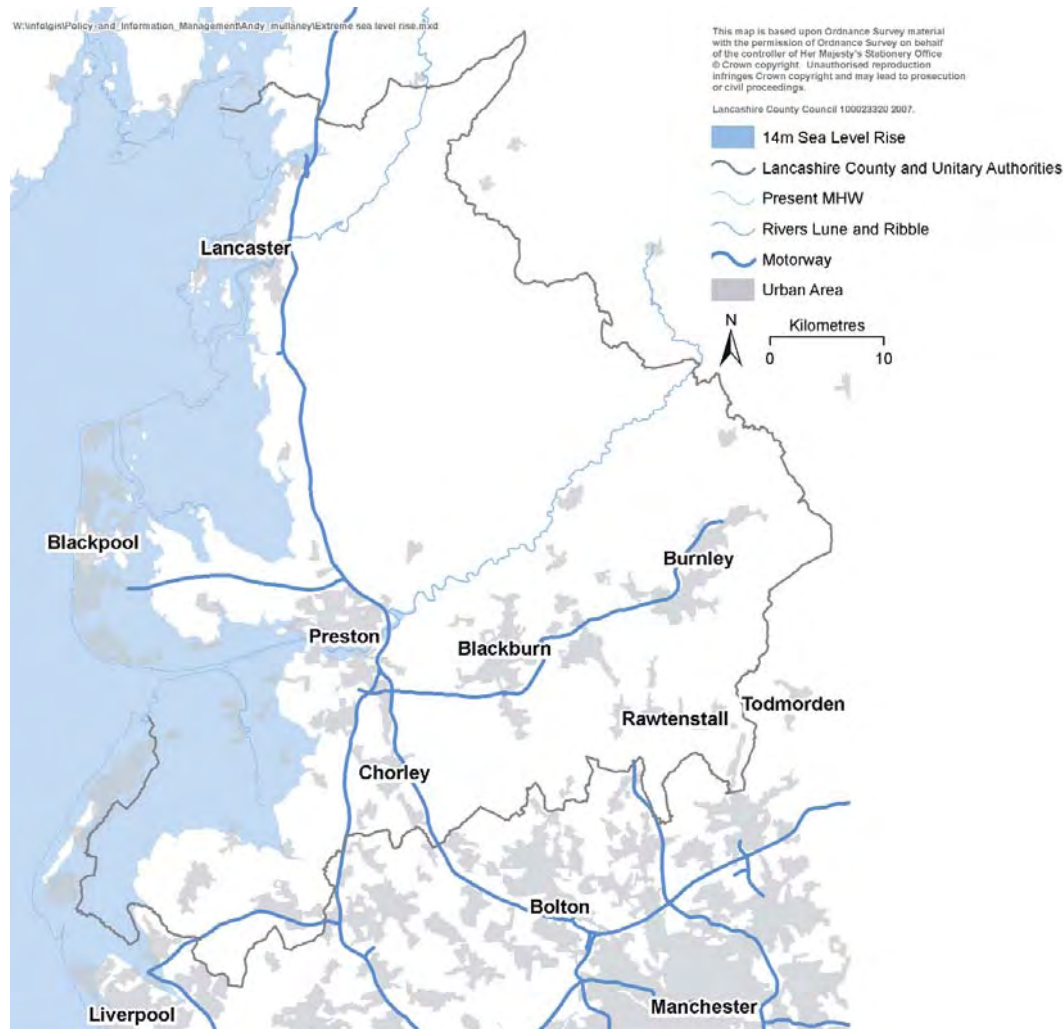


North West England Percentage change in winter precipitation

Source: UKCIPO2 Climate Change Scenarios (funded by Defra, produced by Tyndall and Hadley Centres UKCIP)



Sea Level Rise in Lancashire Extreme Scenario



The Intergovernmental Panel on Climate Change has undertaken some 'extreme sea-level simulations' including mean sea-level rise and storms.

These worst-case scenario simulations are based on a number of theoretical assumptions about very high levels of continued carbon emissions together with large increases in temperature. The simulations assume:

- Sea-level rise has substantial inertia, (due to slow thermal expansion) and will continue beyond 2100 for many centuries.
- Irreversible breakdown of the West Antarctica and/or Greenland ice sheets, if triggered by rising temperature, would make this long-term rise significantly larger, with sea level rises of up to 14m.

As can be seen from the map, such an extreme scenario (albeit with a very high degree of uncertainty of whether it becomes a reality) does show Lancashire's vulnerability to sea level

rise; ultimately questioning the viability of many of Lancashire's coastal settlements in the coming centuries if these extreme sea level simulations happen.

The United Nations Inter Governmental Panel on Climate Change (IPCC) Working Group I Fourth Assessment 6.4, 10.7; Working Group II Fourth Assessment 19.3 state:

"There is medium confidence that at least partial deglaciation of the Greenland ice sheet, and possibly the West Antarctic ice sheet, would occur over a period of time ranging from centuries to millennia for a global average temperature increase of 1-4°C (relative to 1990-2000), causing a contribution to sea-level rise of 4-6 m or more. The complete melting of the Greenland ice sheet and the West Antarctic ice sheet would lead to a contribution to sea-level rise of up to 7 m and about 5 m, respectively".

What is the policy context for climate change?

The 2006 *UK Climate Change Programme* is the UK's key strategy for its work on tackling climate change. It sets out the policies and measures which the UK is using to cut its emissions of greenhouse gases. It also explains how the UK plans to adapt to the impacts of climate change.

The draft *Climate Change Bill* was published in March 2007. The Bill provides a clear long-term framework for the UK to achieve its goals of reducing carbon dioxide emissions and will ensure that steps are taken towards adapting to the impacts of climate change. This Bill puts into statute the UK's targets to reduce carbon dioxide emissions through domestic and international action by 60% by 2050 and 26-32% by 2020, against a 1990 baseline. The draft Climate Change Bill also emphasises that climate change should be included in the Comprehensive Performance Assessment and that local government should use its community leadership role to influence behaviour.

The Local Government White Paper 'Strong and Prosperous Communities' places a duty on local authorities to "lead their community and their local partners on climate change" and also "gives local government new opportunities to drive local action on climate change mitigation and adaptation through... ..coordinating innovative partnerships which can deliver real changes". In the White Paper the Government also committed to implementing a new performance framework, indicators for inclusion in the new Comprehensive Area Assessment, the successor to CPA, should measure progress towards achieving Government's most important outcomes, this includes measures on climate change in terms of emissions and adaptation.

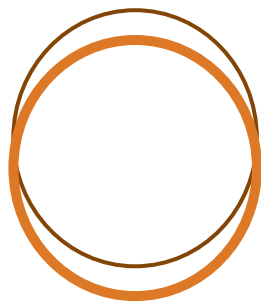
The *Northwest Regional Economic Strategy* sets out a 'low carbon' economy as a fundamental aim, with the development of a climate change action plan set out as a 'transformational' activity of the highest importance. As a result the *Northwest Climate Change and Energy Action Plan*, accompanied by the *NW Sustainable Energy Strategy*, has been produced.

The Northwest Action Plan aims to stimulate and measure the progress of the region towards a low carbon economy, preparing it for the challenges of a changing climate and future energy demands, whilst protecting and enhancing the quality of life and rich environment. The implementation phase started in January 2007, however, it is recognised that complimentary actions are needed both nationally and locally if the vision for the region is to be achieved.



KEY ELEMENTS OF THE LANCASHIRE CLIMATE CHANGE STRATEGY





OUR VISION:

"A LOW CARBON AND WELL ADAPTED LANCASHIRE BY 2020"





“ A LOW CARBON AND WELL ADAPTED LANCASHIRE BY 2020”

This vision explains the changes we would like to see in Lancashire by 2020. Carbon dioxide emissions will be reduced. The changed climate will bring challenges and opportunities, and Lancashire will be ready for these.

In 2020 Lancashire will have reduced its emissions of CO₂ by at least 30% relative to 1990¹

Energy

There is increased awareness and understanding of the cost and benefits of energy amongst households, businesses and the public sector.

Domestic buildings are appropriately heated and insulated and fuel poverty has been eliminated.

All public buildings have appropriate insulation and efficient heating systems.

Publicly funded developments set new standards in energy efficient design, construction and use.

Transport

There is a safe, reliable and efficient transport network, particularly to places of work, shopping, leisure and other facilities. Public transport, car sharing, walking and cycling are the preferred choice. Road congestion is reduced and health is improved.

Expansion of sustainable procurement, improved local services and increased use of IT has reduced the need for travel.

Spatial Planning & Development

There is an increased use of micro energy generation at the point of use (e.g. biomass, combined heat and power, micro solar, wind and ground-source heat pumps).

Production increases from low carbon sources from a diverse mix of significant offshore renewable energy and on-shore renewable energy where that source does not compromise the landscape.

The potential for new energy generation (e.g. tidal, biomass and energy-from-waste) has been explored, planned and implementation begun where feasible.

¹ For detailed information on this target please refer to the next section on establishing carbon reduction targets for Lancashire

Economic Development

Lancashire's environmental technology sector has expanded in response to market demand. Business is aware of the opportunities of global climate change and is acting upon it.

The increased use of low carbon technologies in buildings and processes has grown the market for these products and services.

Lancashire has developed a strong low carbon energy generation and supply chain and R&D base. The region has also developed a skilled workforce for installation and R&D in energy generation technologies.

The potential for carbon capture technologies and off-setting of unavoidable emissions has been explored and implemented where feasible.

The Natural Environment

Environmental organisations, farmers and land managers consider the changing climate when managing their land. They have plans in place to limit the impact of climate change and help species adapt.

Low-lying areas have plans in place to deal with sea rises, flooding and storms.

Development is carried out in a way that does not increase flood risk and is able to deal with severe flood events.

The role of the natural environment in the sequestration of Carbon is recognised.

Lancashire Communities

Strong communications and high levels of awareness ensure that Lancashire's communities, businesses and organisations understand the value of energy and the nature of expected climate changes. They are convinced of the need for action, are actively playing their part and know where to find support.



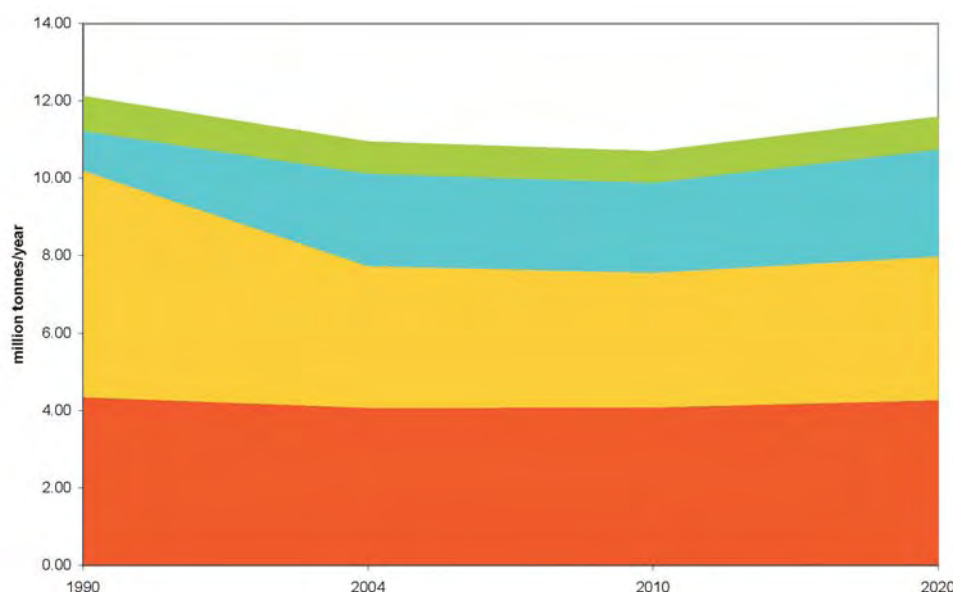
Developing Carbon Reduction Targets for Lancashire

This section asks key questions about how we should develop Lancashire's carbon reduction targets. We have set out the data that is currently available to us. Work now needs to be done on agreeing and developing targets and establishing key baseline data.

A target of 30% reduction in greenhouse gas emissions from Lancashire by 2020 is in line with national targets in the draft Climate Change Bill. This reduction will be challenging, but is feasible if every sector works together. **Concern has been expressed from several quarters in response to the consultation on the Climate Change Bill that emissions cuts need to be much more rapid to prevent severe impacts, so should we make deeper cuts here in Lancashire?**

Assessing the greenhouse gas emissions from an area is a complex task. The emissions come from a wide range of sources, and there is a lack of good quality data for several of these. The statistics in this Consultation Draft Strategy have come from a study undertaken by the AEA Energy and Environment on behalf of the NWRA in 2007. These are the most up to date statistics available, and include estimates of emissions for a 1990 baseline and projected emissions for 2010 and 2020.

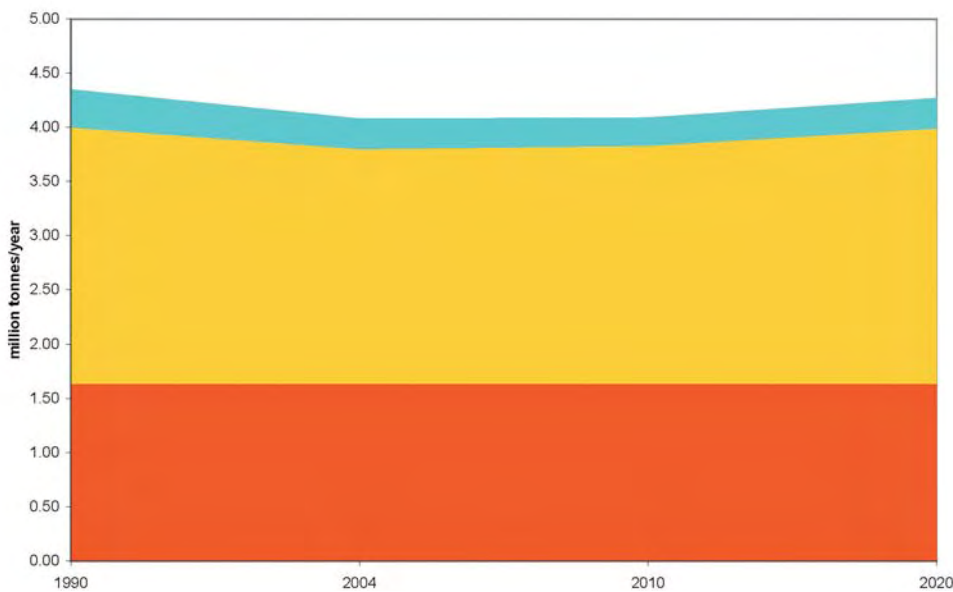
Greenhouse gas emissions from Lancashire have changed over time. The 2004 data is based on real information, but many of the datasets were not available in 1990. Therefore the data for 1990 have had to be calculated from the 2004 figures. The projections for 2010 and 2020 show the expected levels and sources of greenhouse gas emissions across the county in the future if no actions are taken to curb emissions. These projections have taken a range of factors into consideration including population changes, economic growth and increases in traffic.



CO₂ Emissions by
Source Sector
from 1990 to 2020
for All Sources

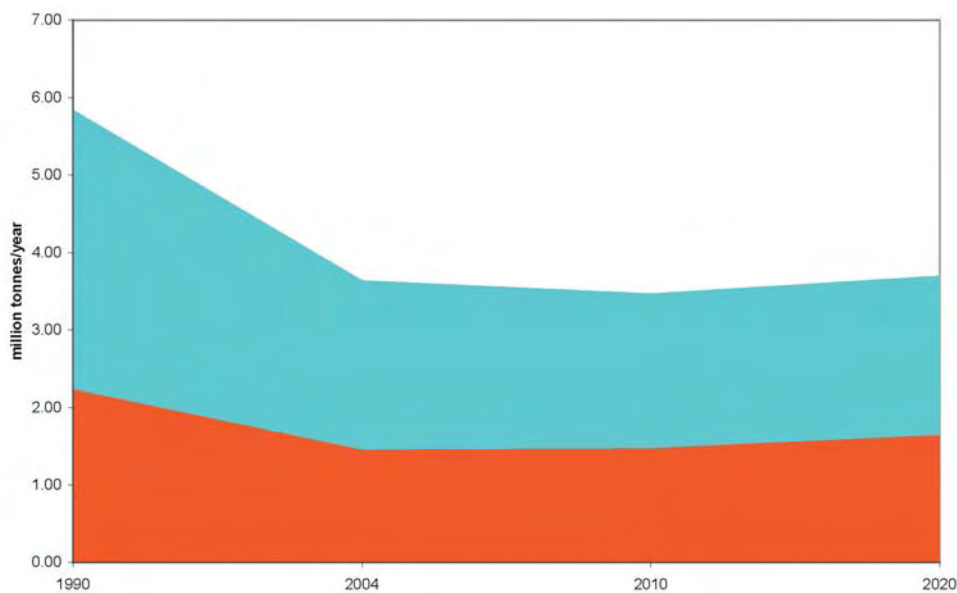
Source NWRA,
August 2007

This overview of emissions sources shows that there has been a significant fall in emissions from residential properties. The most likely explanation for this is the wide-scale switching of fuel from carbon intensive coal to less carbon intensive natural gas for both space heating and electricity generation during the 1990s. In the same time period there has been a dramatic growth in road transport and associated emissions. This is clear from the more detailed sectoral information.



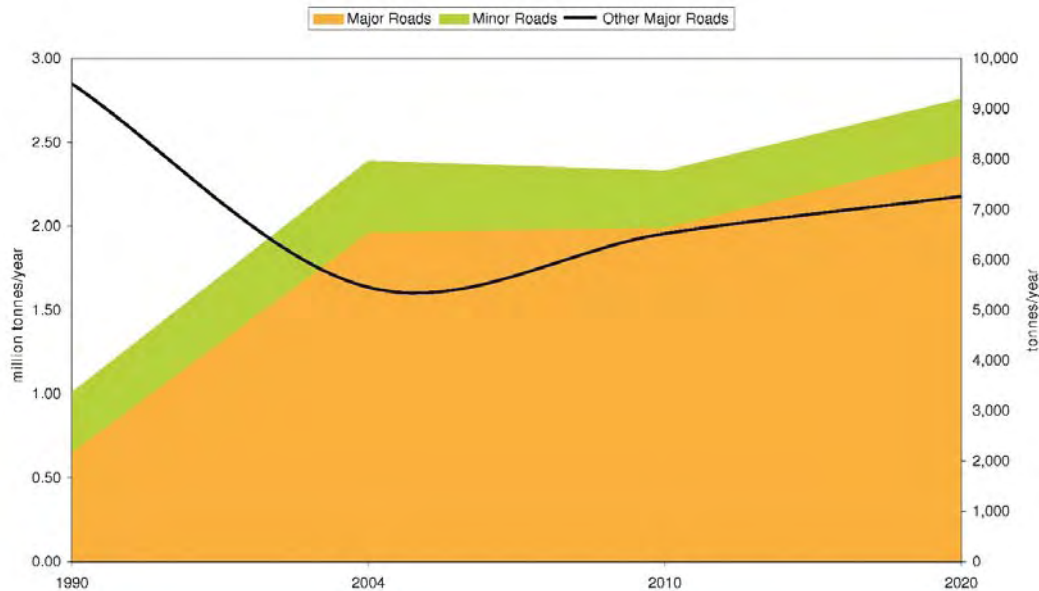
CO₂ Emissions by Source Sector from 1990 to 2020 for Industrial Sources

Source NWRA, August 2007

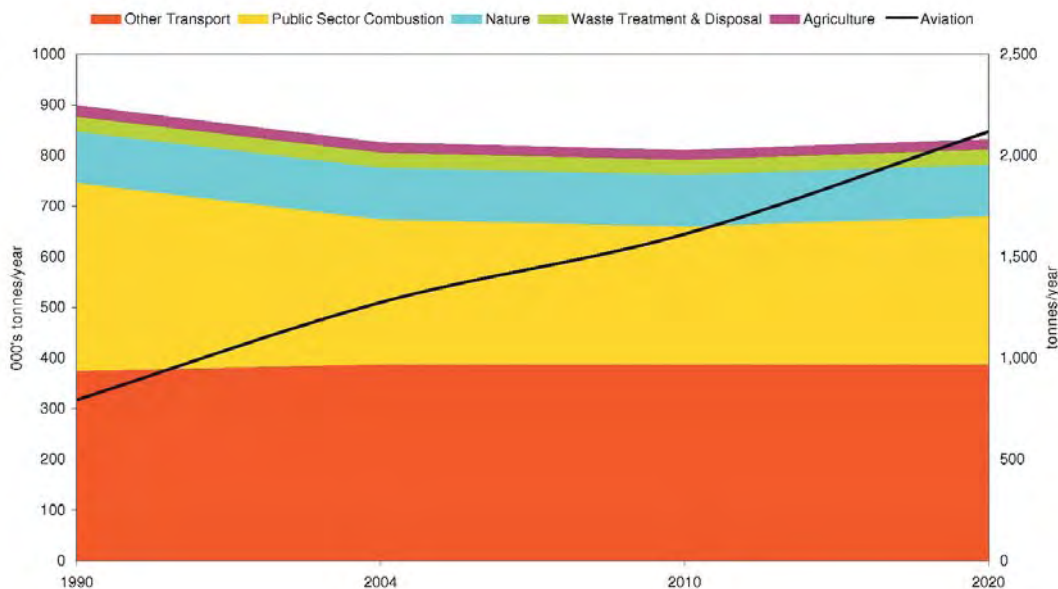


CO₂ Emissions by Source Sector from 1990 to 2020 for Residential Sources

Source NWRA, August 2007



CO₂ Emissions
by Source
Sector from
1990 to 2020
for Road
Transport
Sources



CO₂ Emissions
by Source
Sector from
1990 to 2020
for Other
Sources

Source NWRA,
August 2007

Because of the difficulties of allocating aviation emissions to local areas, the data for aviation in this data set only includes emissions from airport operations on the ground (the scale on the right hand side refers to this).

A key question for this consultation concerns the relative contributions of different sectors to achieving a 30% reduction in total greenhouse gas emissions from the county. Although all sectors have a contribution to make, it is likely that some sectors will have greater potential for savings than others. There is a need to undertake further research over the next year to identify the areas with the greatest potential for cost effective emissions savings. This can then be used to inform future action plans.



LANCASHIRE CLIMATE CHANGE OBJECTIVES

The following objectives will allow us to achieve our vision of a 'low carbon and well adapted Lancashire by 2020' and will form the basis of the Climate Change Action Plans.



Domestic Energy Efficiency

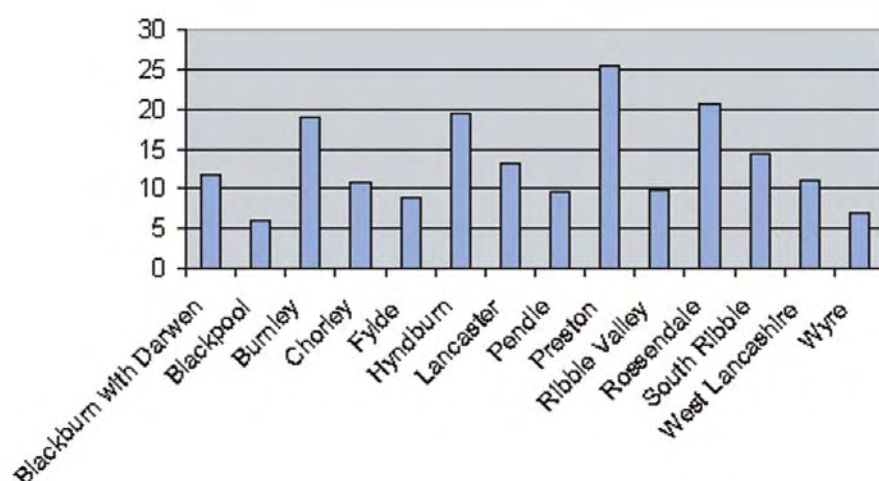
Objectives

- Reduce greenhouse gas emissions resulting from the use of energy in homes, by improving energy efficiency, minimising waste and exploiting renewable sources of energy

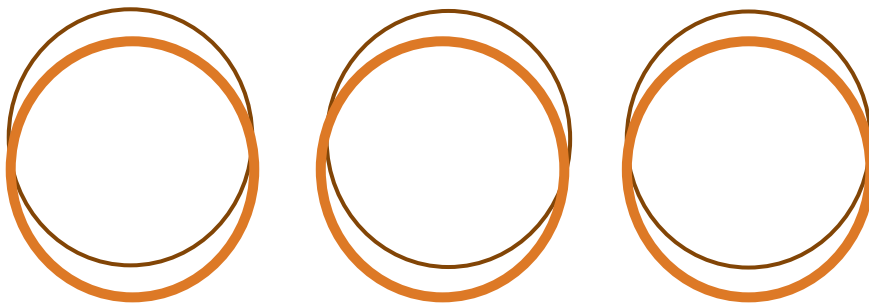
Why

About one third of carbon dioxide emissions in Lancashire come from domestic homes. Energy is central to our everyday lives. We take it for granted that electricity is available to light and heat our homes, to power our fridges, televisions and computers. Poorly insulated buildings and poor control of heating, ventilation, air conditioning and lighting is all wasted energy. Many of our appliances are less energy efficient than they could be. Increasing energy efficiency will dramatically reduce our energy consumption. The Home Energy Conservation Act (HECA, 1996) aims to reduce energy consumption in residential accommodation by 30% within 10 years. Fuel Poverty is where a combination of housing conditions and low income means that the household cannot afford warmth for health and comfort. A household is considered to be in Fuel Poverty if more than 10% of income needs to be spent to reach a satisfactory indoor heating regime.

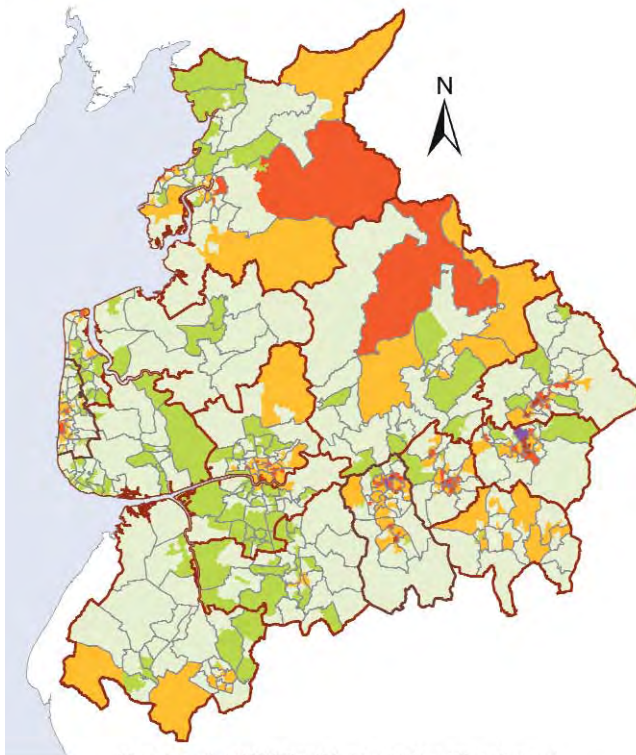
% Improvement in Domestic Energy Efficiency between April 1996 and March 2005



Per capita CO₂ emissions can be influenced by the fuel types used; the type and condition of the housing stock (including its insulation); the average temperature (and urban areas can be warmer and therefore easier to heat than rural areas); average household size, type of household; and income and preferences of its occupiers.

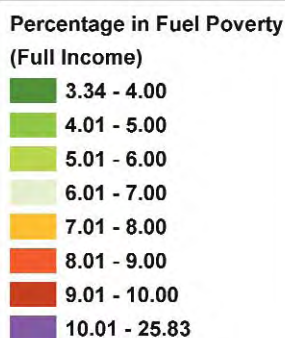


2007 Fuel Poverty Indicator Percentage of Households Potentially subject to Fuel Poverty



(Based on the 2003 English House Condition Survey)

The Fuel Poverty Indicator (FPI) was produced by the Centre for Sustainable Energy and Townsend Centre for International Poverty Research at the University of Bristol.



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Lancashire County Council licence number: 100023320, 2005.

0 10 20 km



Wards in greatest Fuel Poverty within Lancashire, Top 10 Percent

District

Blackburn with Darwen
Blackburn with Darwen
Blackburn with Darwen
Blackburn with Darwen
Blackburn with Darwen
Blackburn with Darwen
Blackburn with Darwen
Blackburn with Darwen
Blackpool
Blackpool
Burnley

Burnley
Burnley
Burnley

Burnley
Hyndburn
Hyndburn

Hyndburn
Lancaster
Lancaster
Lancaster
Pendle
Pendle
Pendle
Pendle
Preston
Preston
Preston

Ward

Audley
Bastwell
Corporation Park
Little Harwood
Shear Brow
Sunnyhurst
Queens Park
Wensley Fold
Bloomfield
Brunswick
Daneshouse
with Stoneyholme
Bank Hall
Queensgate
Rosehill with
Burnley Wood
Trinity
Barnfield
CentralHyndburn
Church
Netherton
Harbour
Heysham North
Poulton
Bradley
Brierfield
Southfield
Walverden
Whitefield
Deepdale
Fishwick
Town Centre

Transport

Objectives

- Develop and maintain an integrated, efficient and sustainable transport system
- Increase the use of public transport, walking and cycling
- Strengthen accessibility to key services and jobs
- Promote the use of alternative transport fuels, including sustainable bio-fuels

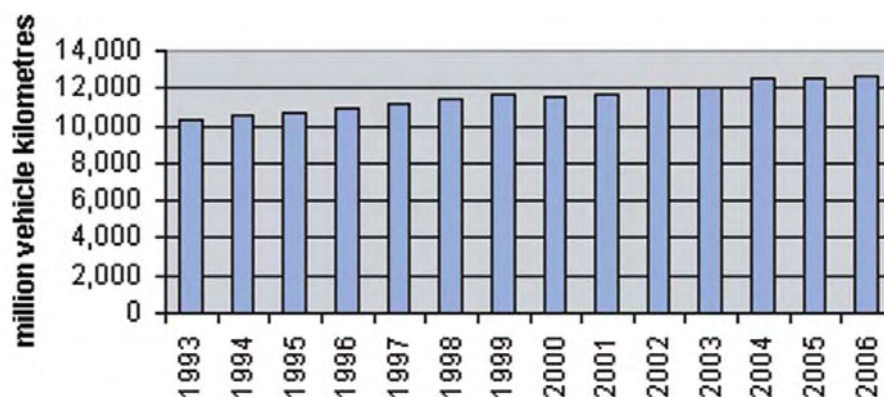
Why

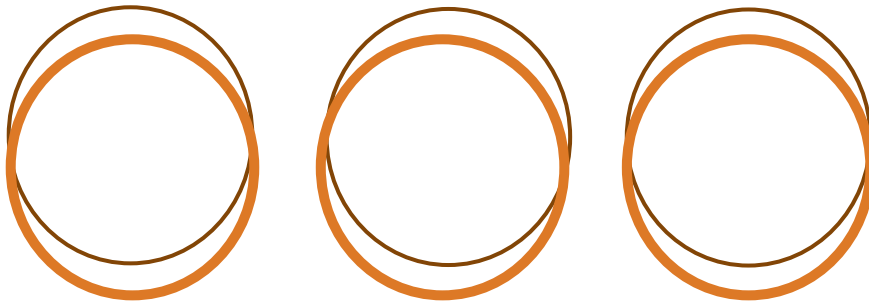
Transport is central to our lives and the transport sector, including air travel, now produces 25% of all the UK's green house gas emissions. Transport is not only a major source of greenhouse gas emissions, it is also where emissions are growing the fastest.

Road Transport accounts for 26% of carbon dioxide emissions in Lancashire (compared with 28% across the UK) and also affects quality of life in other ways such as congesting roads and reducing air quality. Road transport emissions include freight and passenger transport, both private and for business purposes. The estimates are, however, made on the basis of the distribution of traffic, therefore some of the emissions within an authority represent through traffic, or part of trips into or out of the area whether by residents or non-residents. In some authorities this can be particularly significant and may, for example, provide part of the explanation for above-average per capita road transport emissions in Chorley (4.8 tonnes) and South Ribble (3.2 tonnes) at the heart of the Lancashire motorway network. Road transport emissions fall to just 1.0 tonne per head in Blackpool.

Climate change is predicted to increase flooding on roads, rail and runways and cause potential damage to their foundations. Flooding increases the likelihood of landslips in railway cuttings and road embankments. Warmer, drier summers increase disruption to road, rail and air transport from melting and buckling of surfaces and damage to infrastructure from subsidence.

Estimated Traffic Flows for All Motor Vehicles in Lancashire





Spatial Planning and Energy Generation

Objectives

- Position new development that minimises the need to travel
- Promote sustainable building design and construction, including new development resilient to a changing climate
- Actively promote decentralised energy production and medium and large scale renewable energy projects
- Encourage strong community participation in climate solutions

Why

The planning system in the UK is a powerful tool in limiting and adapting to climate change, influencing patterns of behaviour and directing development and the use of land. National priorities set out in *Planning Policy Statement 1: Delivering Sustainable Development* contains policies to reduce energy use, reduce emissions and promote the development of renewable energy resources. Other requirements include development plans taking climate change impacts into account in the location and design of development (i.e. consideration of flood risk) and to promoting water efficiency and the use of sustainable drainage systems

Renewable energy comes from the flows of energy that occur naturally and continuously in the environment. In the UK these include wind (both on and offshore), the sun (using solar panels), water (including conventional hydro-electricity and developing tidal stream and wave technologies) and biomass fuels (energy crops). These are not exhaustible resources like coal, oil and gas, and as they are not fossil fuels they do not contribute to climate change.

Consideration and value also needs to be given to the value of natural countryside when developing new energy sources, particularly in the case of wind turbines where balanced decisions need to be taken.

Economic Development and Business

Objectives

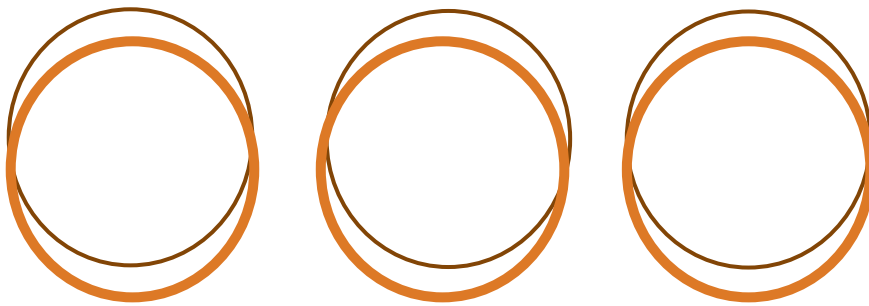
- Encourage a sustainable Lancashire economy that will measure, mitigate and reduce its contribution to climate change, through energy and resource efficiency actions
- Support the growth of the emerging environmental technology sector and creative industries sectors
- Create an informed, skilled and environmentally responsible work force and work place able to compete in an emerging and diverse 'environmental economy'

Why

The Stern Review estimates that the overall risks and costs of climate change will be equivalent to losing at least 5% global GDP each year, now and forever. If a wider range of risks and impacts is taken into account, the estimates of damage could rise to 20% of GDP or more. In contrast the cost of action to reduce green house gas emissions to avoid the worst impacts of climate change can be limited to around 1% of global GDP each year.

The Stern Review also recognises a £30 billion opportunity for British businesses to profit over the next 10 years as we adapt to threats of climate change. These opportunities exist primarily for businesses in the environmental technology sector, such as waste management, renewable energy, pollution control and energy efficiency.

The impact of Stern's projections on the Lancashire economy will be focussed on the County's major industrial and employment sectors. These currently are Wholesale and Retail, Business Services, Construction, Manufacturing and Agriculture.



Natural Environment

Objectives

- Make the most of Lancashire's superb environmental assets and the economic, environmental and social benefits that a green infrastructure brings
- Support the development of mechanisms to reduce greenhouse gas emissions through the sustainable management of Lancashire's woodlands
- Manage Lancashire's upland and lowland peat lands to sequester carbon and prevent its release
- Identify what the impacts of climate change on biodiversity will be in Lancashire and support the uptake of practical adaptation measures

Why

Rising temperatures, changing rainfall patterns and other aspects of climate change are starting to have an impact on biodiversity in England and globally. These changes present a threat to biodiversity conservation although there may also be some positive impacts. Because every species responds to climate in its own way, the impacts of climate change are likely to be complex. British wildlife is already showing very clear signs of changing as a result, in respect of lifecycle timing, distribution, community composition and species interactions.

Lancashire is a biologically rich and diverse county with nationally and internationally important species, habitats and landscapes, including 2 Areas of Outstanding Natural Beauty, other dramatic landscapes on the coast and in the uplands and over 1,000 Biological Heritage sites, and these are perhaps the most vulnerable sites.

Waste

Objectives

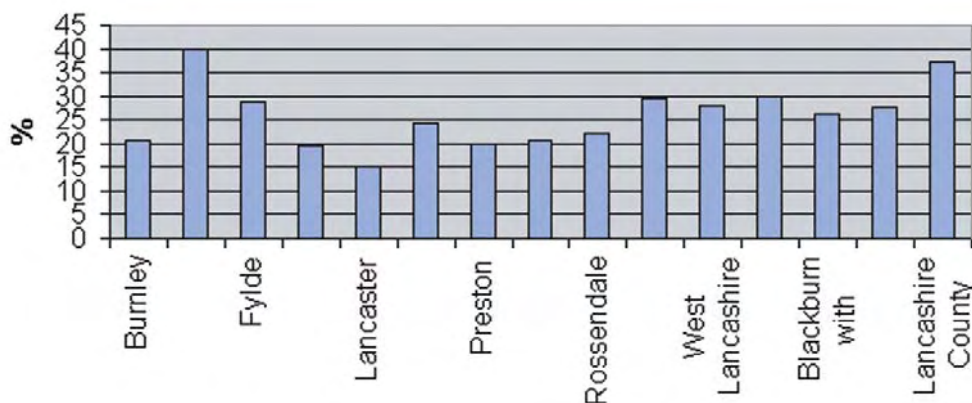
- Reduce greenhouse gas emissions through better waste management, including waste minimisation and increased recycling
- More efficient use of resources and more environmentally-aware procurement including of infrastructure

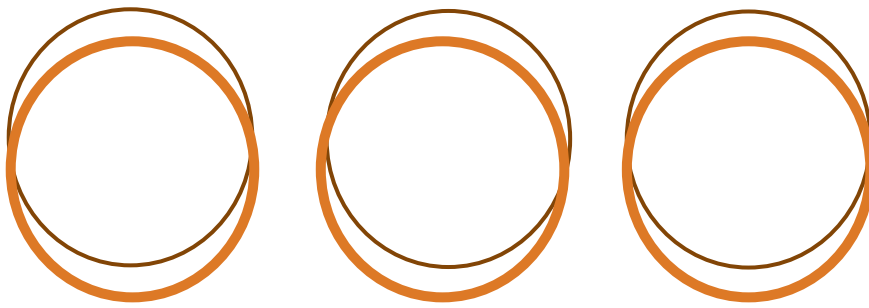
Why

A product's life-cycle begins when the base materials are extracted and stretches through manufacture, construction, transportation and maintenance and use through to the product's ultimate disposal. Greenhouse gases can be produced at every stage. Resource efficiency is about getting the most out of finite resources and minimising waste, and the climate change benefits are clear.

Effective waste management also has a key role in reducing greenhouse gas production. Waste decomposes, releasing the powerful greenhouse gas methane into the atmosphere.

Municipal Recycling Rates of Waste Collection, Unitary and Waste Disposal Authorities 2005/06





Coping with Climate Change (Adapting)

Objective

- Reduce the risks to people and public services associated with climate change and extreme weather events.
- Ensure development is resilient to flooding and flood risks are managed effectively.
- Improve the vulnerability of business and agriculture to climate risks and make timely preparations

Why

Climate Change will have some inevitable impacts. We need to establish a more accurate picture of the conditions that Lancashire will be facing in the future. The more information we have, the better equipped we will be to take action.

The likelihood of additional and more extreme weather events will need be taken into account. Other activities, such as how we develop and maintain our public infrastructure and buildings, and the impact of climate change on the activities related to them, will require new solutions.

A high level of confidence in the resilience of local infrastructure (road and rail networks; electricity, gas and water supplies; sewage systems; telecommunications and IT systems on which emergency services and others depend) to extreme weather and a gradually warming climate will be increasingly important. Amongst providers there is greater awareness of the issues after having already suffered impacts of extreme weather.

Awareness Raising and Education

Objective

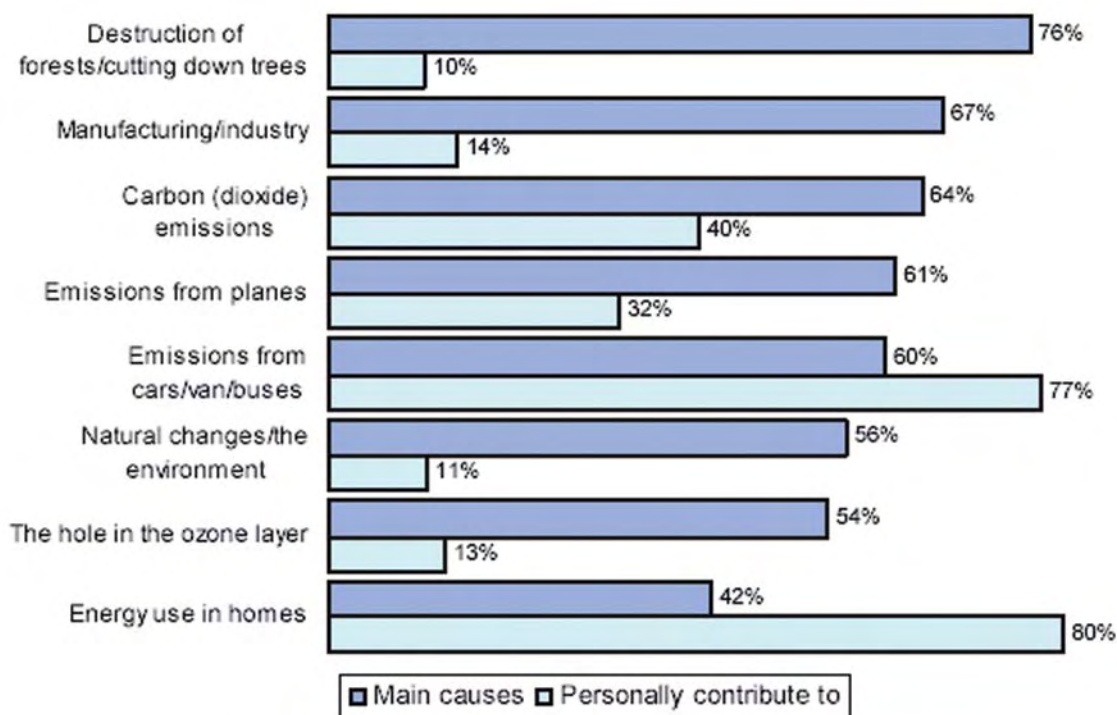
- Support the people of Lancashire to make informed choices about climate friendly behaviour
- Develop programmes to help pupils and teachers explore and understand climate change

Why

Climate Change will affect everyone in Lancashire, and is affected by everyone's actions. Clear communication to all groups will be essential to maximise the impact of other actions. The results of a *Life in Lancashire* survey in May 2007 demonstrate a clear willingness on the part of the public to support actions to tackle climate change.

Specifically what do you think are the main causes of climate change? Which of the following do you think you personally contribute to?

Life in Lancashire W18 The Environment and Climate Change, 2007



Base: All respondents (Unweighted 1231, Weighted 986)



Research and Development

Objectives

- Actively promote the deployment of renewable energy projects in Lancashire
- Work in partnership to share information, ideas and lead by example
- Enable action through influencing funding bodies/grant-awarding bodies to include climate change/energy efficiency criteria
- Establish Carbon Reduction in targets for Lancashire and develop a performance management framework.

Why

A changing climate will present many challenges and opportunities and it will be impossible for one group to address all of these. It is therefore essential that local organisations work in partnership, and with regional, national and international organisations to share information, ideas and best practise.

Partners

Blackburn Diocese
Blackburn with Darwen Borough Council
Blackpool Council
Burnley Borough Council
Businesslink
Chorley Borough Council
East Lancashire Chamber of Commerce
Environment Agency
Forestry Commission
Fylde Borough Council
GONW
Groundwork Blackburn
Hyndburn Borough Council
Lancashire Community Futures
Lancashire Constabulary
Lancashire County Council
Lancashire County Developments Ltd
Lancashire Economic Partnership
Lancashire Energy Efficiency Advice Centre
Lancashire Fire and Rescue Service
Lancashire Wildlife Trust

Lancaster City Council
National Energy Action
Natural England
NHS Central Lancashire
North West Energy Forum
NWDA
Pendle Borough Council
Preston City Council
Prospects Foundation
Ribble Valley Borough Council
Rossendale Borough Council
South Ribble Borough Council
United Utilities
West Lancashire District Council
Wyre Borough Council

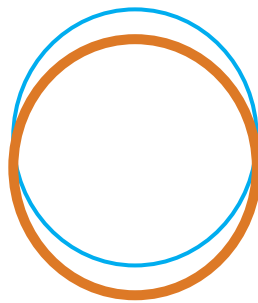
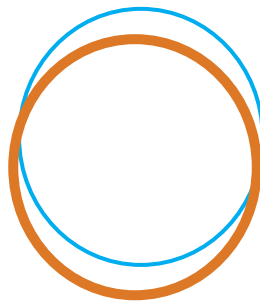
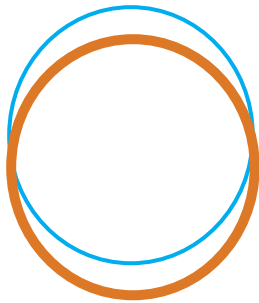
CONSULTATION

Lancashire Climate Change Action Plan 2008 - 2009



The Lancashire Climate Change Partnership





CONTENTS

Page No.

Domestic Energy Efficiency	1
Transport	2 - 4
Spatial Planning and Energy Generation	5 - 6
Economic Development and Business	7 - 8
Natural Environment	9
Waste	10
Coping with Climate Change	11 - 14
Awareness Raising and Education	15 - 16
Research and Development	17 - 18





Domestic Energy Efficiency

DOMESTIC ENERGY EFFICIENCY OBJECTIVES	ACTION	TARGET	RESPONSIBILITY	RESOURCE
To reduce greenhouse gas emissions resulting from the use of energy in homes through improving energy efficiency, minimising waste and exploiting renewable sources of energy	Provide coordinated information and advice on domestic energy efficiency, renewable technologies and available grants	Increase average SAP rating of homes 264,045tC savings through the installation of domestic insulation measures and small scale renewable technologies (based on HECA returns)	Lancashire Energy Efficiency Advice Centre Local Authorities in Lancashire	Existing NWDA (to be pursued)
	Pilot innovative methods of funding energy efficiency measures in Lancashire homes, include establishing a pilot Energy Services Company (ESCO)	Under take feasibility study and develop business case by 2009	Lancashire County Council Fylde Borough Council Wyre Borough Council Blackpool Council (pilot) Local Authorities in Lancashire	Existing NWDA (to be pursued)
	Actively promote energy saving light bulbs, especially those that are unusual, decorative and difficult to obtain	'Try and Buy' pilot scheme in Libraries and other centres by end 2008	Lancashire County Council Blackpool Council Blackburn with Darwen Council	Existing NWDA (to be pursued)

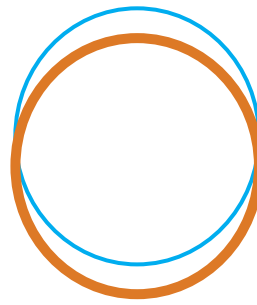
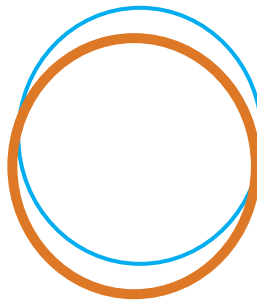
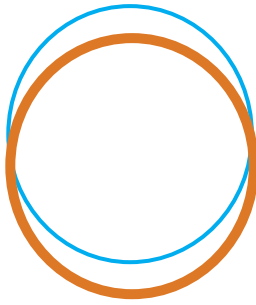


Transport

TRANSPORT OBJECTIVES	ACTION 2008/09	TARGET	RESPONSIBILITY	RESOURCE
Develop and maintain an integrated, efficient and sustainable transport system	<p>Deliver major schemes to reduce congestion and help reduce carbon emissions including</p> <ul style="list-style-type: none"> - Blackpool to Fleetwood Tramway - East Lancashire Rapid Transport 	Bids developed and submitted	Lancashire County Council Blackburn with Darwen Council Blackpool Council	To be established
	Develop a range of 'Eco Rail Stations', starting with an innovative demonstration at Accrington rail station	Proposal developed and funding secured 2008	Lancashire County Council Blackburn with Darwen Council Blackpool Council Network Rail	To be established
Increase the use of public transport, walking and cycling	Implement a Bus Strategy and a Rail Strategy to increase significantly the number of journeys by public transport	Develop targets in line with Local Transport Plan for Lancashire	Lancashire County Council Blackburn with Darwen Council Blackpool Council	Existing
	Strengthen substantially awareness of public transport opportunities through the effective marketing and promotion of services and delivery of information, including electronic delivery	Develop new Bus Information Strategy for Lancashire to take into account information provision using electronic delivery by 2008	Lancashire County Council Blackburn with Darwen Council Blackpool Council	Existing

Transport

TRANSPORT OBJECTIVES	ACTION 2008/09	TARGET	RESPONSIBILITY	RESOURCE
	Develop and promote sustainable personalised travel planning information Develop a 'Traveline' service for one stop public transport information	Complete pilot scheme in Lancaster and Preston 2008 To be rolled out to additional areas subject to pilot findings and resources	Lancashire County Council Blackburn with Darwen Council Blackpool Council	Existing New resources needed, including NWDA (to be pursued)
	Encourage and assist the development of 'car clubs' in urban areas	Research feasibility by end 2008	Lancashire County Council Local Authorities in Lancashire	Existing New resources needed, and NWDA (to be pursued)
	Develop and market car sharing and eco-driving	Increase numbers using www.sharedwheels.co.uk Marketing plan 2008	Lancashire County Council Blackburn with Darwen Council Blackpool Council	Existing
	Encourage all organisations to promote sustainable travel plans	Partners to have begun development of travel plans by end 2008	All public organisations	Existing

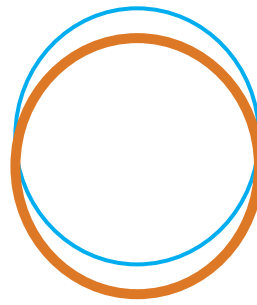
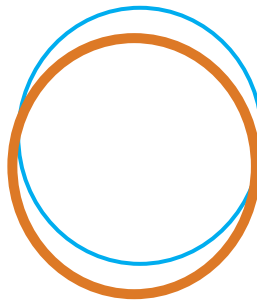
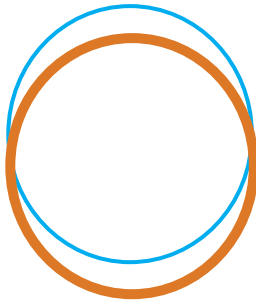


Transport

TRANSPORT OBJECTIVES	ACTION 2008/09	TARGET	RESPONSIBILITY	RESOURCE
Strengthen accessibility to key services and jobs	Implement strategies to improve access to jobs, services and leisure, especially for socially excluded people	Develop targets in line with Local Transport Plan for Lancashire	Lancashire County Council Blackburn with Darwen Council Blackpool Council	Existing
Promote the use of alternative transport fuels, including sustainable bio-fuels	Promote bio-fuel use in public sector fleet, subject to cost and the sources of bio-fuel not being shown to have adverse effect on the agricultural economy	Explore the potential among large public sector fleets by end of 2009 LCC investigate the feasibility of using bio-fuel in at least 40% of fleet by 2008	Lancashire County Council and all large public sector bodies	Existing and European funds
	Work with European and regional partners to identify opportunities for agricultural diversification into bio-fuels	Research completed by end of 2009	Lancashire County Council National Farmers Union Lancashire Rural Futures	Lancashire County Council/National Farmers Union/Lancashire Rural Futures - all existing European Funds

Spatial Planning and Energy Generation

SPATIAL PLANNING OBJECTIVES	ACTION	TARGET	RESPONSIBILITY	RESOURCE
Position new development that minimises the need to travel	Develop LDD policies that promote modal shift and accessibility other than by car	LDD's policy development ongoing from 2008	Local Authorities in Lancashire	Existing
Promote sustainable building design and construction including new development resilient to a changing climate	Translate the national 'Code for Sustainable Homes' and/or the 'NW Sustainability Checklist for Developers' into Local Development Frameworks	Code translated into all Local Development Frameworks from 2008	Local Authorities in Lancashire	Existing
	Include planning policies on sustainable building design	Local Authorities in Lancashire to have developed policies, including targets that require all new private and public sector development and Registered Social Landlords, to meet Eco-Homes/Code for Sustainable Homes or BREEAM "very good" (or equivalent) as a minimum from 2008	Local Authorities in Lancashire	Existing



SPATIAL PLANNING OBJECTIVES	ACTION	TARGET	RESPONSIBILITY	RESOURCE
Actively promote decentralised energy production and medium and large scale renewable energy projects	Encourage the adoption of community level CHP within major residential developments and Housing Market Renewable Areas	<i>Proposed</i> regional CHP targets 900MWe installed capacity by 2010 and 1200MWe by 2020	Local Authorities in Lancashire	Existing NWDA (to be pursued)
Encourage strong community participation in climate solutions	Encourage and support micro-generation at community and individual level, in particular addressing the need for technical knowledge through the development of the Lancashire Local Fund	2 micro-renewable schemes in each district by the end of 2008	Lancashire County Council	LCC 'Lancashire Local's Climate Change Fund'

Economic Development and Business

ECONOMIC DEVELOPMENT AND BUSINESS OBJECTIVES	ACTION	TARGET	RESPONSIBILITY	RESOURCE
Encourage a responsible Lancashire economy that will measure, mitigate and reduce its contribution to climate change, through energy and resource efficiency actions	Facilitate action to carbon proof public sector construction projects in association with the Building Research Establishment and private sector developers	Integrate energy efficiency and micro-generation technologies into lead construction and refurbishment projects	Lancashire Economic Partnership Lancashire County Council Blackburn with Darwen Council Blackpool Council	Existing
	Undertake 'Climate proof' exercise of the Lancashire Economic Strategy	By the end of 2008	NWDA	LEP/NWDA (to be pursued)
To support the growth of the emerging environmental technology sector and creative industries sectors	Develop a Lancashire supply chain network for advanced manufacturing, technology innovation and environmental resource management services based on the Blackpool model Host a Lancashire Expo Event for renewables industry	Pilot a Lancashire Resource Efficiency Initiative and ETS initiative 2007/2008 Event in 2008	Lancashire County Council (LCDL)	Existing ERDF
	Maximise opportunities for SME resource efficiency support through financial incentives schemes such as Green Rosebud and the Business Resource Efficiency and Waste programme (BREW)	Provide targeted support to 24 SME's in Lancashire through Green Rosebud	Lancashire County Council (LCDL) Lancashire Business Environment Association	Existing LCC Lancashire Business Environment Association NWDA (to be pursued)



ECONOMIC DEVELOPMENT AND BUSINESS OBJECTIVES	ACTION	TARGET	RESPONSIBILITY	RESOURCE
	Develop industry HEI collaboration initiatives to facilitate the market take up of renewable energy technologies, micro-generation and energy efficiency products Establish a Lancashire Energy Consortium to support this work	Establish a Lancashire Energy Consortium in conjunction with HEI's and private sector energy and supplementary energy companies by 2009	Lancashire County Council (LCDL) Blackpool Council Lancaster University and UCLAN	LCDL/Lancaster University and UCLAN NWDA (to be pursued)
	Work with industry and manufacturing companies to reduce and minimise waste	Establish local market development programmes for waste resources and commercialising recycled content products	Lancashire County Council (LCDL) Blackpool Council Global Renewables	Existing
To create an informed, skilled and environmentally responsible work force and work place able to compete in an emerging and diverse 'environmental economy'	Develop initiative to encourage new skilled allied to the application of green technologies, installation and resource management	Proposal developed by the end of 2008	Lancashire County Council (LCDL) Blackpool Council Lancashire HEI	Existing

Natural Environment

NATURAL ENVIRONMENT OBJECTIVES	ACTION 2008/09	TARGET	RESPONSIBILITY	RESOURCE
Make the most of Lancashire's superb environmental assets and the economic, social benefits that green infrastructure brings	Prepare and implement a Green Infrastructure Strategy for Lancashire	Strategy drafted by 2008	Lancashire Economic Partnership Local Authorities in Lancashire	NWDA Existing
Support the development of mechanisms to reduce greenhouse emissions through the sustainable management of Lancashire's woodlands	Formulate a strategy or vision to guide the development of woodlands and associated businesses in Lancashire Assist in formulating advice and targeting resources through existing and proposed grant-aid schemes	Strategy drafted by 2008	Local Authorities in Lancashire	Existing
Manage Lancashire's upland and lowland peat bogs to sequester carbon and prevent its release	Undertake research into the potential for Lancashire's peat bogs to sequester and retain carbon	Research completed by end of 2008	Lancashire County Council Natural England Lancashire Wildlife Trust United Utilities RSPB	Existing Natural England (to be pursued)
Identify the impacts of climate change on biodiversity in Lancashire and to support the uptake of practical adaption measures	Undertake research to identify what the impacts of climate change will be in Lancashire and to develop a framework for action, identifying how the impacts on landscape and biodiversity should be addressed, in terms of risks and opportunities, mitigation and adaption	Research completed by end of 2008	Lancashire Biodiversity Forum	Existing

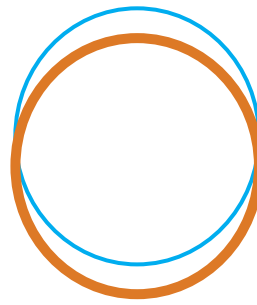
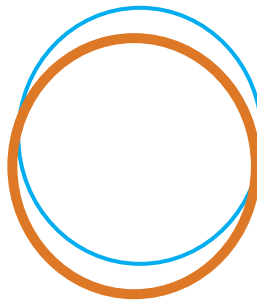
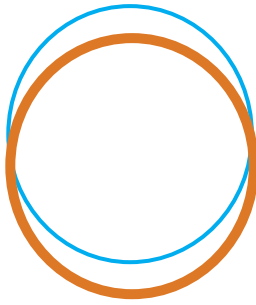


Waste

WASTE OBJECTIVES	ACTION	TARGET	RESPONSIBILITY	RESOURCE
Reduce greenhouse gas emissions through better waste management, including waste minimisation and increased recycling. The more efficient use of resources and more environmentally-aware procurement including infrastructure	Invest in the equipment and infrastructure needed to offer recycling and waste services to the population of the County	90% of Lancashire's households to be offered kerbside recycling service by 2005. Reduce waste growth to 1% by 2005. Recycle 40% by 2005 and 50% by 2015	Lancashire Waste Partnership (LWP)	Existing
	Promote the development and adoption of sustainable procurement policies and procedures	Ongoing implementation of sustainable procurement policies from 2008	Lancashire Partnership Blackburn with Darwen LSP Blackpool LSP All Lancashire Local Authorities	Existing
	Develop two Lancashire pilot projects for 'carrier bag free towns'	Two carrier bag free towns/villages established by 2009	Lancashire County Council Local Chambers of Trade	Existing

Coping with Climate Change

COPING OBJECTIVES	ACTION	TARGET	RESPONSIBILITY	RESOURCE
Reduce the risks to people and public services associated with climate change and extreme weather events	Identify the likely changes in weather as a result of climate change and the impact on people and public services	Lancashire County Council to conduct research by the end of 2008	Lancashire County Council Blackpool Council	Existing
	Prepare good practice guidance for public services on how to adapt to climate change	Guidance prepared by the end of 2008	Lancashire Partnership Forum for the Future UK Climate Impacts Programme	Existing Support from UK CIP
	Roll out good practice guidance to other public sector agencies	Guidance rolled out by 2009	Lancashire Partnership Blackpool LSP Blackburn with Darwen LSP	Existing Support from the UK Climate Impacts Programme
	Encourage building design to cope with higher internal temperatures and weather extremes (eg. ventilation, passive solar and higher thermal mass)	Ongoing from 2008 as part of LDD's	Lancashire Authorities in Lancashire	Existing



COPING OBJECTIVES	ACTION	TARGET	RESPONSIBILITY	RESOURCE
	Ensure the risks associated with climate change are addressed in Lancashire's Emergency Plans and major incidents planning group	Emergency Plans updated on an ongoing basis	Environment Agency Local Authorities in Lancashire	Existing
	Undertake strategic flood risk assessments to inform the preparation of Local Development Documents, having regard to catchment-wide flooding issues that affect Lancashire	Strategic flood risk assessments to be completed for each Local Development	Environment Agency Lancashire Authorities in Lancashire	Existing
Ensure development is resilient to flooding and flood risks are managed effectively	Ensure new developments do not add to flood risk, and where practicable reduce it. Ensure future users of new development are not placed in danger from flood hazards; and remain safe throughout the lifetime of the development	All new developments with flood risk implications to have a site specific flood risk assessment of the potential impacts and mitigation measures	Environment Agency Lancashire Authorities in Lancashire	Existing



COPING OBJECTIVES	ACTION	TARGET	RESPONSIBILITY	RESOURCE
	Maintain and continuously improve the flood warning system for the large number of properties in Lancashire currently at risk of flooding in order to enable householders to protect life or take action to manage the effect of flooding on property	Continuously keep Lancashire's system under review in light of the predicted increasing severity and frequency of flooding	Environment Agency	Existing
	Prepare 'Catchment Flood Management Plans' to enable a strategic, proactive and risk-based approach to flood risk management to be taken forward across Lancashire	CMFP's prepared for all Lancashire catchments by 2010	Environment Agency	Existing
	Deliver a coherent programme for coastal management in Lancashire that integrates flood risk	Ongoing implementation and review of coast protection strategies and programmes	Blackpool BC Lancaster CC Wyre BC Fylde BC West Lancashire DC Lancashire CC	Existing

COPING OBJECTIVES	ACTION	TARGET	RESPONSIBILITY	RESOURCE
Improve the vulnerability of business and agriculture to climate risks and make timely preparations	Examine the impacts of climate change on Small and Medium Enterprises and explore appropriate adaption responses	Research and guidance completed by the end of 2008	Lancashire County Council Lancashire Economic Partnership	Existing NWDA (to be pursued)
	Examine the impacts of a changing climate for the agricultural and rural economy of Lancashire and explore appropriate adaptation responses	Research and guidance completed by the end of 2008	Lancashire County Council National Farmers Union Lancashire Economic Partnership	Existing European RD programme

Awareness Raising and Education

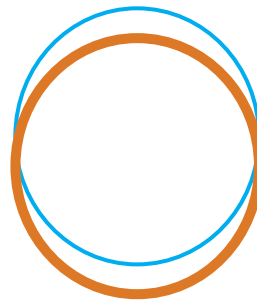
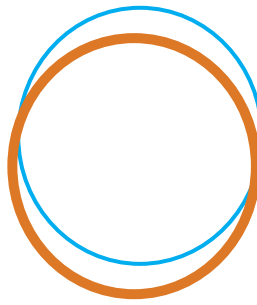
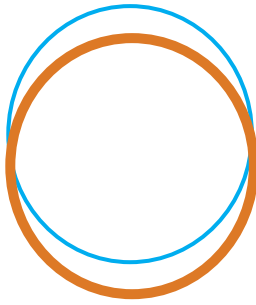
AWARENESS RAISING AND EDUCATION OBJECTIVES	ACTION	TARGET	RESPONSIBILITY	RESOURCE
Support the people of Lancashire to make informed choices about climate friendly behaviour	Implement a Climate Change Communications Plan	Communication plan developed by the end of 2007	Lancashire County Council Local Authorities in Lancashire Environment Agency	Existing and sponsorship (to be pursued)
	Develop a 'Switch it Off Campaign' including free resources, launch, big switch off, family challenge	Campaign launched at the end of BST, October 2008	Lancashire County Council Local Authorities in Lancashire Large Public sector agencies	Existing
	Development of a carbon pledge scheme for citizens and businesses	Scheme developed by Spring 2008	Lancashire County Council Local Authorities in Lancashire	Existing



AWARENESS RAISING AND EDUCATION OBJECTIVES	ACTION	TARGET	RESPONSIBILITY	RESOURCE
	Develop a 'carbon compensation' scheme to allow Lancashire people, businesses and public sector agencies to (voluntarily) help a Third World community cope with the damage caused by the country's pollution	Project developed by early 2008	Lancashire County Council	Existing
Develop programmes to help pupils and teacher explore and understand climate change	Provision of education programmes to Primary and Secondary schools	Provision to 180 schools each year	Lancashire County Council Lancashire Wildlife Trust	Existing

Research and Development

RESEARCH AND DEVELOPMENT OBJECTIVES	ACTION	TARGET	RESPONSIBILITY	RESOURCE
Actively promote the development of renewable energy projects in Lancashire	Research and identify broad areas suitable for various renewable technologies	Research completed by the end of 2008	Local Authorities in Lancashire North West Regional Assembly	North West Regional Assembly
Work in partnership to share information, ideas and lead by example	Lancashire's local authorities and LSP's to make a commitment to tackling climate change	All Community Strategies to contain Climate Change objectives	Lancashire LSP's	Existing
	Eligible organisations to join the Carbon Trust Management Programme to drive climate change, with actions integrated into Corporate Plans and Service Plans	From 2008 all large agencies represented on LSP's to make a commitment to tackle Climate Change	Local Authorities in Lancashire	Existing



RESEARCH AND DEVELOPMENT OBJECTIVES	ACTION	TARGET	RESPONSIBILITY	RESOURCE
	Large public sector agencies to lead in the development of sustainable travel plans	From 2008 all large agencies represented on LSP's to make a commitment to prepare sustainable travel plans	Lancashire LSP's	Existing
Enable action through influencing funding bodies/grant-awarding bodies to include climate change/energy efficiency criteria	Explore the potential for innovative new funding regimes, for example through council tax incentives	All organisations to review provision of funding and explored potential for new schemes	Local Authorities in Lancashire Lancashire Economic Partnership	Existing/NWDA/LEP
Establish carbon reduction targets for Lancashire and develop a performance measuring framework	Commission research to establish relevant base line data and sectorial targets by the end of 2008	Targets and sector to be established by the end of 2008	Lancashire Climate Change Partnership NWDA/NWRA	To be pursued with NWDA

Abbreviations

BREEM is Building Research Establishment Environmental Assessment Method
 Local Authorities in Lancashire means the 12 District Councils, 2 Unitary Councils and the County Council
 NWDA is North West Development Agency
 LSP is Local Strategic Partnership
 LEP is Lancashire Economic Partnership
 LDD is Local Development Document





FLoWE Business and Action Plan 2008 - 2011

CONTENT

FOREWORD	-	3
INTRODUCTION	-	4
FYLDE CONTEXT	-	5
THE FLoWE VISION	-	6
ACTION PLANS & DELIVERY	-	8
FINANCES	-	18
MONITORING & REVIEW	-	19
KEY STAKEHOLDERS	-	19

FOREWORD

by

Rt. Hon Michael Jack MP for Fylde

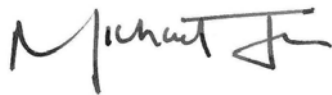
In my capacity as Chair of the House of Commons Environment, Food and Rural Affairs Select Committee I hear about a great many policies and initiatives which are designed to address the question of how do we reduce our carbon dioxide emissions in light of all the very clear messages about Climate Change.

It was with these in mind and the fact that the Committee had decided to undertake work on a report entitled Climate Change the Citizens Agenda that I asked myself the question “What should the Borough of Fylde be doing to make its contribution to this agenda?” The answer was we should work out a plan about how we could become the most energy efficient Borough in the Country.

From our first scoping meeting it was clear that both public and private bodies of all kinds thought that this was a worthy exercise to pursue. Since then we have been working hard to develop a strategy to achieve this objective over the next fifteen years. This has now come together for the first time in one document, namely this business plan. It contains a formidable list of work to be done. However these proposals have already received strong support from a number of our key public and private partners.

I hope when you have a chance to read it you will want to continue to work with us to further develop our proposals and so help to turn the dream of a low carbon Fylde into reality.

Thank you for your continued support it is so very much appreciated.

A handwritten signature in black ink, appearing to read 'Michael Jack', with a stylized flourish at the end.

Rt. Hon Michael Jack MP

INTRODUCTION

The UK Government acknowledges that there is strong evidence to support the fact that climate change is occurring and that man-made emissions make a significant contribution to this. Existing data indicates that the Fylde Borough area currently has the fourth worst domestic CO² emission performance per head of population in the northwest¹ (2005 figures published November 2007) placing it in the bottom 20% across the UK.

The impact of climate change will be seen on the global and local scale and in the coming years it is predicted that temperatures will rise, winter precipitation will increase whilst heat waves, droughts, storms and floods will become more frequent and more severe. This will have a major effect on all communities' environment, society and, as set out in the Stern report², economies. The report concluded that relatively small financial sacrifices now will avoid potentially vast sacrifices in future years.

Even if the academic argument, which provides the supporting evidence for the acceleration of climate change as a direct consequence of man-made interventions, might not be accepted by all commentators, it is difficult to argue against the conservation and responsible use of the earth's finite resources or, indeed, against the drive for the use of sustainable and renewable resources.

Although climate change is recognised as a major global issue its resolution lies in the hands of individuals and communities and the lifestyle choices which are available to them. The **FLowe** response to these circumstances is very much that actions to start redressing them are best delivered at the local level.

The **FLowe** principle is a bottom-up approach providing leadership and engagement to local communities which will be emulated by others, whether they operate at a local, regional, national or international level. The principle of our approach is complementary to and fully supportive of related climate change responses such as the *North West Climate Change Action Plan*³, *North West Sustainable Energy Strategy*⁴ and the *Lancashire Climate Change Strategy and Action Plan*⁵.

¹ www.defra.gov.uk/environment/statistics/globalatmos/globalghg.htm

² www.hm-treasury.gov.uk/independent_reviews/stern_review_economics_climate_change/sternreview_index.cfm

³ www.climatechangenorthwest.com/assets/files/documents/jun_07/cli_1181141037_Climate_Change_Action_Plan.pdf

FYLDE CONTEXT

Fylde Borough is located on the Lancashire coastline in the northwest of England and is sandwiched between two river estuaries – the river Wyre to the north and the river Ribble to the south. Both of these rivers drain extensive upland areas in inland Lancashire and are also subject to significant tidal swells. The significance to our local communities of predictions of rising sea levels, increasing levels of precipitation and more frequent and severe storms is therefore clear to see.

The Borough has a population of 76,000 concentrated mainly in the coastal town of Lytham St Annes. The remainder of the area is typified by rural village settlements focused around the inland market town of Kirkham. Fylde Borough is a comparatively affluent area although pockets of social deprivation and isolation are apparent in localised areas.

With the Fylde area performing poorly on domestic energy efficiency resulting in high CO² emissions, effort needs to be made to encourage householders to make improvements. In addition, with the local availability of natural resources in the form of greater than average wind speeds and sunshine levels and the proximity of marine power also legislate for the promotion of innovation and enterprise to harness these potential sources of renewable energy.

The **FLoWE** project has been initiated in recognition of these key local drivers. However, it is being developed and implemented alongside other related sub-regional and regional initiatives and programmes. The project is designed both to offer support to these related programmes and to act as a local delivery vehicle for them. Indeed, the *Lancashire Climate Change Strategy*⁶ provides an overarching strategic context for the **FLoWE** project.

The pilot phase of the **FLoWE** project has been supported by funding from various public and private sector organisations and is hosted by Fylde Borough Council. Further support is being sought and the long term financial sustainability of the project is the subject of further investigation.

⁴ www.climatechangenorthwest.com/assets/files/documents/jun_07/cli_1181140886_North_West_Sustainable_Energy_.pdf

⁵ www.lancashire.gov.uk/environment/envpolicy/climate/lancs_cc_strategy.asp

⁶ www.lancashire.gov.uk/environment/envpolicy/climate/lancs_cc_strategy.asp

THE *FLoWE* VISION

FLoWE is the acronym given to the energy conservation and waste reduction project developed during 2006 and launched in February 2007 in the area of Fylde Borough in Lancashire. The acronym represents **Fylde Low Waste & Energy**.

The initial project vision, which has a 15 year time horizon, is ***to make Fylde the most energy efficient borough in the country***. This will be benchmarked against the government's national domestic CO₂ data⁷. This business plan aims to set out a set of actions which will be flexible to enable *FLoWE* to work towards achieving its strategic aims from April 2008 to March 2011.

The project is being developed under five key sectors each of which will be developing strategies focusing on reducing emissions and waste going to landfill. During an initial 2 year phase its scope is targeted primarily at the domestic sector and at raising awareness of energy conservation and resource efficiency in schools (education sector). During 2008 it is anticipated that businesses will be targeted to improve resource efficiency and reduce energy demand. The scope of the project will be expanded in line with available resources during and after the initial phase to target the rural and transportation sectors.

The vision will be delivered through a number of key objectives which need engagement with key stakeholders in the community. The input, commitment and long-term support of local residents and businesses will be essential to the success of the project. One of the most significant outcomes will be the building of awareness and capacity amongst householders and businesses to facilitate the management of their own direct and indirect impact on carbon emissions and resource utilisation from their day to day activities. Due to the scope of the project, partnership working with a wide range of local, regional and national organisations and businesses will be essential to successfully deliver targets.

As the project develops it will cut across the various sectors with different initiatives being implemented to address the differing needs, opportunities and constraints in each of these sectors.

⁷ www.defra.gov.uk/environment/statistics/globalatmos/galocalghg.htm

The project will seek to connect current national best practice with the neighbourhood level in order to make the concepts tangible to local communities and provide a local point of reference.

The key objectives are:

- To bring together national best practice in the field of energy efficiency, renewable energy, waste minimisation, recycling and resource utilisation.
- To increase citizen participation in energy efficiency and waste minimisation schemes.
- To promote the use and proliferation of micro, small and medium sized sustainable energy generation.
- To help businesses and the public sector reduce costs and increase efficiency by reducing carbon emissions; consumption of raw materials; transportation impacts and energy demands.
- To provide businesses with direct support and services to minimise and recycle the waste they generate.
- To increase the energy efficiency and resource usage of public sector bodies in the area.

ACTION PLANS & DELIVERY

DOMESTIC SECTOR				
OBJECTIVE	ACTION	TARGET/ MILESTONE	LEAD BODY	RESOURCES
To reduce CO ² emissions arising from the use of non-renewable energy in homes.	Establish Fylde CRed online pledging scheme for householders and link with regional schemes	Year 1	FLoWE	DEFRA
	Develop a resource for carrying out energy audits.	Year 2	HiS/LEEAC	HiS, LEEAC
	Undertake targeted mailshots to households	Year 1	FLoWE	HiS
	Establish mobile information centre and calendar of publicity programmes.	Year 1	FLoWE	Fylde BC, FLoWE
	Establish a permanent 'eco-centre'	Year 2-3	Park View 4U	Cabinet Office of the Third Sector
	Develop an intensive programme of support & promotion in a targeted area.	Year 1-2	FLoWE/LSP	Utility Companies
	Identify and target two or three separate streets to trial and evaluate different approaches to improving	Year 1	FLoWE	Utility Companies

	energy efficiency			
	Develop bespoke CO ² reduction plans with RSL's	Year 2	FLoWE/other	TBC
	Co-ordinate FLoWE programme with affordable warmth strategy	Year 2	FLoWE/Fylde BC	FLoWE, Fylde BC
	Develop local newspaper promotional pull-out	Year 1	FLoWE	Appropriate advertising to be obtained
	Recruit student placement to co-ordinate domestic sector summer activities	Summer 2008	FLoWE	FLoWE
To work with community-based organisations to encourage behavioural change	Engage organisations to act as ambassadors to disseminate information	Year 1-2	FLoWE	Sainsbury's, Tesco, Coop, B&Q, HSBC, Barclays, Churches Together, Age Concern, Scouting Association, WI etc...
	Investigate, through Lancaster Universities MA consultancy programme the best ways to target promotions to older residents	Year 1	Lancaster University	Lancaster University

BUSINESS SECTOR				
OBJECTIVE	ACTION	TARGET/ MILESTONE	LEAD BODY	RESOURCES
To expand the ethos of corporate responsibility in the business sector.	Mailshot & questionnaire to Fylde businesses.	Year 1	FLoWE	Fylde BC
	Publication of quarterly newsletter.	Year 1	FLoWE	FLoWE
	Host a resource conservation seminar for businesses.	Year 1	FLoWE/Groundwork Lancashire	Ineno, TBC
	Promote Lancashire's one-stop environmental business advice service for SMEs	Year 1	Lancs BEA	Environment Connect, FLoWE
To reduce CO2 emissions arising from the use of non-renewable energy in businesses.	Establish energy consumption & waste reduction monitoring database for businesses.	Year 2	Enworks	Enworks
	Develop resource efficiency awards scheme.	Year 2	Lancs BEA/FLoWE	TBC
	Integrate 'environmental' measures into Kirkham Market Town shop front improvement scheme	Year 1-2	LCDL/Fylde BC/FLoWE	LCDL, Lancs BEA

To reduce the amount of waste disposed of by businesses to landfill.	Promote existing waste reduction programmes	Year 1-3	FLoWE	Environment Connect, Groundwork, Enworks, WRAP, Envirowise
To increase the amount of waste collected from businesses for reuse or recycling.	Establish and promote Recycling4Business scheme	Year 1	Fylde BC	BREW, Fylde BC
	Sign post to local and regional recycling social enterprises and businesses	Year 1	FLoWE	Environment Connect
To highlight potential business diversification opportunities of environmental industries	Promote business opportunities	Year 2	Envirolink Northwest/FLoWE	Envirolink Northwest
To highlight potential risks and opportunities of climate change	Promote climate change adaptation measures that can be taken	Year 2-3	Environment Agency/FLoWE	Environment Agency
To establish a model of funding business sector activities and the long term sustainability of FLoWE	Identify potential funding options including membership scheme and BIDs	Year 1-2	FLoWE	FLoWE

EDUCATION SECTOR

OBJECTIVE	ACTION	TARGET/ MILESTONE	LEAD BODY	RESOURCES
To develop and deliver schools programmes which provide an understanding of resource conservation.	Organise and run schools conference	Annual	FLoWE	FLoWE, Fylde BC, B&Q, TBC
	Develop a yearly rolling programme of school visits and talks	Year 1-2	FLoWE	FLoWE
	Engage and assist Lancs CC-funded education programmes	Year 1-2	Lancashire Wildlife Trust/Global Renewables	Lancashire CC, Global Renewables
	Engage and develop initiatives with other education establishments including Blackpool and the Fylde College and private schools	Year 1-2	FLoWE	TBC
	Co-ordinate practical environmental projects through Axa	Year 1-2	Axa/FLoWE	Axa
To encourage schools to achieve recognised environmental standards	Promote Eco-Schools standard to all schools	Year 1 – 50% registered to Eco-schools, 25% achieved bronze	FLoWE	FLoWE, TBC

		standard Year 2 – 75% registered, 25% achieved Green Flag		
To reduce CO2 emissions arising from the use of non-renewable energy in schools.	Reduce energy use in schools.	Year 1-2	FLoWE/Lancs CC	FLoWE, Lancs CC
	Develop Fylde schools renewable energy network and encourage and enable the installation of renewable energy technologies	Year 2-3	FLoWE	TBC
	Investigate the feasibility of (secondary) schools producing biodiesel to run their own fleets	Year 2-3	FLoWE	EnviroLink Northwest, Lancaster University

PUBLIC SECTOR				
OBJECTIVE	ACTION	TARGET/ MILESTONE	LEAD BODY	RESOURCES
To encourage all public sector organisations to improve energy efficiency, reduce waste, improve resource efficiency and target procurement	Fylde Borough Council to commit to the EST Key Account Programme.	Year 1	Fylde BC	Fylde BC, FLoWE, TBC
	Fylde BC to implement EST recommendations	Year 1-3	Fylde BC	Fylde BC, TBC
	Hold public sector best-practice sharing conference	Year 1	FLoWE	DWP
	Document best practice case studies, promoted via website	Year 2-3	FLoWE	FLoWE, DWP, other public sector bodies

RURAL SECTOR				
OBJECTIVE	ACTION	TARGET/ MILESTONE	LEAD BODY	RESOURCES
To identify and explore issues specific to rural areas	Develop rural sub-group	Year 2	FLoWE	FLoWE
	Identify potential villages for implementation of a CHP system	Year 2-3	FLoWE	Lancashire Community Futures, Lancashire Rural Futures
	Establish feasibility of an anaerobic digestion plant	Year 3	Inenco	TBC
	Promote rural-based environmental technologies	Year 3	Envirolink Northwest/NFU/ FLoWE	Envirolink Northwest
	Work with NFU to develop rural emissions reduction policies	Year 2	NFU/FLoWE	NFU

TRANSPORT SECTOR

OBJECTIVE	ACTION	TARGET/ MILESTONE	LEAD BODY	RESOURCES
To develop and promote sustainable transport options across the Fylde Borough	Develop transport sub-group	Year 2	FLoWE	FLoWE
	Engage with transport providers to improve integrated public transport timetables	Year 2-3	FLoWE	TBC
	Promote public and alternative transport options	Year 2-3	FLoWE	TBC
To expand the use of alternative vehicle fuels	Assess the feasibility of biofuel production in the Fylde coast area	Year 1	FLoWE/Blackpool Council/ Wyre BC	EnviroLink
	Implement a biofuel trial in the FBC fleet.	Year 1	Fylde Borough Council	Energy Savings Trust
	Work with Blackpool Transport to trial the use of hybrid busses	Year 2-3	Blackpool Transport/Blackpool Council/FLoWE	Blackpool Transport, TBC

POLICY & RESEARCH

OBJECTIVE	ACTION	TARGET/ MILESTONE	LEAD BODY	RESOURCES
To position the FLoWE project so that it is able to influence and help to deliver the aims of local, sub-regional and regional policies & action plans	Maintain an understanding of partner organisations' actions that FLoWE can assist in delivering	Year 1-2	FLoWE	Local, sub-regional and regional agencies
	Identify potential resources that can be accessed to assist in policy delivery.	Year 1-3	FLoWE	TBC
To document and promote how FLoWE has been established and run	Develop a case study of FLoWE, highlighting best practice and issues encountered in becoming established	Year 2	FLoWE	TBC
	Promote FLoWE model via website and other routes	Year 2-3	FLoWE	TBC
To identify and promote best practice from other sources	Produce and post local best practice on website	Year 2-3	FLoWE	TBC
	Signpost to regional and national sources of best practice	Year 1-2	FLoWE	TBC

FINANCES

The initial funding provided to support the launch and development of the FLoWE project was used to employ a dedicated FLoWE Project Manager and fund associated activities from 4th April 2007 until 3rd October 2008. No further funding has yet been identified or sourced to continue the project beyond this initial period.

It is hoped that long term funding can be predominantly sourced from self-sustaining income generation. It is not expected that this will be in place by the end of the current financial arrangements.

Funding to secure the project over the duration of the 3 year business plan needs to be secured to enable the project to progress further.

Funding in addition to the core funding will be required in order to deliver specific actions outlined within the business plan.

Core funding requirements for Years 1 – 3

	Funding required
Year 1 : Apr 2008 – Mar 2009	
FLoWE Project (Apr – Sep 2008) funding secured	£ -
FLoWE Project Manager (Oct – Mar 2009)	£ 20,000
Travel, conference fees (Oct - Mar 2009)	£ 1,500
Press, publicity and promotional work (Oct - Mar 2009)	£ 3,500
	£ 25,000
Year 2 : Apr 2009 – Mar 2010	
FLoWE Project Manager	£ 41,200
Travel, conference fees	£ 3,090
Press, publicity and promotional work	£ 7,210
	£ 51,500
Year 3 : Apr 2010 – Mar 2011	
FLoWE Project Manager	£ 42,500
Travel, conference fees	£ 3,200
Press, publicity and promotional work	£ 8,500
	£ 54,200
Total core funding required for 3 year business plan	£ 130,700

MONITORING & REVIEW

A set of baselines by which the progress of FLoWE can be measured are still to be developed. It is intended that by June 2008 these will have been developed with the assistance of Lancashire County Council to compare progress with local utility data and regional and national CO² emission data. An annual report of progress measured against the actions and targets identified in the above delivery plan will be published in June of each year. A strategic review of the business plan will take place every three years, the next review falling due in March 2011.

KEY STAKEHOLDERS

This is a list of stakeholders who have been involved with FLoWE to date. This is not an exhaustive list and there are likely to be other organisations which will assist in achieving the aims of the project in future years.

Steering Group and Current Funders

Axa Insurance
BAe Systems
Carr Hill High School
Department for Work and Pensions
Environment Agency
Fylde Borough Council (Fylde BC)
Fylde Local Strategic Partnership
GB Energy
Home Insulation Services
Inenco
Lancashire County Council (Lancashire County Council)

Lancashire Economic Partnership
Northwest Regional Development Agency
Rt Hon Michael Jack MP
Springfields Fuels Limited

Sector Specific Stakeholders

Domestic

Age Concern
Churches Together
Energy Saving Trust (EST)
Groundwork Lancashire West and Wigan
Faiths4Change

Housing associations operating across the Fylde Borough area
Kensington Developments Limited
Lancashire Community Futures
Lancashire Community Recycling Network
Lancashire Energy Efficiency Advice Centre (LEEAC)
Lancaster University
Lytham St Annes Civic Society
Newfield Jones Homes
Park View 4U
Royal Society for the Protection of Birds (RSPB)
Scouting Association
Women's Institute (WI)

Business

Barclays Plc
BHP Billington
BREW
Business Link Northwest
Carbon Trust
Chambers of Trade
Envirolink Northwest
Environment Connect
Envirowise
Enworks
HSBC
Lancashire Business Environment Association (Lancs BEA)
Lancashire Chamber of Commerce
Lancashire County Developments Limited (LCDL)

National Industrial Symbiosis Programme (NISP)
Sainsbury's
Trade Associations
WRAP

Education

B&Q
Blackpool and the Fylde College
CREATE
Eco-Schools
Schools (all Fylde Borough primary, secondary and specialist)
Sustainable Schools North West
Wildlife Trust for Lancashire, Manchester and North Merseyside

Public

Blackpool, Fylde and Wyre NHS Trust
HMP Kirkham
Lancashire Constabulary
Lancashire Fire and Rescue Service
Land Registry Office
Ministry of Defence
North Lancashire Primary Care Trust
Northwest Ambulance Service

Rural

Lancashire Rural Futures
National Farmers Union (NFU)
Parish Councils

Transport

Blackpool Airport
Blackpool Transport
Northern Rail
Sustrans

Other Stakeholders

BBC Radio Lancashire
Blackpool Council
Blackpool Gazette
Centrica
Climate Change Northwest
Coop
Department for Environment, Food and Rural
Affairs (Defra)
E H Booth & Co Ltd
Ford Motor Group UK
Forestry Commission
Fylde Vision

Government Office Northwest
Lancaster Environment Centre
Lancashire Evening Post
Lindum Hotel
Lytham St Annes Express
Marks and Spencer
Natural England
Northwest Regional Assembly
Preston City Council
Radio Wave
Smiths Electrical Group UK Ltd
Solaris Centre
South Ribble Borough Council
Tesco
Transco
United Utilities
Universal Products Manufacturing Ltd
West Lancashire District Council
Wyre Borough Council (Wyre BC)



Fylde Borough Council

Sustainable energy action planning workshop



20 May 2008

1.0 Workshop summary

Aim

The Energy Saving Trust's One-to-One Key Account Management (KAM) programme is working closely with a small number of selected local authorities on developing and implementing a strategic sustainable energy action plan across the board of the local authority's influence. The initial stages involve gathering information from the selected authorities and preparing a report which assesses the authority's current performance and makes recommendations for additional areas of activity.

The aim of this workshop was to turn the list of recommendations into an action plan, with actions grouped together under overarching objectives. For each action, responsibility, resources and a timeframe should have been specified.

The workshop was led by Adrian Millward and Dominic Francis from the Energy Saving Trust.

Outcomes

At the end of the workshop, attendees had:

- Agreed overarching objectives for the action plan.
- Developed a detailed series of actions with responsibilities and timeframes.

Participants were grouped in threes or fours, with each group looking at one of the following areas:

- Strategy.
- Own estate.
- Services.
- Wider community.

Format

The session was divided into short presentations and workshop discussions and lasted three hours, as follows:

Registration and tea/coffee.

Welcome from Dave Joy, Deputy Chief Executive.

Presentation (from KAM manager): why climate change is important, what the Energy Saving Trust is, what KAM is, the council's performance to date and scoring on the matrix.

Activity 1: developing overarching aspirations/objectives for the council. Each participant was given 3-4 post-it notes on which to write aspirations or overarching objectives. Participants used marker pens and only put one aspiration/objective on each post-it.

Presentation (from KAM manager): recommendations under each of the four key areas.

Activity 2: prioritise the recommendations.

List of recommendations posted on flipcharts on the wall, split into the four sections as per the report. Each participant given 10 red and 10 green dots. They were then asked to score the recommendations in terms of:

- Impact (red dots).
- Feasibility (green dots).

Feedback on the prioritisation.

Activity 3: developing the action plan.

Working in four groups, on the four areas as before. Handout: list of recommendations from the template report and a copy of the flipchart showing prioritisation and impact. Each group developed an action plan for their area based around the recommendations, using a handout supplied.

Feedback to group.

Closing remarks from KAM manager.

2.0 List of attendees

Strategic

P Walker
S Smith
J Dixon
J Glaister

Own Estate

A Williams
J Rawcliffe
A Shore
G Sloey

Wider Community

A Loynd
G Brownlow
A Dickson

Services

C Greaney
P Norris
C Platt
G Willetts

Also present:

David Joy
Shafkat Shahzad

Aspirations/overarching objectives

The following is a transcript of the post-it notes.

2.1 Strategic approach

Beacon of best practice by 2012.

Still exist.

Promotion of the area as a source of renewable energy. The windmill is the symbol of Fylde.

Reduce carbon footprint, exceeding targets set nationally.

Promote renewable energy production.

Invest in capacity to achieve action points set.

2.2 Services

Promote homeworking.

Improved heating systems to reduce fuel poverty by 2010.

Improvements to energy efficiency in existing buildings.

Zero carbon new build by 2016.

Carbon neutral – new developments.

Take full advantage of climate change in tourism.

Green tourism destination by 2012.

Short term – adopt a travel plan and encourage others to do the same.

Strategic environmental assessment and sustainability appraisal to be embedded in planning policy by June 2008.

2.3 Community Leadership

Achieve greater public / member awareness.

Harness wind energy and be nationally renowned for it.

Maximise environmental potential.

Microgeneration on houses encouraged by June 2008.

Sustainable food production.

Sustainable transport system.

All schools to have achieved Green Flag eco-schools status by 2015.

All individuals and organisations procure locally where possible.

Financial incentives to householders meeting targets.

2.4 Own estate

Zero carbon council by 2015.

100% green energy by 2012.

Review energy bills and perform energy use audit by 2009.

100% recycled paper by 2009.

All farm products are purchased locally by 2009.

All vehicles powered by sustainable fuel.

3.0 Prioritisation of recommendations

Strategy	Recommendation	Impact score (red)	Feasibility score (green)	Total	Ranking (top 5 by sector)
Strategic approach	Sign the Nottingham Declaration and make use of the Nottingham Declaration action pack to take the next steps to developing an action plan to meet the commitment made by signing the Nottingham Declaration.	6	8	14	2nd
	Seek to include carbon dioxide indicators as part of the Local Area Agreement.	2	2	4	
	Investigate taking part in the Carbon Trust's local authority carbon management programme.	0	1	1	
	Adopt strategic approach that cuts across all aspects of estate management, service delivery and community leadership, with sustainable energy use recognised as a priority.	2	5	7	4th
	Ensure that a cross-council system is in place for gathering data relating to sustainable energy (including energy use in the council's estate, the energy efficiency of public and private sector housing stock, planning applications relating to the use of microgeneration etc).	0	6	6	5th
Political /corporate support	Establish top-level commitment to action across the council estate and the wider community.	4	0	4	
	Conduct a scrutiny review of energy.	5	1	6	5th
	Ensure that the chief executive and councillors are involved in sustainable energy work.	1	0	1	

	Ensure there is a councillor who has energy in their portfolio.	2	7	9	3rd
Staff motivation /knowledge	Introduce energy training to staff in areas of council operation deemed to have most significant impact on energy use.	7	14	21	1st (joint most popular option overall)

Services	Recommendation	Impact score (red)	Feasibility score (green)	Total	Ranking (top 5 by sector)
Resources – internal	Establish a cross-service energy/climate change group made up of senior personnel, with significant resources and clear corporate support for action. This group should meet regularly, include senior representatives and have an action plan against which progress is monitored. Ensure there is a system for ensuring that information is cascaded down to the relevant officers.	8	9	17	2nd
	Ensure a member of staff within each service area is allocated time to promote the integration of sustainable energy.	0	3	3	
Resources – leveraging in external funding	Introduce a proactive programme to secure external funding and access support services.	1	0	1	
Regeneration	Ensure regeneration team recognises value of energy efficiency improvements as part of regeneration.	1	1	2	
	Ensure acknowledgement of energy efficiency as a factor in business performance and look at opportunities to improve business efficiency.	0	0	0	

Social housing – other including LSVT	Develop partnerships with RSLs and strengthen its partnership with New Fylde Housing. This would give the council a better overall picture of the social housing stock. It may be possible to set up joint energy efficiency schemes to help achieve minimum standards across all social housing.	3	1	4	
Private sector housing and HECA	Develop a work plan to demonstrate how the HECA target can be met using data gathered through stock condition surveys to allocate resources effectively. Allocate resources to implement this work plan.	5	0	5	
	Set up and use a database for private sector dwellings with energy data to monitor progress and allocate resources effectively.	1	0	1	
Energy advice	Ensure that the council is a partner in, or has a good relationship with, the new Energy Saving Trust advice centre that will be established for the area in order to gain the maximum benefit from the Energy Saving Trust funded service.	0	10	10	3rd
	Support front-line staff in energy efficiency advice and signposting.	0	0	0	
Signposting to external grant schemes	Set up a partnership to maximise take up of available grants and schemes, with a one stop shop approach to signposting and delivery.	4	4	8	4th
	Proactively promote BERR's Low Carbon Buildings Programme, Energy Efficiency Commitment and Warm Front funding and benchmark referrals.	0	6	6	5th
	Set up and promote own grant schemes to fill gaps in national grant funding.	3	0	3	

Planning policy	Introduce specific energy policies within LDF, eg 10 per cent (20 per cent or carbon neutral, as appropriate) target for renewables/CHP in new build and ensure LDF encourages energy efficiency standards beyond Building Regulations, eg level 3 of the Code for Sustainable Homes. Consider introducing incentives for exemplar/zero carbon developments.	20	1	21	1 st (joint most popular)
Building regulations enforcement	Ensure Part L assessment is a priority focus of enforcement activity.	0	1	1	

Community	Recommendation	Impact score (red)	Feasibility score (green)	Total	Ranking (top 5 by sector)
Community planning	Continue with plan to identify energy / climate change as a priority issue and ensure it is linked to an action plan.	9	2	11	1st
	Set target for reducing community carbon dioxide emissions in line with or exceeding legal national targets.	2	1	3	
Engagement with regional stakeholders	Continue to engage with other local authorities.	1	0	1	
	Continue to engage with regional bodies.	0	0	0	
	Make reference to regional priorities and targets in local strategies and press for regional targets to be in line with or exceeding national targets.	0	2	2	
Engagement/ awareness raising with wider community	Develop community-wide action plan and consult on this.	4	2	6	
	Key council officers should join the community action for energy (CAfE) network.	0	0	0	

	Link to wider work on education and behavioural change.	0	4	4	4th
	Provide funding for community-led action on energy.	1	0	1	
	Work with the Carbon Trust to promote its services to businesses, industry and schools.	3	0	3	
Schools and education	Promote the Sustainable Learning programme to schools.	0	0	0	
	The council should consider working with schools to develop school travel plans.	0	8	8	3rd
Transport in the community	Work to reduce car dependency.	2	0	2	
	Work to increase use of public transport.	2	1	3	
	Work to increase cycling and walking.	1	1	2	
	Planning conditions applied to help reduce traffic growth.	2	0	2	
	Promote the Energy Saving Trust's free fleet advice service to local businesses.	1	10	11	1st

Own estate	Recommendation	Impact score (red)	Feasibility score (green)	Total	Ranking (top 5 by sector)
Procurement	Introduce high energy efficiency standards in the procurement of electrical goods.	0	2	2	
	Introduce high energy standards for new council buildings.	11	0	11	3rd
	Introduce a policy of procuring items manufactured with minimal energy usage and environmental impact.	0	3	3	
	Purchase 100 per cent green electricity.	1	0	1	

Resources	Provide resources (staff time and budget) for energy management equivalent to at least 1 member of staff per £1 million spend on energy and budget of 10 per cent of total energy bill.	1	6	7	
	Reinvest all financial savings in further energy work including renewables.	0	0	0	
Own buildings (not housing)	Seek Carbon Trust support: <ul style="list-style-type: none"> ➤ Local authority carbon management programme. ➤ Design advice service. ➤ Free energy survey. 	2	1	3	
	Prioritise energy efficiency investments in existing buildings and use forecast future price rises when calculating payback periods.	3	1	4	
	Assign energy costs to departments or buildings, based on actual use. Set targets for energy reduction and train staff to use less energy and raise awareness of the importance of this. Publicise the results and use them to raise further awareness. Use meter readings to classify building and prioritise work.	7	6	13	1st
Transport	Apply to the Energy Saving Trust for a green fleet review.	1	11	12	2nd
	Introduce a travel plan focusing initially on commuting.	0	0	0	
	Promote cycling and public transport and provide facilities for cyclists.	1	7	8	4th
	Set a target for reducing car use and encourage car sharing.	1	5	6	
	Work actively with public transport providers.	0	1	1	
	Encourage staff to use more efficient vehicles for work and consider prohibiting high polluting vehicles (offering pool vehicles instead).	4	4	8	4th

4.0 Action plans

4.1 Strategic approach

OBJECTIVE	Action	Who	When	How
To obtain complete political buy in.	<ol style="list-style-type: none">1. Measure current perceptions profile of our members.2. Education to allow informed decisions.3. Sign the Nottingham declaration.4. Sign resolution to develop council strategy for climate change.	Chief Executive EST	2008	Workshops to Cabinet.
Develop and implement climate change action plan.	<ol style="list-style-type: none">1. Member level meetings.2. Officer level meetings.3. Formulate draft plan.4. Set up cross cutting Fylde Climate Change Group.	Councillors Officers Task 2 Finnish Group	2009	Training needed.
To raise awareness of staff and buy in.	<ol style="list-style-type: none">1. Survey of staff knowledge and attitudes.2. Establish gaps.3. Train existing staff, on-going induction for new staff.	Management	2009	Use cutting Fylde Climate Change Group.

4.2 Services

OBJECTIVE	Action	Who	When	How
Establish cross service group.	<ol style="list-style-type: none">1. Identify relevant people.2. Identify available resources.3. Finalise action plan.4. manage delivery.	Director of Planning	September on.	
Introduce stretching energy policies into LDF.	<ol style="list-style-type: none">1. Draft policies.2. Improve member commitment.3. Get policies agreed by the council.4. Implement.	Director of Planning.	Timescale as previously determined by LDF.	Workshops. Awareness raising.
Achieve LAA carbon saving targets in private housing.	<ol style="list-style-type: none">1. Identify additional staff resource.2. raise general awareness.3. Identify sources of additional funding to improve performance.		September 2008	Through making time.

4.3 Own estate and procurement

OBJECTIVE	Action	Who	When	How
Reduce in-house energy use.	<ol style="list-style-type: none"> 1. Identify and quantify energy consumption. 2. Reducing consumption – options. 3. Maximising efficient – options. 4. produce strategy. 	FBC Energy providers Carbon Trust	2 years	Data collection Audits of usage Report – action plan Allocate resources / budgets
Transport	<ol style="list-style-type: none"> 1. Fleet review – Green 2. Fuel costs – reduce / maximise efficiency 3. Assess alternatives 4. Produce strategy 	FBC EST	2 – 5 years	As above
Travel Plan	<ol style="list-style-type: none"> 1. Employee survey – travel patterns. 2. Reduce car dependency – congestion. 3. Alternatives identified and promoted. 	FBC Tech / Planning / Staff	2 years	As above
Procurement	<ol style="list-style-type: none"> 1. Procurement policies. 2. Sustainable suppliers. 3. Local procurement. 4. Specifications / certification. 5. Monitor standards. 	FBC AW / Budget holders	2 years	As above

4.4 Wider community

OBJECTIVE	Action	Who	When	How
Achieve greater member / public awareness.	<ol style="list-style-type: none">1. Community wide action plan.2. Education of all.3. Training for key individuals / other organisations.	LSP Flowe & other agencies FBC – induction EST / Carbon Trust	2008 onwards	
Renewable energy.	<ol style="list-style-type: none">1. Promote viable energy alternatives such as microgeneration and renewables.2. Signposting to grant aid available.3. Education of consumers, installers and suppliers.	Planning & building control, Flowe. EST / Carbon Trust FBC Envirolink NW	2008 onwards	

REPORT



REPORT OF	MEETING	DATE	ITEM NO
EXECUTIVE MANAGER - STRATEGIC PLANNING & DEVELOPMENT	CABINET	23 RD JULY 2008	9

ACCOMMODATION

Public Item

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

Summary

The report updates members on progress with the accommodation project to procure new office and civic accommodation.

Recommendations

That members note progress on the accommodation project.

Cabinet Portfolio

The item falls within the following Cabinet portfolio: Finance and Efficiency :
Councillor P Rigby

Report

1. At the last Cabinet meeting members agreed that the accommodation project should be a regular standing item on the Cabinet agenda. The purpose of this report is to give Cabinet an update on progress.
2. The accommodation group last met on the 9th June and due to meet again on the morning of the Cabinet meeting (23rd July).
3. At the 9th June meeting the following two main actions were agreed:
 - To submit the planning application for the new back office building on the site of the current Chaseley. Also submission of an outline application for residential use of the upper floor of the Town Hall.

- To appoint C & A Planning to provide planning/architectural services to submit planning applications for the disposal sites (North Beach car park, St David's Road depot, Clifton Drive South and Derby road Wesham).
4. The planning applications for the new office building and outline use of the upper floors have been submitted by Aedas on the Councils behalf and were registered on 26th June. It is anticipated to be considered by Development Control Committee in August/September.
 5. C&A Planning has started work on producing the technical appraisals for the disposal sites and should have planning applications ready to submit by mid September. Once these are submitted the marketing of the disposal sites (including the upper floors of the Town Hall) can commence with a tendering exercise likely around the end of the year.
 6. Meanwhile Cabinet at its last meeting agreed to the disposal of the former CVMU site at Heeley Road in line with objectives in the Council's Housing Strategy. A recovery request on this decision is due to be considered by Scrutiny on the day before Cabinet.
 7. It is anticipated that at the next Cabinet meeting officers will have more detailed timescales for the overall project.

Implications	
Finance	The costs are contained in the agreed Capital Programme.
Legal	None arising directly from the report.
Community Safety	None arising directly from the report.
Human Rights and Equalities	None arising directly from the report.
Sustainability	The proposed development will take full account of sustainability matters.
Health & Safety and Risk Management	None arising directly from the report.

Report Author	Tel	Date	Doc ID
Paul Walker	01253 658431	14 th July 2008	

List of Background Papers		
Name of document	Date	Where available for inspection
Document name		Council office or website address

REPORT



REPORT OF	MEETING	DATE	ITEM NO
DEPUTY CHIEF EXECUTIVE	CABINET	23 RD JULY 2008	10

TRANSFER OF ASSETS - KIRKHAM TOWN COUNCIL

Public Item

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

Summary

In order to progress the transfer of public open space assets in Kirkham from the borough council to Kirkham Town Council, the cabinet is asked to consider the request of Kirkham Town Council for improvement works to be carried out by the borough council as part of any agreement to transfer assets.

Recommendations

1. That the cabinet approve the principle of the borough council carrying out the improvement works identified in Appendix A of the report, on public open space in Kirkham as part of any agreement to transfer these assets to Kirkham Town Council.
2. That the matter of transfer of assets be referred to the Asset Management Group for consideration.
3. That the details of the proposed transfer together with the financial implications of implementing the improvement works be reported to the next meeting of the cabinet.

Reasons for recommendation

To agree the basis of any agreement with the town council and to progress the transfer of assets.

Alternative options considered and rejected

The option not to carry out improvement works would not be acceptable to the town council who would be faced with the cost of improvement in addition to the cost of operation.

Cabinet Portfolio

The item falls within the following Cabinet portfolio:

Finance & Efficiency

Cllr Paul Rigby

Report

Background

1. The Cabinet has previously approved the principle of transferring the freehold of open space in Kirkham to Kirkham Town Council, has instructed officers to open a dialogue with the town council and has requested to be kept informed of negotiations.

Update

2. The town council has now confirmed its agreement in principle to taking over the land subject to certain improvements being carried out by the borough council before the land transfer takes place. Officers carried out site inspections with representatives of the town council and a schedule of work was identified. This schedule was then costed and submitted to the town council for consideration. The schedule of improvements that has been agreed in principle by the town council is appended to this report. The total cost of improvements is estimated to be approximately £111k.

Conclusion

3. Cabinet are asked to consider the request of the town council for the borough council to carry out the improvement works in question as part of any agreement between the two parties for the transfer of assets. If the Cabinet give its approval in principle to this approach, officers will prepare a draft agreement on this basis and report this to the next meeting of the Cabinet, together with the full financial implications of the proposed transfer of assets.

Report Author	Tel	Date	Doc ID
Dave Joy	(01253) 658700	11.07.08.	

List of Background Papers		
Name of document	Date	Where available for inspection
Letter from Kirkham Town Council	3 rd July 2008	Deputy Chief Executive's Office

Attached documents

1. Schedule of Improvement Works.

IMPLICATIONS	
Finance	No direct implications though the financial implications of the proposed transfer will be reported to a future meeting of the Cabinet.
Legal	No direct implications though the legal implications of the proposed transfer will be reported to a future meeting of the Cabinet
Community Safety	No direct implications.
Human Rights and Equalities	No direct implications.
Sustainability	No direct implications.
Health & Safety and Risk Management	No direct implications.

APPENDIX A

Kirkham Open Spaces - Proposed Improvement Works

Location	Description	
Kirkham Memorial Gardens	Upgrade footpaths from the playground full length to the exit.	
	Overlay existing path and reset various drainage and manhole covers.	
	Demolish existing perimeter wall.	
	Rebuild wall.	
	Reinstate cobbled area.	
	Roundabout safety surface Slide safety surface Probe surface	Replace safety tiles with wet pour.
	Spring horse safety surface – repair sub base, replace tiles with wet pour.	
	Spring elephant safety surface – replace safety tiles with wet pour.	
	Pathways – repair damaged path	
	Swings – replace both infant swings	
	Probe climbing frame – de-scale and paint and replace seat.	
Southlands	Remove trees and prune others.	
	Replace small waney edge fencing.	
The Chimes	Replace small waney edge fencing.	
	Remove two dead trees.	
	Repair footpath.	
St Georges Park	Remove trees and prune others.	
	Repair footpath.	
Calder Close	Provide and lay timber edging support for play mats.	
	Take up and relay existing rubber matting for play equipment.	
	Supply and fit 20 concrete posts and wire mesh for perimeter fence.	
	Redundant safety surface – Remove tiles/base and redress.	
	Litter bin – reset ground anchor.	
	Site – fill in pot hole	
	Replace swing unit and surface (2 bay 4 seat)	
Station Road (Donkey Park)	Repair wall.	

Barnfield, Kirkham	Changing Room 1 – Ceiling board repair required.
	Changing Room 2 – Ceiling board repair required.
	Rear Path/Side – Flags to re-lay.
	Unblock gully.
	External timber repairs.
	Paint all External.
	Paint all Internal.
William Segar Hodgson Playing Fields (Coronation Park)	Swings – Replace bent swing seats. (x2)
	Slide safety surface- Replace safety tiles with wet pour.
	Commando climber surface – Replace safety tiles with wet pour.
	Swing safety surface – Repair sub base, replace tiles with wet pour.
	Slide – re-weld slide chute.
	Commando climber – replace scramble net.
	Commando climber surface – remove trip points.
	Make safe perimeter fence.
	Concrete reinstatement around existing inspection chamber lid and clear blocked gully.
The Close	Commando climber surface – landscape grassed area.
	Swings – replace damaged seats.
	Commando climber – replace worn scramble net.
	Access Gate – re-set post in concrete.

REPORT



REPORT OF	MEETING	DATE	ITEM NO
DEMOCRATIC SERVICES AND MEMBER SUPPORT	CABINET	23 RD JULY 2008	11

CABINET PROCEDURE RULES

Public Item

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

Summary

The Cabinet Procedure Rules are determined by the Council Leader in consultation with the Cabinet and form part of the Council's Constitution. The Constitution is about to be refreshed by the Council at its meeting on 28 July 2008, and the Cabinet is invited to consider if any amendments to the Procedure Rules should be made.

Recommendation

That the Cabinet consider the suggested amendments to the Procedure Rules.

Reasons for recommendation

To promote further openness and involvement in the democratic processes within the council.

Alternative options considered and rejected

An alternative could be to leave the Cabinet Procedure Rules as they currently stand. However Cabinet has indicated a desire to make changes.

Cabinet Portfolios

The item falls within the following Cabinet portfolios: Leader - Councillor John Coombes
Corporate Performance, Partnerships and Customer Services - Councillor Albert Pounder

Continued....

Report

1. At the last meeting of the Cabinet, Councillor Pounder requested that a report be brought forward to the next Cabinet meeting on the Cabinet Procedure Rules for debate by the Cabinet.
2. The power to determine the Cabinet Procedure Rules rests with the Cabinet and the rules set out the manner in which Cabinet conducts itself. The rules outline who may take executive decisions, what delegation will be given by the Leader, how conflicts of interest will be dealt with, when and where Executive meetings will be held, the quorum, how decisions will be taken, who may attend and under what circumstances they can participate in the meetings and what business will be conducted.
3. The proposed changes in the procedure rules deal with the circumstances in which others may participate in the meetings (other than those formally invited to do so through the presentation of information).
4. At present any councillor may submit a written question to be read out at the meeting by a Portfolio Holder or the Chief Executive provided that it is submitted by 10 a.m. on the day preceding the Cabinet meeting. It is at the discretion of the Leader if he considers it relevant to allow a member to speak at the meeting on an issue whether or not they have submitted a prior question. There are no opportunities for members of the public to participate in the meeting.
5. Possible changes to the Procedure Rules would be to consider two revisions. The first would be to change the way in which elected members are able to interact with Cabinet. The rules would still be the same in terms of how questions are submitted in writing but it is suggested the elected member who has submitted the question, should be invited to join Cabinet members to put their question in person when the appropriate item is under consideration. One supplementary question or observation would then also be permitted from the Member who had submitted the question.
6. The second revision to consider is for members of the public to be able to comment on agenda items at the commencement of the Cabinet meeting. In line with the model used at "Lancashire Locals" it is suggested that the first 15 minutes of each Cabinet meeting could be allocated to people who either live or work within the Council's district to put forward their views about the agenda. There would be a limit of three minutes on any one individual's contribution (irrespective of whether their comments related to one or several agenda items) and the points raised would be addressed during the meeting. Similar protocols that are used for public contributions to the Development Control Committee could be applied and, in keeping with the arrangements used at the "Lancashire Local" meetings, no supplementary points or questions would be permitted.
7. The Audit Committee, at its meeting on 30 June, considered the proposed changes to the procedure rules and generally welcomed the suggested changes. However, the point was raised that the latter suggestion appeared to give members of the public more freedom in making a point without having to provide prior written notice in the manner that was required of councillors. It is therefore proposed that publicity be given to the proposals to allow public contributions at the start of the cabinet meetings and that members of the public wishing to participate should be asked to submit notice of their request to do so before 10am on the day prior to the cabinet meeting and that they indicate which agenda items they propose to comment on.

Conclusion

The Cabinet may amend the Procedure Rules at any time. The suggested changes provide an opportunity for others to engage in the democratic process at the council. The Scrutiny Management Board has confirmed its intention to introduce similar public platform procedures across the four scrutiny committees. These changes, combined with the public speaking protocols already in existence at Development Control Committee and public question time at council meetings would strengthen further the democratic process within the council.

Report Author	Tel	Date	Doc ID
Tracy Scholes	(01253) 658521	8 July 08	

List of Background Papers		
Name of document	Date	Where available for inspection
Revised Cabinet Procedure Rules	30 June 08	Attached to Audit Committee Agenda (30 June 08) under Constitution Refresh item.

IMPLICATIONS	
Finance	No direct implications
Legal	Under the Local Government Act 2000, the Leader has authority for determining how the executive will be operated under the Leader and Cabinet model
Community Safety	No direct implication
Human Rights and Equalities	Changes in the process in which members of the public who live or work within the Borough can interact with the council promotes greater access to services
Sustainability	No direct implications
Health & Safety and Risk Management	Risk management arrangements would need to be put in place to ensure that any speaker is removed from the meeting if they are perceived to be acting in an insulting, offensive or inflammatory manner.

Cabinet



Date	Thursday 26 June 2008
Venue	Town Hall, Lytham St Annes.
Committee members	John Coombes (Leader of the Council) Tim Ashton, Patricia Fieldhouse, Albert Pounder and Paul Rigby
Other Councillors	Christine Akeroyd, Ben Aitken, John Bennett, Karen Buckley, Maxine Chew, John Davies, Kevin Eastham, Trevor Fiddler, Kathleen Harper, Howard Henshaw, Ken Hopwood, Elizabeth Oades, Linda Nulty, Thomas Threlfall, Elaine Silverwood, Heather Speak
Officers	Philip Woodward, Dave Joy, Allan Oldfield, Paul Norris, Clare Platt, Bernard Hayes, Paul Walker, Tracy Scholes, Ian Curtis, Andy Cain, Hazel Wood, Jamie Dixon, Lucy Edwards

A number of questions were submitted in accordance with Cabinet Procedure Rules by elected members and these were addressed during the ensuing debate on each item.

1. Declarations of interest

Members were reminded that any personal/prejudicial interests should be declared as required by the Council's Code of Conduct adopted in accordance with the Local Government Act 2000.

Councillors P Rigby and A Pounder declared a personal interest in item 13 (Asset Disposal) and Councillor T Ashton declared a personal interest in item 5 (Planning Policy Scrutiny Committee Recommendations).

2. Confirmation of minutes

RESOLVED: To approve the minutes of the Cabinet meeting held on 7 May 2008 as a correct record for signature by the chairman.

3. Urgent items

There were no items of urgent business; however, Councillor Albert Pounder requested that an item on potential revisions to the Cabinet procedure rules be brought to the next meeting of the Cabinet. The Leader agreed to this proposal.

4. Community Outlook Scrutiny Committee - Recommendations

Members considered the recommendations of the Community Outlook Scrutiny Committee 15 May 2008. The Scrutiny Committee had considered a number of issues including an update from the Enterprise and Employment Thematic Group of the Local Strategic Partnership, the Final Report of a Scrutiny Review on Homelessness together with the annual report of one of the Council's key formal partners, the Fylde Citizens Advice Bureau. A Task and Finish Group has also been established at the request of the Local

Strategic Partnership's Community Safety Thematic Group to examine partnership engagement on the Lower Lane Estate in Freckleton.

1. That the recommendations of the Community Outlook Scrutiny Committee be noted.

5. Planning Policy Scrutiny Committee - Recommendations

Councillor John Bennett, Chairman of the Planning Policy Scrutiny Committee presented the recommendations made by the Planning Policy Scrutiny Committee at its meeting held on 5th June 2008.

Of the recommendations made, those in relation to planning obligations were put before the Cabinet for its approval. The scrutiny committee recommended the following:-

Planning Obligations

The council had adopted an improvement plan for Development Control which included a number of strands and actions, one of which is to establish a mechanism for members to become involved in pre-application discussions for major applications as advised by PAS and Cabinet were invited to endorse this approach.

Cabinet were also invited to agree to the undertaking of joint work across the Fylde Coast authorities on producing a formal policy on planning obligations and in the absence of a formal policy to accept the interim arrangements of dealing with each application on its merits to identify the necessary planning obligations

In reaching the decision set out below, the Cabinet considered the details set out in the report before it and at the meeting and **RESOLVED** -

1. To approve the recommendations of the Planning Policy Scrutiny committee in relation to Planning Obligations.

6. Policy and Service Review Scrutiny Committee - Recommendations

Councillor Karen Buckley, Chairman of the Policy and Service Review Scrutiny Committee, presented the recommendations made by the Policy and Service Review Scrutiny Committee at its meeting held on 12th June 2008.

The scrutiny committee recommended the following:-

Homelessness Strategy - That the homelessness review is endorsed and that the draft Homelessness Strategy and Action Plan 2008-2013 be adopted and the council gives Priority to activity to prevent homelessness.

In reaching the decision set out below, the Cabinet considered the details set out in the report before it and at the meeting and **RESOLVED** -

1. That the recommendations of the Policy and Service Review Scrutiny committee in relation to the Homelessness Strategy be approved.

6A. Special Policy and Service Review Scrutiny Committee - Recommendations

Councillor Karen Buckley, Chairman of the Policy and Service Review Scrutiny Committee, presented the recommendations made by the Policy and Service Review Scrutiny Committee at its meeting held on 12th June 2008.

The scrutiny committee recommended the following:-

Accommodation Working Group Meetings - To recommend to Cabinet: that the accommodation working group meets regularly to ensure progress and that an update on the accommodation project becomes a standing item on the Cabinet agenda. Also to acknowledge that the matter would be referred to a future meeting of the Council prior to contractual commitment being given to the project.

In reaching the decision set out below, the Cabinet considered the details set out in the report before it and at the meeting and RESOLVED -

1. That the recommendations of the Policy and Service Review Scrutiny committee in relation to the accommodation project be approved.

7. The Provision and Management of Financial Services

Phillip Woodward, (Chief Executive) presented a report which sought approval to the implementation of long-term arrangements with Preston City Council for the provision of management input to the financial services function of the Council and the secondment of appropriately qualified officers to discharge the "Section 151" responsibilities of the Council.

In reaching the decision set out below, the Cabinet considered the details set out in the report before it and at the meeting and RESOLVED -

1. That the Service Level Agreement with Preston City Council, Appendix B of the report be agreed.
2. That the continued secondment of Bernard P Hayes, CPFA, from Preston City Council as an officer of this council be accepted.
3. That Mr Hayes continues as the officer responsible for the administration of the Council's financial affairs under Section 151 of the Local Government Act 1972 with effect from 5 November 2007.
4. That the Assistant Director (Finance), Preston City Council be approved to act as Deputy Section 151 Officer.
5. That the post of Assistant Director (Financial Operations) be established in accordance with the job description and person specification Appendix C of the report, to be funded from savings in the staffing budget.
6. That the Council be recommended to confirm items 2 and 3 above.

(Mr. Hayes withdrew from the meeting during the consideration of this item).

Councillors H Henshaw and K Buckley submitted a question on this matter which was addressed during the consideration of the item.

8. The 2008/09 Corporate Plan

Allan Oldfield, Executive Manager for Corporate Policy and Performance presented the Corporate Plan 2008/09 for Fylde Borough Council which has been updated to include new strategic actions and targets for the medium and long term achievement of the corporate objectives.

In reaching the decision set out below, the Cabinet considered the details set out in the report before it and at the meeting and RESOLVED that the 2008/09 Corporate Plan

included in Appendix 1 of the report be submitted to Full Council for endorsement with the following additions and amendments which have regard to the comments received from consultees

- a) under the strategic theme heading, Planning & Place Shaping, replace the outcome adjacent to the action of improving the capacity and performance of the planning service to read - "Performance measures in place that show improving trends."
- b) under the strategic theme heading, The Classic Resort, replace the 3rd bullet point action with "devise a classic resort accreditation system based on St Annes" and the corresponding outcome with "accreditation system completed and action plan in place".
- c) under the strategic theme heading, Efficiency and Value for Money, insert the following action - "review the potential for establishing an Aligned Asset Management Plan with Lancashire County Council" and outcome "the completion of a review involving overview and scrutiny members and a report considered by Cabinet on the potential for alignment".
- d) under the strategic theme heading, Shared Service Working, insert a new action point - "FBC to be an active participant in the implementation of the Team Lancashire Sub Regional Improvement and Efficiency Programme" and outcome "FBC to have secured at least a proportionate amount of the Improvement and Efficiency Programme for capacity building purposes at the Council".
- e) under the strategic theme heading, Planning and Place Shaping, insert a new action point - "define the Council's future role in the FLoWe initiative" and outcome "the Council's future participation in, support of and resources allocated to the FLoWe initiative have been considered and determined in a report to Cabinet".

Councillors K Harper, K Hopwood, E Silverwood, B Pagett and K Eastham submitted a question on this matter which was addressed during the consideration of the item.

9. Pay and Grading Policy Review

Allan Oldfield, Executive Manager for Corporate Policy and Performance introduced the report which provides details of the outcome from the pay and grading evaluation project which has been carried out at Fylde Borough Council over the last 20 months including details of the process applied, the cost of the scheme and future policy implications. The outcome of the exercise includes a revised policy to determine pay and grading matters at Fylde.

In reaching the decision set out below, the Cabinet considered the details set out in the report before it and at the meeting and RESOLVED-

1. That the Cabinet formally closes the single status pay and grading evaluation project at Fylde and the opportunity for any retrospective claims on the grounds of equal or fair pay.
2. That the Cabinet approve the process outlined in Appendix 1 of the report for all pay and grading evaluations at Fylde.

3. That the Cabinet recognise and champions the outcome achieved from the pay and grading evaluation project.

10. Development of a Fylde Coast Housing Strategy

Clouncillor Patricia Fieldhouse, Portfolio Holder for Community and Social Wellbeing introduced the report on the rationale for development of a Fylde Coast Housing Strategy which was underpinned by recognition that the majority of the Fylde coast comprised a single housing market. Working across local authority boundaries provided an effective way of meeting the housing requirements of local people on a strategic basis; and development of a Fylde Coast Housing Strategy that would enable the Fylde Coast authorities to understand and respond to the differing needs and distinctive characters of each part of the area, whilst also identifying key common issues that were best addressed across the whole area.

Officers had been working in partnership with the officers of other Fylde coast authorities and other agencies to develop this strategic approach. It was also a key element of the joint work identified under the Fylde Coast Multi-Area Agreement.

This report identified the work completed to date, and discussed the next steps in terms of identifying key strategic issues, priorities and arrangements for further consultation.

The report sought the Cabinet's endorsement of the Council's ongoing involvement in the development of a Fylde Coast Housing Strategy and the need for more detailed involvement of Members in setting the long term aims and determining key priorities.

In reaching the decision set out below, the Cabinet considered the details set out in the report before it and at the meeting and RESOLVED -

1. That the Council's ongoing involvement in the development of a Fylde Coast Housing Strategy be noted and endorsed.
2. That the Cabinet notes the need for further involvement of Members in setting the long term aims and determining key priorities for a Fylde Coast Housing Strategy.

Councillor K Harper submitted a question on this matter which was addressed during the consideration of the item.

11. Medium Term Financial Strategy - Outturn Report 2007/08 (Including General Fund, Capital Program & Treasury Management)

Bernard Hayes (Finance Director) presented the detailed report that set out the General Fund Outturn (including Revenue, Capital and Treasury Management) for 2007/08. The report explained major variations between the latest approved Budget and Actual Expenditure and quantified the impact on the Council's reserves.

In reaching the decision set out below, the Cabinet considered the details set out in the report before it and at the meeting and RESOLVED:

1. That the Cabinet note and agree the Outturn position.

Councillors T Ford, L Nulty, K Buckley and H Henshaw submitted a question on this matter which was addressed during the consideration of the item.

12. Exclusion of the Public

RESOLVED: That under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following item of business, on the grounds that it involved the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A of the Act.

13. Asset Disposal

Paul Walker, Executive Manager for Strategic Planning and Development presented a report that related to the proposed disposal of land at Heeley Road St Annes.

In reaching the decision set out below, the Cabinet considered the details set out in the report before it and at the meeting and RESOLVED:

1. That the Cabinet agrees to the disposal of 0.177 hectares of land at Heeley Road St Annes (former CVMU site) shown for identification purposes on the plan attached to the report on the terms outlined at "full market consideration" and the Cabinet agrees to the same amount being released from retained section 106 monies to facilitate the purchase.

Councillors T Ford, B Pagett, H Henshaw and K Eastham submitted a question on this matter which was addressed during the consideration of the item.

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