



Meeting Agenda

Council Meeting
Lowther Pavilion, Lytham
Monday 28 July 2008, 7:00pm



COUNCIL MEETING

LOWTHER PAVILION, LYTHAM
on
MONDAY 28 JULY 2008 at 7:00pm

The Mayor – Ms S. M Fazackerley
Deputy Mayor – Mrs J.C. Owen

Councillors

- B.M. Ackers
- B. Aitken
- C. E. Akeroyd
- T. Ashton
- K. Beckett
- J. B. Bennett
- K. Buckley
- G. Caldwell
- D.M. Chedd
- M. Chew
- E. Clarkson
- P. Collins
- J. L. Coombes
- M.S. Cornah
- F.C Wilson
- J.R Davies
- B. Douglas
- R. K. Eastham
- D. Eaves JP
- Dr T. J Fiddler
- P.A. Fieldhouse
- T. Ford JP
- R.A Fulford-Brown
- L. Greening
- C. Halewood
- P. Hardy

Councillors

- K. Harper
- P.J. Hayhurst
- H. Henshaw, A.D.K (Malaysia)
- K. Hopwood
- K. Hyde
- A. Jacques
- C. Little
- J.K. Mulholland
- L.J. Nulty
- E.A. Oades
- B. Pagett
- A.G. Pounder
- W.J Prestwich
- D.S. Prestwich
- S. P. Renwick
- L. Rigby
- P. Rigby
- E.M Silverwood
- J.R Singleton
- R. S. Small
- H.A Speak
- W. Thompson
- T. Threlfall

Philip Woodward – Chief Executive



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'.

PROCEDURAL ITEMS	
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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.

1. DECLARATIONS OF INTEREST

Members are 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

To confirm as a correct record the minutes of the Council meeting held on 14 May 2008.
(Appended at the back of the agenda)

3. MAYOR'S ANNOUNCEMENTS

4. CHIEF EXECUTIVE'S COMMUNICATIONS

The Chief Executive to report receipt of any relevant communications that have been received subsequent to sending out this agenda.

5. QUESTIONS FROM MEMBERS OF THE COUNCIL

6. QUESTIONS FROM MEMBERS OF THE PUBLIC

REPORT

REPORT OF	MEETING	DATE	ITEM NO
POLICY & PERFORMANCE	FULL COUNCIL	JULY 28 TH 2008	7

THE 2008/09 CORPORATE PLAN

Public Item

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

Summary

The report provides details of the 2008/09 Corporate Plan for Fylde Borough Council that includes an action plan outlining the priority actions for the medium and long term achievement of the corporate and community objectives.

Recommendations

1. That the Council approve the 2008/09 Corporate Plan included in Appendix 1.

Cabinet Portfolio

The item falls within the following Cabinet portfolio:
Corporate Performance and Development is Albert Pounder.

Report

1. Included in Appendix 1 is a copy of the 2008/09 Corporate Plan for Fylde Borough Council. The Council is required to produce a Corporate Plan each year as part of the performance management framework that has been developed as part of the legal requirement under the Local Government Act 1999 to secure continuous improvement in service delivery.
2. The Corporate Plan for 2008/09 has taken into account feedback and information from external partners, customers (residents and visitors) and elected members gathered throughout the year. This feedback has been gathered from customer surveys that have been carried out as part of service delivery by the council and through dedicated consultation initiatives such as Listening Day, the State of the Borough Event and various satisfaction surveys carried out by the Council, the LSP and Lancashire County Council.

3. The Corporate Plan was taken to the Cabinet meeting on June 26th 2008 at which several updates and changes were made in response to feedback from a number of elected members that have been incorporated in the version of the plan included in Appendix 1 to this report.
4. The actions in the Corporate Plan for 2008/09 have been developed by bringing together the local, regional and national priorities and establishing priority actions that will enable the authority to contribute to the corporate and community objectives. The priority actions have clear links to the corporate objectives that have been reviewed by the scrutiny committee during 2007. As part of the scrutiny process and the development of the Corporate Plan the objectives were linked to those included in the emerging Sustainable Communities Strategy that the LSP is currently developing.
5. Members should note that the priority actions are a broad outline of the main activities that the council is committed to addressing in order to secure improvement across the authority and make a significant contribution to the community objectives. A senior officer and Cabinet Portfolio holder have been allocated responsibility for delivering the outcome for each action. The progress of each action will be monitored as part of the performance management framework in place at Fylde with the progress reports presented to the Performance Improvement Overview and Scrutiny Committee on a quarterly basis.
6. The number of actions in the 2008/09 Corporate Plan has been deliberately reduced to the priority strategic actions that will impact on several service areas and in many cases partner organisations. The operational actions that will support the corporate and community objectives are included in the Service Plans that have been developed for each service area.
7. The Council's corporate objectives have been the subject of review during 2007 in line with best practice. The review was carried out through overview and scrutiny process. The outcome from the review was considered by the Full Council which approved the recommendations made by the overview and scrutiny committee.

Conclusion

The proposed 2008/09 Corporate Plan included in Appendix 1 has been put together to outline the priority strategic actions that Fylde Borough Council is committed to deliver to achieve continuous improvement. The Council is asked to consider and approve the Corporate Plan subject to any changes that may or may not be agreed.

Report Author	Tel	Date	Doc ID
Allan Oldfield	(01253) 658576	July 1 st 2008	

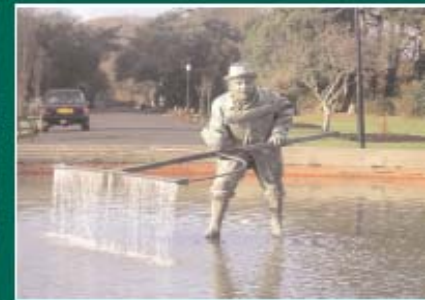
List of Background Papers		
Name of document	Date	Where available for inspection
Corporate Plan 2007/08	June 2007	www.fylde.gov.uk

Attached documents

Appendix 1: The 2008/09 Corporate Plan

IMPLICATIONS	
Finance	There are no direct financial implications from this report
Legal	There are no direct legal implications from this report
Community Safety	There are no direct legal implications from this report
Human Rights and Equalities	There are no direct human rights or equalities implications from this report
Sustainability	There are no direct sustainability implications from this report
Health & Safety and Risk Management	There are no direct health and safety or risk management implications from this report

The 2008 Corporate Plan



HOUSING

DEMOCRACY

ENVIRONMENT

PLANNING

BUSINESS

LEISURE

CULTURE

COMMUNITY

LIVING



A message from the Leader of the Council



Councillor John Coombes
Leader of the Council

Welcome to Fylde Borough Council's 2008 / 2009 Corporate Plan which outlines the key priorities and actions we will take as a council to make the quality of your life in the Fylde community even better. The last year has proved to be a very challenging year with increasing pressure on the council budgets from concessionary travel arrangements and job evaluation.

Local councils are being squeezed tighter each year and we have to act smarter to continue delivering high quality services in the community. At Fylde we have risen to the challenge by working in partnership with other service providers in the community and

with our neighbouring local authorities of Blackpool, Preston and Wyre.

The relationship with Blackpool and Wyre authorities is stronger than ever with an increasing number of shared service arrangements. The three authorities are working in partnership on regeneration across the Fylde coast, on sea defence schemes, on strategic housing, on transport planning, on economic development and a range of corporate support services.

Despite the financial challenges that we have faced over the last year service delivery performance has continued to improve, the recycling rate has increased further, the planning service has improved, the online services have witnessed record performance levels and member development has received national recognition for its excellent work.

The local strategic partnership has continued to support community based schemes that are improving the quality of life for some of the most disadvantaged groups in the community. Supporting community groups across the borough to achieve their goals is a key priority and the council is not always best placed to deliver a service but we are always ready to provide support and resources to our partners.

The Audit Commission published their annual performance letter in March 2008 which confirmed that your council is continuing to improve and that many good quality services are being delivered across the community. National performance measures demonstrate that we are performing well in

most of the key service areas that are important to residents including waste, recycling, community safety, street cleansing and benefits. Finally, independent "*value for money*" profiles, maintained by the Audit Commission, that you can access online show that Fylde offers some of the best value for money services in the region.

Despite all this 2008/09 will be another challenging year, one in which we will have to make tough decisions to ensure that the council can achieve the things that people have told us are most important to them. Financial and other resources are tight which means that services which are not a priority to local people will have to be reduced. Changes will be made to the way we work and the people we employ to create further savings while at the same time achieving more capacity. A strong focus will be placed on efficiency and greater value for money from everything that we do.

The Action Plan included in this Corporate Plan has been carefully put together to ensure that we continue to deliver improvements across all service areas for the people of Fylde. We are committed to enhancing the reputation of Fylde and delivering a high performing council that the local community will be proud of. The actions in the plan have been developed to ensure that Fylde Borough Council makes a positive contribution to the Sustainable Community Strategy that is delivered in partnership across the community.

We live in a world where change is a constant and continuous improvement is driven by ever changing customer expectations. Although a great deal has been achieved at Fylde there is still a lot more to do. The hard work and dedication of employees, elected members and all our partners will continue so that we can put the customer first, strengthen the local community and enhance the reputation of the Fylde borough.

Councillor John Coombes
Leader of the Council



The Corporate Plan

The Corporate Plan lets you know what Fylde Borough Council is going to do over the next few years to continually improve services across the community. Every effort has been made to make this plan user friendly and easy to understand so that it is clear what the council is doing on behalf of the people it serves.

The information contained in the Corporate Plan links the key corporate actions to the agreed corporate objectives. These are the priorities within the corporate objectives that have been developed based on all the research and feedback from across the community that is gathered on a daily basis from a large number of sources.

The action plan serves as a reminder to the local community what the priorities are within the corporate objectives and makes the clear link between the corporate plan (Fylde Borough Councils) and the Sustainable Communities Strategy (all organisations that are responsible for public service delivery in the borough). The council works closely with the community partners through the LSP to ensure that everything we do is consistent with the objectives in the Sustainable Community Strategy.

The Council must balance local, national and regional priorities so these are taken into consideration when developing the priority actions in the plan to represent what is best for the community and the people of Fylde.

The Action Plan outlines the key things that the Council will deliver. The actions are not restricted to the coming year, some actions are ongoing and some are new actions that may take more than one year to deliver.

All the actions outlined in the plan have been developed after budget and resources have been set. In this way it is possible to outline what is realistic and achievable within the resources available and the council is not making false promises to the community.

The Council is constantly trying to improve the services it delivers and to achieve this we rely on customer feedback to help inform our decisions. If you have any comments or suggestions about any Council service or the Corporate Plan then please use the contact details below to let us know.

Have Your Say

You can e-mail us at listening@fylde.gov.uk

You can provide feedback using our online form at www.fylde.gov.uk
You can call the dedicated call centre line on **01253 658658**.

You can call in person at the One Stop Shop in St Annes open Monday to Friday 8.30am to 5pm.

You can write to us at:

**The Corporate Plan
The Town Hall
FREEPOST
BJ952
FY8 1BR**



To establish Fylde Borough Council as a high performing local authority

Our Corporate Objectives

To improve the economic, social and environmental well-being of our communities – through:

- The promotion and enhancement the natural and built environment
- Increasing the availability and access to good quality housing for all
- Maintaining healthy and safe communities to reduce the fear of crime
- Supporting and sustaining a strong and diverse Fylde coast economy to further enhance employment prospects

We will achieve this by:

- Focusing on customer requirements
- Clear community and organisational leadership
- Delivering high quality, cost-effective services
- Partnership working

The corporate action plan outlines the priority tasks required to deliver the corporate objectives.

The Sustainable Community Strategy and the Corporate Plan

The link between the Sustainable Community Strategy (SCS) and the Corporate Plan is an essential means of ensuring that the local authority delivers the priority actions that will make a positive contribution to the SCS. The council is a key partner in the local strategic partnership (LSP) which is responsible for the SCS. The Corporate Plan is always informed by the aims and objectives of the SCS and in order to ensure this is achieved key senior officers including the Chief Executive of the council are included on the LSP Executive Board.

The Council makes a direct contribution to each of the working groups in the LSP structure. The SCS has recently been reviewed and updated in line with best practice and has been used to inform the actions agreed in the Corporate Plan. This process is part of the 'Golden Thread' that the authority has in place to ensure that a clear link exists between what the authority delivers 'on the ground' to the aims and objectives of the SCS.

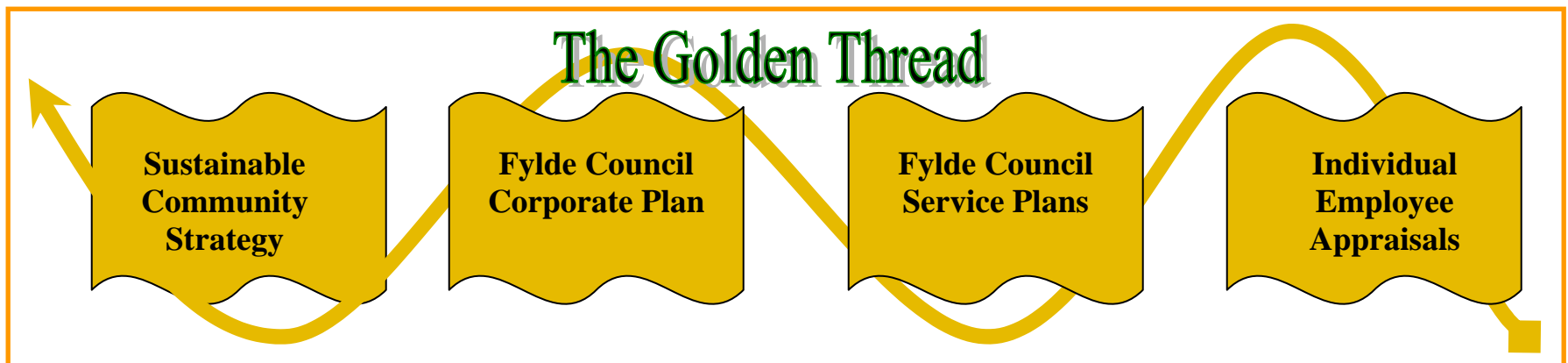
Service areas within the council develop service plans that they operate to throughout the year. The service plans are deliberately focused on the key achievements that will be delivered in the short to medium term which directly contribute to the Corporate Plan and in turn the SCS. The 'golden thread' is completed with the individual employee appraisals that focus on the contribution an employee makes towards achieving the outcomes in their service plan. The link is then made to the Corporate Plan and in turn the SCS. It is possible to connect what individuals deliver on 'the ground' to the overarching aims and objectives of the wider community.

The service plans and the appraisals cover key strategic activities such as equality and diversity, access to services and sustainability to ensure that the Corporate Plan meets these essential elements when contributing to the

SCS. To support this key strategic work the council has appointed elected member champions for equality and diversity and rural affairs and a cross service corporate working group on equality that has implemented equality impact assessments for every service area in the authority.

Fylde has a large rural hinterland that is recognised in both the Corporate Plan and the SCS. The need to ensure that services are delivered in a consistent and equal manner across the whole community is addressed through the joint equality and diversity work carried out by the Council and the LSP organisations. Regeneration projects in the major towns are based on achieving benefit for the wider surrounding rural community. Sports and leisure outreach programmes are focused on rural communities and ensure equal and easy access for all. The mobile CCTV unit operates in rural areas and open spaces more than in the town centres.

Working Together for the Community



None Priority Areas

Local councils are often expected to be 'all things to all people' but the reality is that resources are limited and every local community has unique and particular priorities. What is championed as a priority in one local community can be of little or no importance in another dependent on the demographic, economic and social make up of an area. As part of the corporate planning process the Council has spent a considerable amount of time with stakeholders identifying none priority areas as well as priority areas to support budget and resource allocation decisions.

Asking elected members and citizens in the local community to identify areas that are not a priority is both extremely difficult and unfair. Some none priority areas are determined by the social or demographic make up of the local community, for example, with an ethnic population of approximately 1.4% that predominantly speak English it is not essential that all council publications and signs are produced in several different languages. However, it is necessary to have a facility to translate any information on the few occasions when this is required. It is essential to distinguish between 'priority' and 'importance', a service can be a low priority but still important.

None priority areas can include services that are performing very well or being delivered successfully by a partner organisation or other third party provider. The function or activity can be important in contributing to the aims and objectives of the Sustainable Community Strategy (SCS) or Corporate Plan but it is a low priority for the authority.

In some services a high level of performance can be maintained without the need for additional or priority investment and resources. The health of people in the local community is a priority for the Council and within the healthier community services is food safety and inspection work. The current performance level in this service at Fylde is excellent and it is possible to maintain the high standards within existing resources. Equally, the Land Charges service at Fylde is able to deliver top level performance without any additional resources. In terms of priority for further investment and resources these are examples of low priority areas at Fylde.

Partner organisations that operate in the community have a direct legal responsibility for several high priority areas that Fylde Borough Council is not legally required to deliver or funded to deliver. For example, the County Council is directly responsible for education and social care but they are key partners in the LSP and the borough council contributes to delivering the outcomes agreed in the SCS by closely supporting the County Council.

Lifelong learning and the development of skills across the community is very important to the Council but there are partner organisations within the Fylde LSP that are better placed to deliver these services and activities to achieve

the objectives in the Sustainable Community Strategy. As a result this is a low priority for Fylde that is of high importance. A key element of the partnership working success across the Fylde is that the various partners operate to their strengths and are not precious about who delivers a service or activity provided that it is delivered to the community.

From independent research carried out on behalf of the council residents had indicated that the areas of least priority in the local community include committee services, mayoral services, park rangers, allotments, caravan sites, land charges and elections. Feedback from the community is considered when priorities are being established and the improvement actions are developed.

Access to nature, race relations, cultural activities and tourism provision were identified from the residents Quality of Life Survey in 2006 as the least important factors in making a community a good place to live. The direct provision of culture, leisure and recreational facilities is a competitive private sector market and many residents indicated that the Council should focus their resources on higher priority areas. The outcome from customer research is used as part of the corporate arrangements in place to determine priority areas for improvement.

Several statutory responsibilities are low priority in terms of community requirements including payroll, human resources, administration, finance and revenues. However, these services have a high business value and are necessary to ensuring that direct services are delivered. The council has put in place measures to ensure that the 'back office' business systems are delivered as efficiently and effectively as possible in order to release capacity and resources to key front end service provision. Transactional work will be undertaken in the most efficient way possible to reduce waste, failure or duplication.

It is important that the council continually monitors the performance and provision of all services in the community and through effective community engagement the Council is able to ensure that any change in priorities is identified and addressed. Any additional resources will be allocated to the areas of highest priority.



The 2008 / 2009 Corporate Action Plan

The Corporate Action Plan contains the key priority actions that the Council will focus on from April 1st 2008. The Action plan has been drawn together by officers and Cabinet members but is informed by a number of sources including:

- Inspection and audit recommendations
- The objectives in the Sustainable Community Strategy
- Feedback from Listening Day and State of the Borough event
- Regular customer feedback gathered throughout the year
- National and regional priorities and targets
- The medium term financial strategy and budget estimates
- Employee improvement workshops carried out in service areas
- Local priorities directly relevant to the Fylde Borough

The actions are based on the corporate priorities and objectives that have been established through long-term consultation with all stakeholders. None of the actions will require additional finance because they are in line with the budget set by the council in March 2008.

The Medium Term Financial Strategy and the Corporate Plan

Money spent by the Council is public money that is managed through an effective Medium Term Financial Strategy. The Strategy is more than a budget projection to set the council tax level it is an integral part of the performance management framework to ensure that the Council does not embark upon activities that it cannot afford to deliver or that do not contribute to the corporate priorities. This forward-planning process allows the Council to link the finances to business priorities.

The financial strategy at Fylde has been developed to:

- Ensure the level of reserves is appropriate
- Identify changes that will have a financial impact
- Accurately predict levels of spend in the future
- Identify revenue costs resulting from capital expenditure
- Estimated investment required for new or increased priority
- Provide savings to balance the books and fund new investment
- Ensure every project has the required financial resources

In 2008/09 the council set the second lowest council tax of the Lancashire Districts whilst at the same time is delivering a robust efficiency agenda. The key strategic financial objectives of the Council are:

- To achieve a balanced budget
- To achieve a minimum general reserve of £530,000
- To ensure all growth bids will be cost neutral
- To implement a robust value for money & efficiency agenda

The actions contained in the plan will drive the council towards achieving our corporate objectives for the community. The actions have been properly financed and resourced in order to achieve greater value for money.

Moving to Excellence Report

In November 2007 the Council adopted the Moving to Excellence Report prepared by the Chief Executive. This report set out three key areas of focus for the Council's business activities to address in order to achieve continuous improvement.

The report recognizes that our activities need to become more business-like while at the same time retaining the underlying public service ethos of local government.

The three areas of focus are:

- Understanding our customer / community needs and expectations,
- To question why we continue to provide the services we offer,
- To monitor and manage our performance to ensure that it is as effective as possible.

Joint Strategic Working

A key area of activity that the Council will continue to develop during 2008/09 is joint strategic working with our neighbouring councils on the Fylde coast through a Multi Area Agreement.

This innovative work, which is one of only 13 national pilots, will make demands on the management capacity of the Council but will be an important component of our future work in relation to the sub-national review of economic development and regeneration and in relation to the Comprehensive Area Assessment from April 2009.

The management of the emerging relationships in the MAA alongside those which already exist within the Local Strategic Partnership and the LAA performance framework will be a key issue for senior managers and politicians at Fylde Borough Council during 2008/09.

The 2008/09 Corporate Action Plan

Strategic Theme	Actions Required	Lead Post	Outcome to be achieved by April 1 st 2009	Portfolio
Corporate Priorities Focus on customer requirements Community leadership	<ul style="list-style-type: none"> Review the corporate objectives in line with changing national and local priorities. Maintain the statutory FBC services and maximise their outcomes. Implement measures to prevent and address under performance. 	CEX All Directors Director (PBI)	Objectives reviewed by O & S and prioritized in all service areas. No statutory services showing a fall in performance during 2008/09. All service plans reviewed and 90% staff PDA's completed.	PP & CS PP & CS PP & CS
Planning & Place Shaping Promote the built environment. Enhances the natural environment. Good quality affordable housing. A strong & diverse economy. Community leadership	<ul style="list-style-type: none"> Implement a programme of public consultation workshops on future spatial planning Increase the delivery of affordable housing Improve the capacity and performance of the planning services Implement a clear approach to Section106 agreements to achieve maximum planning gain for the community Review the need / demand for allotment sites in the Borough. Define the role of the authority in the FLoWe initiative for the borough 	Director (SD) Director (SD) Director (SD) Director (SD) Director (CS) Assistant CE	Workshops held and outcomes recognized in emerging policy. Targets for affordable housing achieved. Performance measures in place that show improving trends. Clear policy and approach published and applied with evidence of increase in planning gain. O & S report presented to Cabinet. Cabinet agreed actions and support to FLoWe and climate change initiatives	D & R CW & P D & R D & R E W EW
The Classic Resort A strong & diverse economy Promote the built environment.	<ul style="list-style-type: none"> Review the economic development strategy Implement the Visitor Economy Pilot initiative Develop a Classic Resort accreditation system based on St Annes 	Assistant CE Director (SD) Director (SD)	Revised strategy agreed and published with action plan. VEP partnership in place with action plan. Accreditation system completed and actions in place	D & R C & T C & T

Strategic Theme	Actions Required	Lead Post	Outcome to be achieved by April 1 st 2009	Portfolio
Swimming Provision Social well being of the community. Partnership working.	<ul style="list-style-type: none"> Implement the Council agreed decisions regarding the existing public swimming facilities. Undertake a feasibility study on the future provision of public swimming in the borough. (explanatory note - we will seek to identify and work with a supplier on this study that is capable of providing a new facility and will earmark capital receipts from the disposal of current sites towards the project, providing the study indicates that it can be operated at a reasonable level of revenue contribution.) 	Director (CS) Director (CS)	The Council has no ongoing operational responsibility for the operation of public swimming pools. Study completed, outcome published and the policy position of the council agreed.	C & T C & T
Efficiency and Value for Money High quality, cost effective services. A strong & diverse economy. Organizational leadership	<ul style="list-style-type: none"> Implement the disposal of none required assets. Deliver the approved budget and the savings efficiency targets for 2008/09 Review the role and terms of reference of the Standards Committee Review the potential for establishing an aligned Asset Management Plan with Lancashire County Council. 	Director (CR) Director (CR) Director (CR) Director (CR)	Asset list identified and disposal agreed Council budget trend on target for 2008/09 Committee role and constitution revised and operating The completion of a review involving overview & scrutiny members and a report to Cabinet on the potential to align	F & E F & E Leader F & E
Council Office Refurbishment High quality, cost effective services.	<ul style="list-style-type: none"> Secure final sign-off of Town Hall refurbishment project. Confirm the Town Hall refurbishment project. 	CEX CEX	Plans, time-table and costs published and agreed. Contract awarded for Town Hall refurbishment project	F & E F & E

Strategic Theme	Actions Required	Lead Post	Outcome to be achieved by April 1 st 2009	Portfolio
Shared Service Working Partnership Working Contributes to all five Corporate Objectives	<ul style="list-style-type: none"> Review the approach to shared services and develop a clear corporate policy Review proposals for “arms-length” arrangements in Streetscene operations Review the scope of the Streetscene operations with partners and develop an implementation plan Ensure maximum benefit from the LSP, LAA and MAA arrangements for the Fylde community Service Level Agreements in place for all shared service arrangements To be an active participant in the Team Lancashire Sub Regional Improvement and Efficiency Programme 	CEX Director (OS) Director (OS) Assistant CE Director (CR) Director (PBI)	Policy in place and applied to all shared service arrangements. Decision made on whether to pursue an “arms-length” operational company. Review completed, actions agreed by Cabinet and implementation plan underway. Clarity of the purpose of each defined and published and priorities established. SLA’s agreed, signed, published and monitored quarterly. Fylde to secure funding from the programme to support key improvement and capacity building work	Leader E W E W Leader F & E PP & CS
Resources, Finance & Corporate Governance High quality cost effective services Organisational Leadership	<ul style="list-style-type: none"> Implement an effective budget monitoring, management and reporting system Establish secure and permanent arrangements for the provision of financial support services. Improve the capacity and performance of the financial support services. Develop and implement clear Corporate Governance arrangements 	Director (CR) CEX Director (CR) CEX	Quarterly monitoring and reporting arrangements in place. Arrangements and performance measures agreed by Council. Performance measures in place that demonstrate improving trends Governance arrangements published and reporting arrangements in place.	F & E F & E F & E Leader
CPA Re-Categorization A high performing local authority. Community leadership.	<ul style="list-style-type: none"> Pursue CPA re-categorisation with a minimum target of a ‘good’ rating. Plan and prepare for CAA with community partners. 	All Senior Posts Assistant CE	Council secures an improved CPA rating. Project Implementation document agreed and published through LSP.	PP & CS PP & CS

Strategic Theme	Actions Required	Lead Post	Outcome to be achieved by April 1 st 2009	Portfolio
Reputation Management A high performing local authority Community & organizational leadership	<ul style="list-style-type: none"> Provide consistent and clear messages on council matters to the media. Improve points of contact with the media and champion all successes. Implement measures within the Moving to Excellence Report to improve staff morale and motivation. 	Assistant CE Assistant CE CEX	Clear lines of responsibility in place for management of messages to the media. At least 75% of staff and members agree local media coverage of council matters is fair (staff / member survey). At least 75% of staff agree Fylde is a 'good place to work' (staff survey).	Leader PP & CS PP & CS
Management Team Roles and Capacity Organizational Leadership High quality cost effective services	<ul style="list-style-type: none"> Implement Management Team review in line with the Moving to Excellence Report and revised corporate objectives and priorities. Realign organisational capacity in keeping with corporate objectives and priorities Define roles and responsibilities within the new management structure and achieve high performance across all directorates. 	CEX CEX All Directors	Management Team review completed and new arrangements in place. Additional capacity identified and realigned towards key strategic functions National (and supplementary) Indicators demonstrate improvement over time and compare favorably with the best for all key FBC indicators	Leader Leader PP & CS
Cabinet Roles and Capacity A high performing local authority Community & organisational leadership	<ul style="list-style-type: none"> Review Cabinet portfolios in keeping with corporate objectives and priorities. Communicate the strategic objectives and outcomes for the community from Cabinet level. Continue to develop the relationship between Cabinet members and Scrutiny members. Develop and implement a measure of public involvement / engagement in the decision making process. 	N/A N/A Director (CR) Director (PBI)	Cabinet restructure completed and new arrangements in place. Corporate Plan published with actions allocated to Portfolio Holders. Achievement of level 2 of the Member Development Charter. Baseline of public involvement in decision making established with improvement targets in place.	Leader Leader PP & CS PP & CS

Key

Senior Officer Posts

CEX = Chief Executive

Director (CR) = Corporate Resources

Director (PBI) = Performance & Business Improvement

Director (CS) = Community Services

Assistant CE = Assistant Chief Executive

Director (SD) = Strategic Development Services

Director (OS) = Operational Services

Elected Member Portfolios

Leader = Leader of the Council

F & E = Finance and Efficiency

EW = Environmental Wellbeing

PP & CR = Policy, Performance and Customer Relations

D & R = Development and Regeneration

C & SW = Community and Social Wellbeing

C & T = Culture and Tourism

REPORT



REPORT OF	MEETING	DATE	ITEM NO
CHIEF EXECUTIVE	COUNCIL	28 TH JULY 2008	8

APPOINTMENT OF SECTION 151 OFFICER

Public Item

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

Summary

The report seeks the Council's approval to the appointment of the Section 151 Officer – the Council's statutory financial advisor.

Recommendations

- I. 1. To approve the recommendations of Cabinet that -
 - I. a) That Mr B P Hayes be appointed as the officer responsible for the administration of the Council's financial affairs under Section 151 of the Local Government Act 1972 in accordance with the secondment arrangements agreed in a service level agreement with Preston City Council.
 - II. b) That the Assistant Director (Finance) of Preston City Council be appointed to act as the Council's Deputy Section 151 Officer on the same basis as the appointment of Mr Hayes outlined in recommendation 1a.

Reasons for recommendation

To comply with the relevant requirements of the Local Government Act 1972.

Alternative options considered and rejected

A range of alternatives has been considered which are detailed in previous reports to Cabinet on this matter. These are listed in the background papers at the end of this report.

Cabinet Portfolio

The item falls within the following portfolio: Finance and Efficiency - Cllr P Rigby

Report

1. The Cabinet has agreed to a service level agreement with Preston City Council for the provision of financial management services including the role of "Head of Finance" (Section 151 Officer).
2. A copy of the detailed report which was considered by the Cabinet is attached for information at Appendix A, which indicates the costs of this service and that these costs are contained within the approved budget framework of the Council.
3. The appointment of Section 151 Officer is a matter which requires the confirmation of the Council. Confirmation is therefore sought through this report.

Report Author	Tel	Date	Doc ID
P Woodward	(01253) 658500	July 2008	H/Council Meetings/July08

List of Background Papers		
Name of document	Date	Where available for inspection
Portfolio Holder and Cabinet Reports	October 2007 June 2008	Town Hall / www.fylde.gov.uk

Attached documents

1. Appendix A – Report to Cabinet - June 2008

IMPLICATIONS	
Finance	These are contained within the appendix to the report.
Legal	Contained within the body of the report.
Community Safety	None arising directly from the report.
Human Rights and Equalities	None arising directly from the report.
Sustainability	None arising directly from the report.
Health & Safety and Risk Management	None arising directly from the report.

REPORT



REPORT OF	MEETING	DATE	ITEM NO
CHIEF EXECUTIVE	CABINET	JUNE 2008	

THE PROVISION AND MANAGEMENT OF FINANCIAL SERVICES

Public Item

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

Summary

The report seeks 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.

Recommendations

1. That the Service Level Agreement with Preston City Council attached at 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 continue 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 attached at 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.

Reasons for recommendations

The Council has a legal obligation to appoint an officer under Section 151 of the Local Government Act 2000.

The interim financial services arrangements with Preston City Council, which have been in place since November 2007 have proven to be successful and the recommendations seek to continue these arrangements on a more long-term basis.

Alternative options considered and rejected

A number of alternative options have been considered. These are referred to in the body of the report.

Cabinet Portfolio

The item falls within the following Cabinet portfolio: Finance and Efficiency - Cllr P Rigby

Report

Background

1. Members will be aware that the Executive Manager – Finance (the Council's statutory Section 151 officer) tendered his resignation and left the organisation in November 2007.
2. In response to this an analysis of the risks and options was carried out and a copy of this appraisal is attached at Appendix A. The underlying requirement is that the Council must be assured that satisfactory arrangements are in place to ensure the proper administration of its financial affairs. This is critical to maintaining and developing our continuing efforts to address inspection and audit work (Use of Resources and Value for Money assessments).
3. A key task and responsibility matrix was also developed alongside the options and risk appraisal, which was drawn from the job description and person specification for the post. During the consideration of the options listed in Appendix A this key task and responsibility matrix was moulded into a service level agreement.
4. The Council's Audit Committee, as part of its consideration of the accounts close down process for 2006/07, made recommendations to increase the level of resources allocated by the Council to this process and also to consider the opportunities for partnership working with other local authorities on this vital corporate support function.

Current Situation

5. As a consequence of the Audit Committee recommendations interim arrangements were put in place in November 2007 in partnership with Preston City Council. The arrangements include the formal secondment of Mr Hayes as an officer of Fylde Borough Council under section 113 of the Local Government Act 1972.
6. These interim arrangements have proven to be very worthwhile and beneficial for the Council in identifying and addressing the key financial challenges that the Council has encountered in recent years. In particular the arrangements have:

- provided access to additional senior staff with specific areas of expertise in local government finance which is now being internalised at Fylde, and
- provided a direct benchmark against which to compare the financial and other performance of the Council,

Alternatives to Consider

7. Essentially there are three alternatives to consider;

- direct recruitment by the Council to a post of Section 151 Officer,
- confirming a longer-term partnership arrangement with Preston City Council, or
- entering into partnership arrangements with an alternative local authority.

Direct Recruitment

8. Factors to take into account when considering this option include:

- It would not provide access to the breadth of ancillary expertise and resource we have enjoyed in recent months,
- Recruitment generally to senior accountancy posts in local government has proven difficult in recent years without paying significant market supplements. The level of remuneration contained in budgets for this post is unlikely to attract the calibre of candidate required to drive the required level of improvement in the service.

Continuing the Service Level Agreement with Preston City Council

9. The current interim arrangements with Preston City Council have worked well since November 2007. Feedback received from officers and many Members of the Council on the performance and output of the service since November has been good. The financial management system in use at Preston City Council is the same as the operating system at Fylde and this brings efficiencies of scale in terms of future system upgrades, training and development.

Securing an Alternative L A Partner

10. A number of commentators on value for money have argued that the provision of “back office support services” in local government such as financial management can be provided effectively from centralised sites remote from the client council. This may be the case for certain functions at certain times. However, our experience during recent months has proven that it is highly desirable to have an adjacency with service providers so that the personal contributions can be made to essential meetings. This could only be provided in Fylde by Preston, Blackpool, Wyre or Lancashire County Councils. The alternatives to Preston have been investigated but do not offer the same service connectivity in terms of willingness to enter shared services and software operating platforms.

Preferred Alternative

11. On the basis of current experience and opportunity, track record and service understanding the preferred operational option is to enter into a longer-term

arrangement with Preston City Council based on the Service Level Agreement attached at Appendix A.

Financial Considerations

12. The provision of the financial services associated with the statutory role of Section 151 Officer have been provided in recent months by Preston City Council at a monthly fee of £6,000 together with additional short-term support necessary to deliver the required level of financial management expertise - the unallocated resources associated with vacant posts within the finance team have funded this which has cost around £20,000.
13. The proposal detailed in the attached Service Level Agreement (SLA) includes a modest increase of this monthly fee to £6,250 per month from June. The SLA also proposes that a new permanent post (at the level of assistant director) should be established in order to maintain the essential level of "on-site" experience and advice to operational managers. Approximately 40% of the cost of this can be found from within the existing financial services resource and the balance of around £30,000 can be found from vacancy savings elsewhere in the approved budgets for 08/09 & beyond.

Report Author	Tel	Date	Doc ID
P Woodward	(01253) 658500	June 2000	H/Cabinet/June08

List of Background Papers		
Name of document	Date	Where available for inspection
Portfolio Holder Report	October 2007	Town Hall or www.fylde.gov.uk
Attached appendices	June 2008	

Attached documents

1. Appendix A - Risk and Options Appraisal
2. Appendix B - Service Level Agreement
3. Appendix C - Job Description and Person Specification

IMPLICATIONS	
Finance	Contained within the report.
Legal	Contained within the report.
Community Safety	None arising directly from the report.
Human Rights and Equalities	None arising directly from the report.
Sustainability	None arising directly from the report.
Health & Safety and Risk Management	During the previous two years the Council has slipped to a score of 1 out of 4 in the financial reporting section of the Use Of Resources Assessment. The provision of sound financial advice is essential if the Council is to continue to improve its Use of Resources rating.

REPORT



REPORT OF	MEETING	DATE	ITEM NO
CHIEF EXECUTIVE	COUNCIL	28 TH JULY 2008	9

MULTI AREA AGREEMENT – GOVERNANCE ARRANGEMENTS

(Note - consideration of this item is dependent upon approval of a similar report to be considered by the Cabinet at its meeting on 23rd July. This report will be withdrawn if that approval is not given.)

Public Item

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

Summary

The Council has previously agreed a draft of the Fylde Coast Multi Area Agreement and has asked for a further report to consider the proposed governance arrangements. This report presents those proposals.

Recommendation

1. That the proposed governance and performance reporting arrangements for the Fylde Coast Multi Area Agreement included within the report be approved and subject to review after one year of implementation.

Reasons for recommendation

To comply with government guidance on the implementation and delivery of Multi Area Agreements.

Alternative options considered and rejected

The arrangements proposed in this report are consistent with other emerging MAA's and no other alternatives are considered at this time. However, these arrangements are new and it may be prudent to review these after the first 12 months of operation.

Cabinet Portfolio

The item falls within the following portfolio: Leader - Cllr J Coombes

Report

1. At the Council meeting in January 2008 it was resolved (inter alia) that –
 - Work on the Fylde Coast MAA be endorsed, and
 - Governance and performance reporting arrangements be the subject of a further report to Council.
2. The Cabinet has agreed to adopt the final draft of the Fylde Coast Multi Area Agreement (MAA). In adopting the MAA the Cabinet considered proposals for the governance arrangements across the partner organisations. A diagrammatic representation of the proposals is given in paragraph 9 of the attached appendix.
3. The proposed governance arrangements are based on the principle of the Joint Advisory Committee approach, which is outlined in the Council's Constitution at Article 10, with ultimate decision-making rights retained by each individual organisation.
4. The proposals also include for the establishment of a joint overview and scrutiny group which would undertake the performance review function and report appropriate matters back to each partner organisation. A copy of the detailed proposals is described in the attached report at Appendix A and the Council is requested to consider and approve these arrangements subject to their being reviewed after 12 months.

Report Author	Tel	Date	Doc ID
P Woodward	(01253) 658500	July 2008	H/Council Meetings/July08

List of Background Papers		
Name of document	Date	Where available for inspection
Cabinet Report	June 2008	Town Hall / www.fylde.gov.uk

Attached documents

1. Appendix A – Report to Cabinet - July 2008

IMPLICATIONS	
Finance	This Multi Area Agreement will be delivered within existing resources. Should this position change Members will be

	updated accordingly.
Legal	Contained within the body of the report.
Community Safety	None arising directly from the report.
Human Rights and Equalities	None arising directly from the report.
Sustainability	None arising directly from the report.
Health & Safety and Risk Management	None arising directly from the report.

REPORT



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

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.

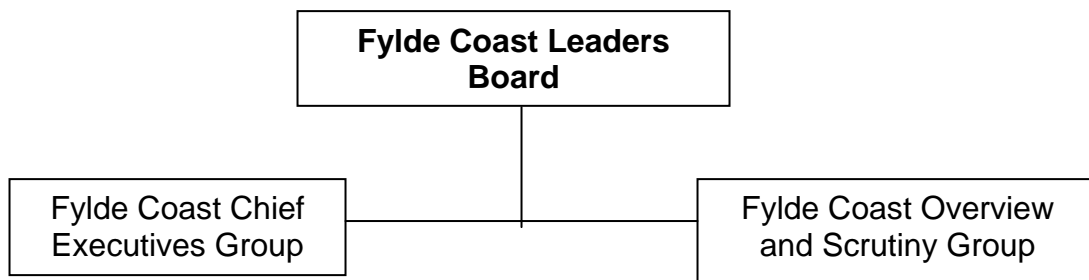
3. This final draft has been built on the successful collaborative working that has been growing over recent years between the three Fylde Coast authorities and Lancashire County Council. A similar MAA is being prepared for Pennine Lancashire and both are among 14 ‘first wave’ MAA’s that are being prepared 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

**Draft Final v5
June 2008**

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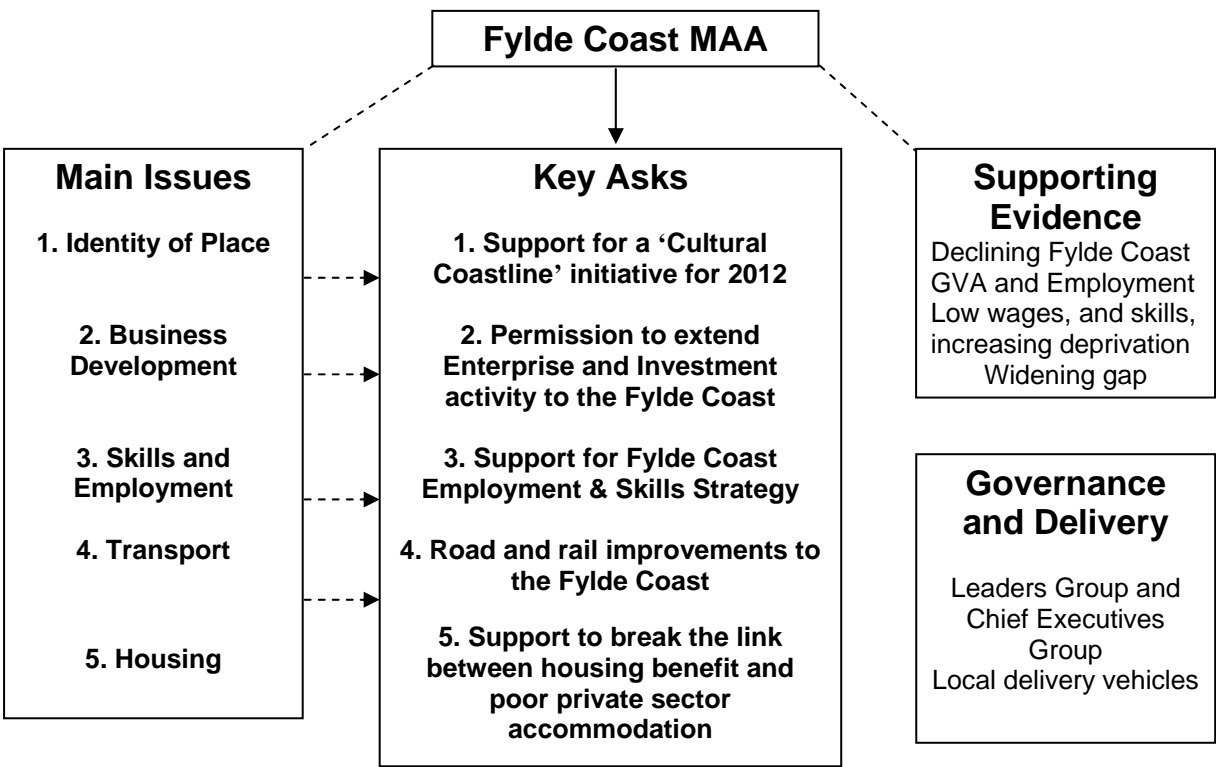
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EXECUTIVE SUMMARY FYLDE COAST MULTI-AREA AGREEMENT

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

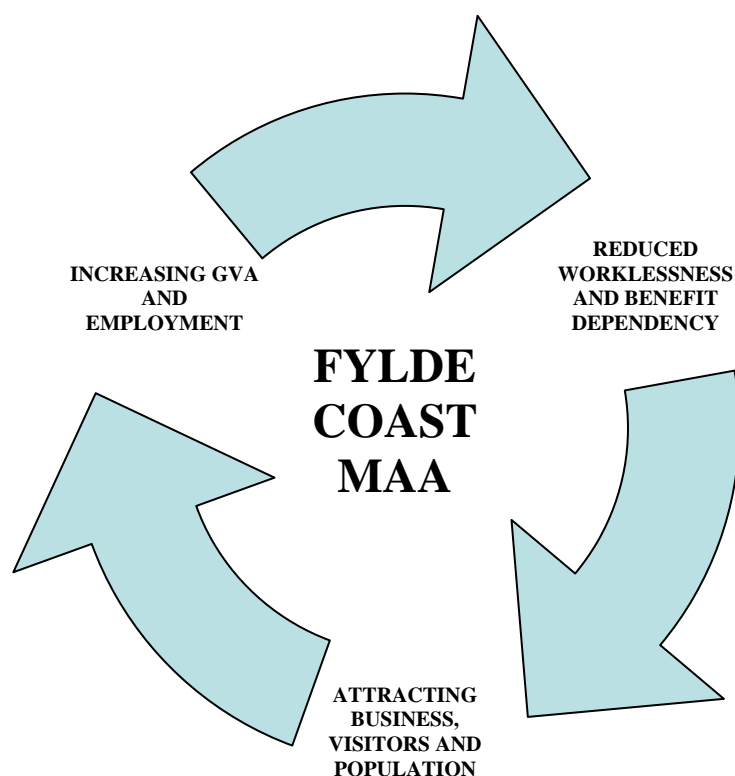
WHAT IS THE ISSUE	WHAT IS THE PRIORITY	WHAT IS THE ACTIVITY	WHAT ARE THE OUTCOMES	WHAT DOES GOVERNMENT NEED TO DO AND HOW WILL IT BENEFIT?
Identity of Place				
<i>Poor identity of place on the Fylde Coast is an overarching issue for the MAA encompassing elements such as effective promotion of the tourist 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>
Housing				
<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.

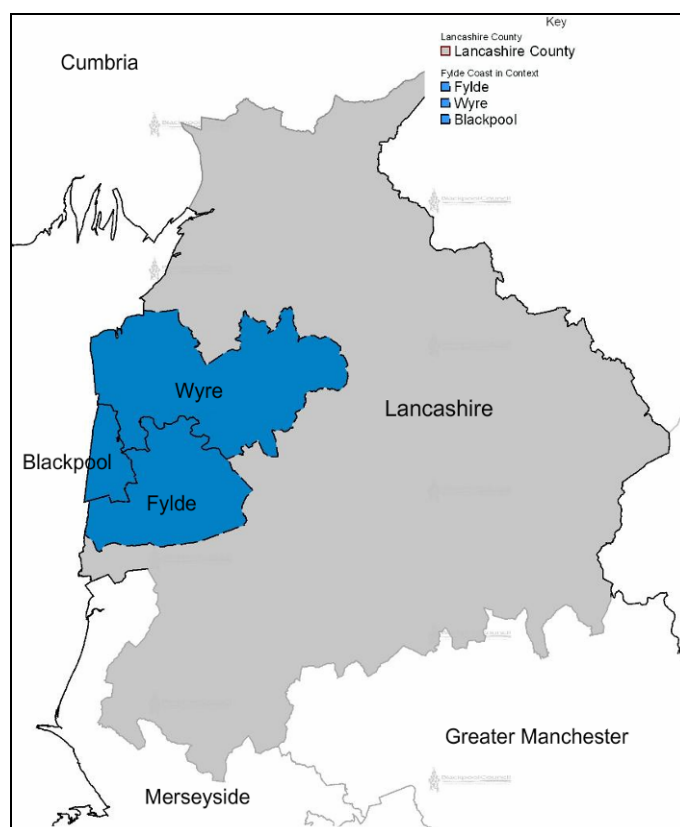


1. INTRODUCTION AND POLICY CONTEXT

- 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.

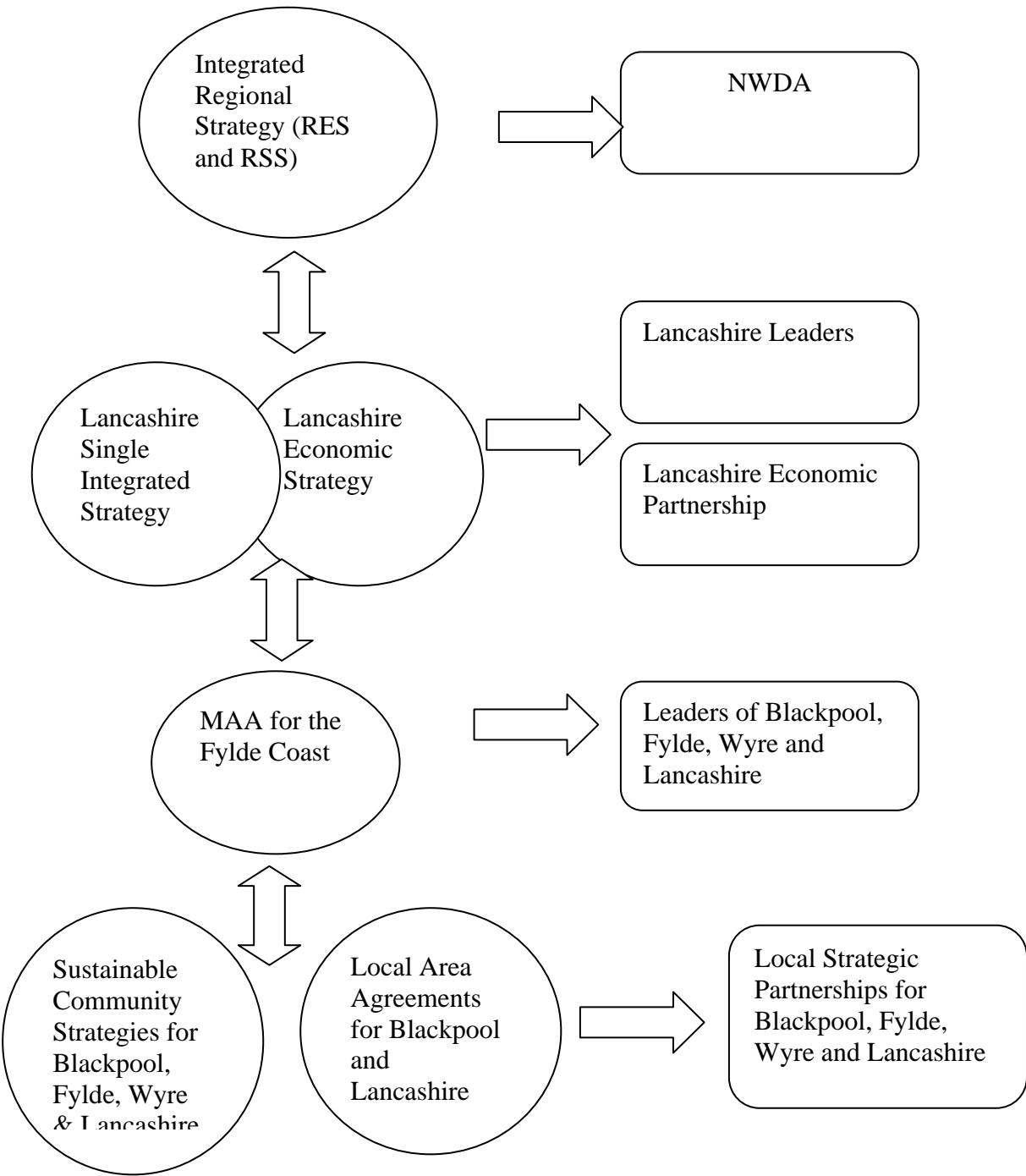
1.5 The Fylde Coast MAA alignment with the local Communities Strategies developed in Blackpool, Fylde and Wyre can be seen from their respective vision statements set out below:

- **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 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.

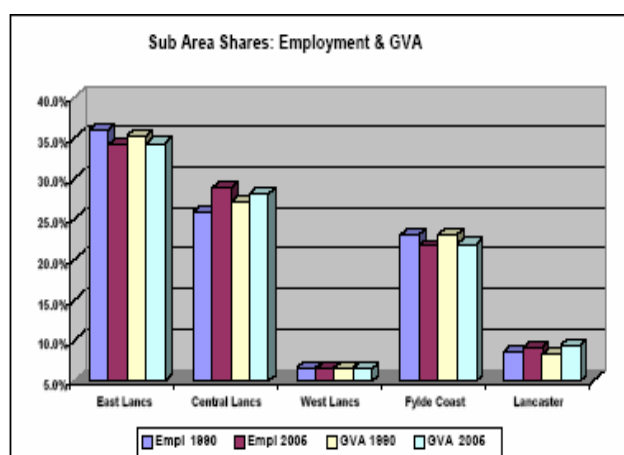
- low and slow economic growth;
- the lack of external image of the Fylde Coast as a 'place to invest';
- failure to make the most of the potential of growth sectors, particularly advanced and high tech manufacturing;
- dependence on low value added and public sector employment;
- high worklessness;
- 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 is 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



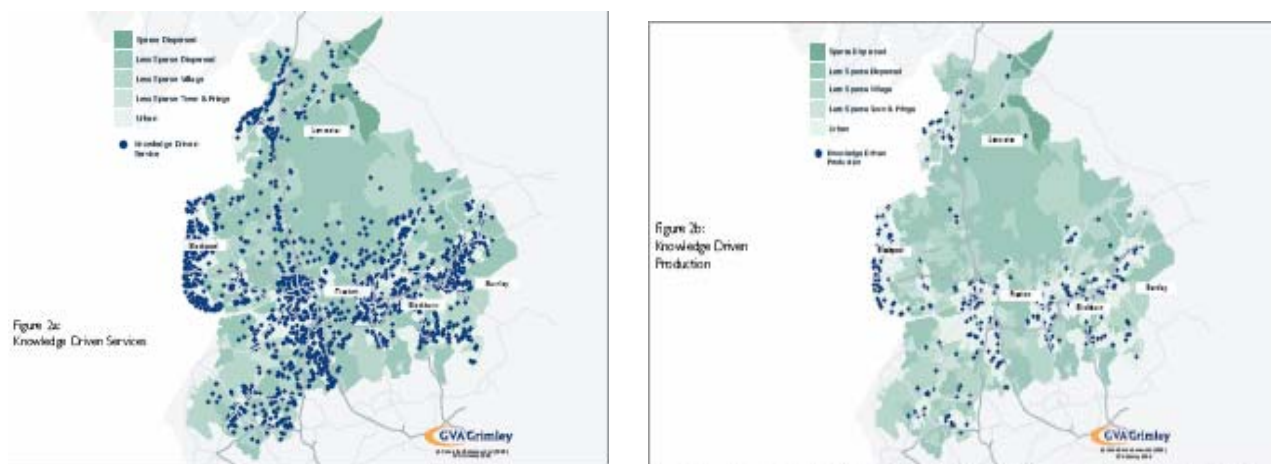
³ Department for Communities and Local Government (2006) State of the English Cities: Report and Database.

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.

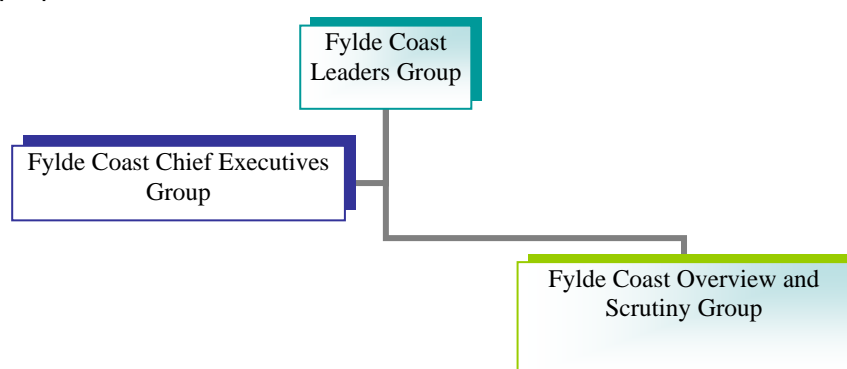
Adding value

- 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
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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

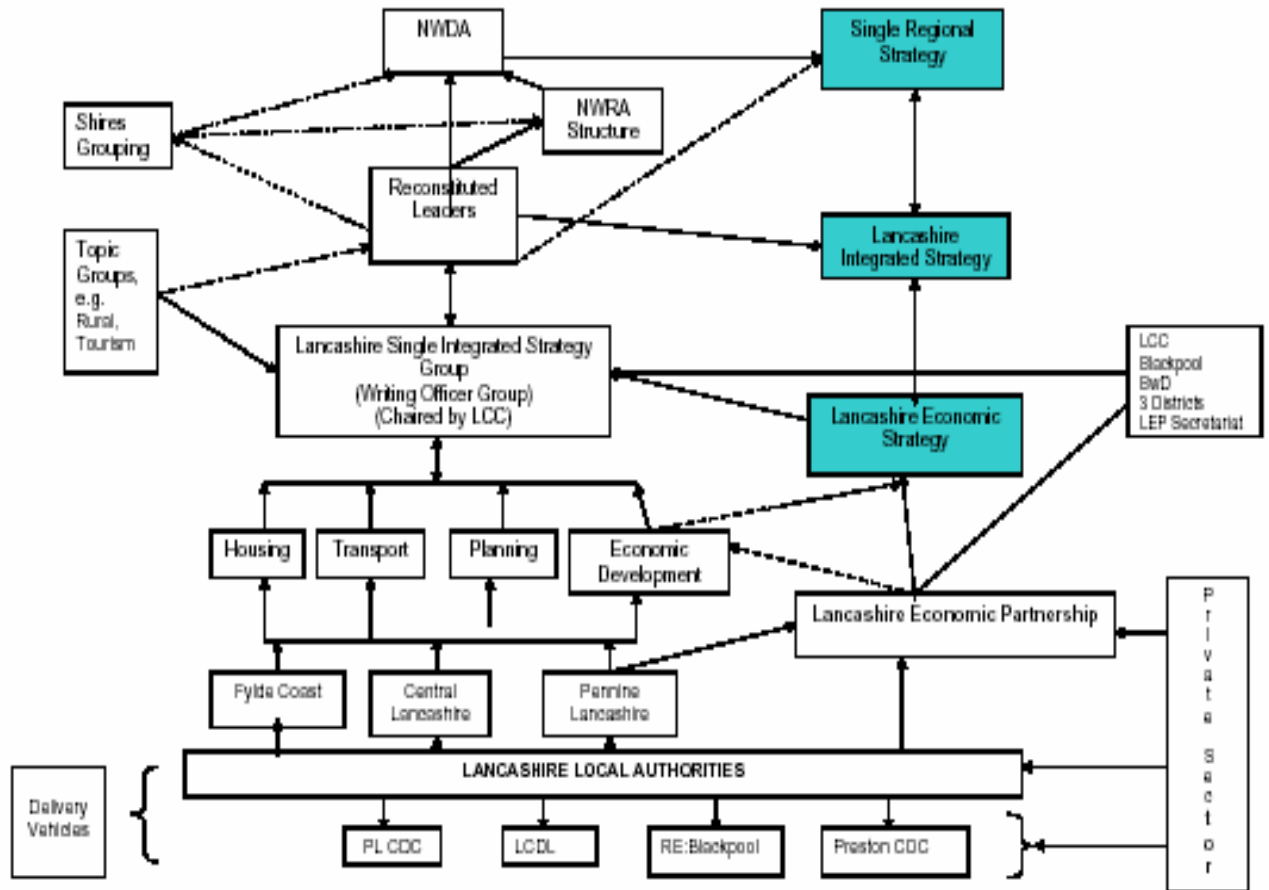
Multi Area Agreements (MAAs) were formalised in the Sub National Review of Economic Development⁵ and aim to set out agreed priorities between sub-regions and central government for improving well-being and prosperity. MAAs enables a collaboration of authorities to take a much more active role in leading 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
STRATEGIC PLANNING AND DEVELOPMENT	COUNCIL	28 TH JULY 2008	10

ALTERATIONS REVIEW TO THE FYLDE BOROUGH LOCAL PLAN – SAVED POLICIES

Public Item

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

Summary

The eight housing policies and one community services and infrastructure policy introduced in the Alterations Review to the Fylde Borough Local Plan (adopted 10th October 2005) remain saved only until 9th October 2008. If we wish to retain these policies beyond that date the Council will need to apply to the Secretary of State for a direction to save them.

The purpose of this report is to seek Council's authority to formally submit a list of Local Plan policies (attached) to Government Office North West, which we wish to be saved beyond 9th October 2008.

The Planning Policy Scrutiny Committee considered this matter in detail at its meeting on 5th June 2008. It resolved to note the list of policies to be saved and recommend to Council that an application to save the policies beyond 9th October 2008 should be formally submitted to Government Office for the North West (GONW).

Recommendation

1. That the list of local plan policies to be saved for an extended period, attached as Appendix 1 to this report, be agreed; and
2. That an application in respect of the agreed list of local plan policies to be saved be formally submitted to Government Office for the North West.

Cabinet Portfolio

The item falls within the following Cabinet portfolio:

Continued....

Report

1. Background

- 1.1 The Planning and Compulsory Purchase Act 2004, provides for the saving of policies in adopted local plans for a period of 3 years from the commencement date of the Act, which was 28th September 2004, or for a period of 3 years from their adoption, if adoption occurred after this date.
- 1.2 The intention behind extending the lifetime of the saved policies is to avoid a policy vacuum whereby local plan policies would be lost prior to LDF policies being adopted. When the Secretary of State issues a direction to save particular policies beyond the initial three years, they will be operative until such time as they are replaced by policies within the Local Development Framework.
- 1.3 Members will recall that most of the policies in the Fylde Borough Local Plan were the subject of an earlier application for a direction under paragraph 1(3) of Schedule 8 to the Planning and Compulsory Purchase Act 2004. The Secretary of State issued a Direction in respect of those policies on 18 September 2007.

2. Current Consideration

- 2.1 The nine policies introduced in the Alterations Review to the Fylde Borough Local Plan were adopted on 10th October 2005, and they remain automatically saved only until 9th October 2008.
- 2.2 If we wish to retain any of these policies beyond 9th October 2008, then a further application will be needed to seek the Secretary of State's agreement to issue a direction to save them.
- 2.3 The purpose of this report is to ask Council to agree that an application should be made and to agree the list of policies which will be the subject of the application. The matrix which is included as Appendix 1 to this report relates to the eight housing related policies and one community services and infrastructure policy which are the subject of the current consideration. At the time of writing the report the matrix proposes that all nine policies be extended beyond the 3 year saved period, for the reasons stated.
- 2.4 The Secretary of State's assessment of whether saved policies should be extended is based upon the criteria set out in Planning Policy Statement 12 and the Department for Communities and Local Government Protocol on saving policies. PPS12 paragraph 5.15, states that policies to be extended should comply with the following criteria:-
 - i. where appropriate, there is a clear central strategy;
 - ii. the policies have regard to the Community Strategy for the area;
 - iii. the policies are in general conformity with the regional spatial strategy or spatial development strategy;

- iv. the policies are in conformity with the core strategy development plan document (where the core strategy has been adopted);
- v. there are effective policies for any parts of the authority's area where significant change in the use or development of land or conservation of the area is envisaged; and
- vi. the policies are necessary and do not merely repeat national or regional policy.

- 2.5 The matrix which is included as Appendix 1 to this report addresses the above criteria individually for each local plan policy. It should be noted that criterion iii above relates to adopted RPG13. The column entitled 'Other' refers to additional factors, to which the government will also have particular regard. The column entitled 'Save' in the matrix identifies whether or not it is proposed to apply to have the policy concerned saved by the Secretary of State.
- 2.6 In preparing the proposed list of saved policies, your officers have been in discussions with GONW. Consequently at the time of writing this report it is considered appropriate to apply to save all policies introduced in the Alterations Review to the Fylde Borough Local Plan. Particular attention is drawn to policy HL1 which is currently in general conformity with the JLSP and RSS policies UR7 & UR9. However when the emerging draft RSS for the North West of England is adopted later this year, this policy will no longer be relevant because it is based on the housing allocation figure in the JLSP. GONW has therefore agreed to us including a caveat in our application to them, to the effect that policy HL1 will only be saved until draft RSS is adopted.
- 2.7 This item was considered by the Planning Policy Scrutiny Committee on 5th June 2008. The Committee resolved to note the list of saved policies attached to the report and recommend to Council that an application to save the policies should be formally submitted to Government Office for the North West.
- 2.8 In light of the above it is recommended that Council agrees the list of policies, attached as Appendix 1 to this report, for submission to the Government Office for the North West.

IMPLICATIONS	
Finance	None arising directly from the report.
Legal	The Local Plan is a key document in promoting the Council's plans, policies and objectives for spatial planning. It represents the statutory planning framework which meets national, regional and local requirements and priorities until such time as it is replaced by a Local Development Framework. If policies were not saved there would be a policy vacuum making development control decisions more difficult.
Community Safety	None arising directly from the report.
Human Rights and	None arising directly from the report.

Equalities	
Sustainability	None arising directly from the report.
Health & Safety and Risk Management	None arising directly from the report.

Report Author	Tel	Date	Doc ID
Mark Sims	(01253) 658656	July 2008	

List of Background Papers		
Name of document	Date	Where available for inspection
Report : Planning Policy Scrutiny Committee : Alterations Review To The Fylde Borough Local Plan – Saved Policies	5 th JUNE 2008	Planning Policy Section Town Hall St. Annes

Attached documents

1 APPENDIX 1 : ALTERATION REVIEW LOCAL PLAN POLICIES – WHICH ARE TO BE SAVED BEYOND THE 3 YEAR SAVED PERIOD

**FYLDE BOROUGH COUNCIL
ALTERATION REVIEW LOCAL PLAN POLICIES – WHICH ARE TO BE
SAVED BEYOND THE 3 YEAR SAVED PERIOD**

May 2008

FYLDE BOROUGH COUNCIL
ALTERATION REVIEW LOCAL PLAN POLICIES WHICH ARE TO BE
SAVED BEYOND THE 3 YEAR SAVED PERIOD

The Alterations Review to the Fylde Borough Local Plan was adopted on 10th October 2005. The policies introduced in the Alterations Review are therefore saved until 9th October 2008. We are required to write to GONW in respect of their being saved beyond 9th October 2008.

The table below identifies those policies which are to be saved.

The references (i) – (vi) refer to the criteria included in PPS12 para 5.15. Each of the criteria has been considered as follows:-

(i) This is understood to mean that the Fylde Borough Local Plan has a clear central strategy and that the policies to be extended are in line with that strategy.

(ii) 'A Vision for Fylde : Community Plan 2003 - 2013' is the Community Strategy for the area. Its six themes are referenced in brackets below, where relevant.

(iii) Regional Planning Guidance for the North West, RPG13 (March 2003) is now referred to as Regional Spatial Strategy (RSS). Consequently, it is this document against which conformity has been considered.

(iv) Fylde Borough Council does not have an adopted core strategy development plan document. An assessment has therefore not been made in this respect for any of the policies. Consequently 'N/A' appears in the table.

(v) This is understood to mean that we can justify the extending a policy's life if it is needed to guide development in areas where significant change is envisaged or where conservation is needed.

(vi) A reasoned justification is given as to the how necessary a policy is felt to be.

'Other' refers to additional factors, which the government will also have particular regard to; as stated in the DCLG protocol for requesting the extension of saved policies, which was issued to local authorities on 11 August 2006.

ALTERATION REVIEW LOCAL PLAN POLICIES – WHICH ARE TO BE SAVED

Policy Title/Ref	PPS12 Criteria						Other	Save
	(i)	(ii)	(iii)	(iv)	(v)	(vi)		
HL1 : The Quantitative Housing Issue/Affordable Housing	Is in conformity with central strategy of the FBLP. Key strategic policy. Provides for housing in a way that best serves all sections of the community.	Directly relates to 'An enhanced built environment...' (Protecting and Enhancing the Environment).	Conforms to RSS policies UR7 & UR9.	N/A	Effective policy specific to Fylde.	This is a necessary local policy. If this policy is not saved there would be no guidance relevant to ensuring that where such development requires planning permission it is carried out in an acceptable way. This would significantly weaken the development plan and the ability of the LPA to effectively carry out its development control functions.	Remains relevant, until such time as draft RSS is adopted.	Yes, until draft RSS for the North West of England is adopted.
HL2 : Development Control Criteria for Housing Proposals	Is in conformity with central strategy of the FBLP. Aims to maintain and improve the quality of environment throughout the borough having primary regard to sustainability objectives.	Directly relates to 'An enhanced built environment...' (Protecting and Enhancing the Environment).	Conforms to RSS policy DP3.	N/A	Supports the objectives of sustainable development.	This is a necessary local policy. If this policy is not saved there would be no guidance relevant to sustainably controlling housing proposals. This would significantly weaken the development plan and the ability of the LPA to effectively carry out its development control functions.	Remains relevant.	Yes.
HL3 : Rural Exception Site Affordable Housing	Is in conformity with central strategy of the FBLP. Key strategic	Directly relates to 'An enhanced built environment...' (Protecting and Enhancing the	Conforms to RSS policy UR9.	N/A	Effective policy specific to Fylde.	This is a necessary local policy. If this policy is not saved there would be no guidance relevant to ensuring that where such development requires	Remains relevant.	Yes.

Policy Title/Ref	PPS12 Criteria						Other	Save
	(i)	(ii)	(iii)	(iv)	(v)	(vi)		
	policy. Provides for housing in a way that best serves all sections of the community.	Environment).				planning permission it is carried out in an acceptable way. This would significantly weaken the development plan and the ability of the LPA to effectively carry out its development control functions.		
HL4 : Enlargement and Replacement of rural Dwellings	Is in conformity with central strategy of the FBLP. Seeks to limit development to that appropriate to a rural area.	Directly relates to 'An enhanced built environment...' (Protecting and Enhancing the Environment).	Conforms to RSS policy DP3.	N/A	Supports the objectives of sustainable development.	This is a necessary local policy. If this policy is not saved there would be no guidance relevant to enlargement and replacement of rural dwellings. This would significantly weaken the development plan and the ability of the LPA to effectively carry out its development control functions.	Remains relevant.	Yes.
HL5 : House Extensions	Is in conformity with central strategy of the FBLP. Aims to maintain and improve the quality of environment throughout the borough having primary regard to sustainability objectives.	Directly relates to 'An enhanced built environment...' (Protecting and Enhancing the Environment).	Conforms to RSS policy DP3.	N/A	Supports the objectives of sustainable development.	This is a necessary local policy. If this policy is not saved there would be no guidance relevant to house extensions. This would significantly weaken the development plan and the ability of the LPA to effectively carry out its development control functions.	Remains relevant.	Yes.
HL6 : Design of	Is in conformity	Directly relates	Conforms to	N/A	Supports the	This is a necessary local	Remains relevant.	Yes.

Policy Title/Ref	PPS12 Criteria						Other	Save
	(i)	(ii)	(iii)	(iv)	(v)	(vi)		
Residential Estates	with central strategy of the FBLP. Aims to maintain and improve the quality of environment throughout the borough having primary regard to sustainability objectives.	to 'An enhanced built environment...' (Protecting and Enhancing the Environment).	RSS policy DP3.		objectives of sustainable development.	policy. If this policy is not saved there would be no guidance relevant to the design of residential estates. This would significantly weaken the development plan and the ability of the LPA to effectively carry out its development control functions.		
HL7 : Site for Travelling Show People	Is in conformity with central strategy of the FBLP. Provides for accommodation in a way that best serves all sections of the community.	Promotes an enhanced built environment.	N/A. No directly relevant RSS policy.	N/A	N/A	This policy is necessary because it is an essential component of the development plan. It refines the advice in Circular 04/07. If this policy is not saved there would be no guidance relevant to proposals for sites for travelling showpeople. This would significantly weaken the development plan and the ability of the LPA to effectively carry out its development control functions.	Remains relevant.	Yes.
HL8 : Sites for Gypsies	Is in conformity with central strategy of the FBLP. Provides for accommodation in a way that best	Promotes an enhanced built environment.	N/A. No directly relevant RSS policy.	N/A	N/A	This policy is necessary because it is an essential component of the development plan. It refines the advice in Circular 01/06. If this policy is not saved there would be no guidance relevant to	Remains relevant.	Yes.

Policy Title/Ref	PPS12 Criteria						Other	Save
	(i)	(ii)	(iii)	(iv)	(v)	(vi)		
	serves all sections of the community.					proposals for sites for gypsies. This would significantly weaken the development plan and the ability of the LPA to effectively carry out its development control functions.		
CF2 : Provision of new Schools	Is in conformity with central strategy of the FBLP. Facilitates the development of social and community facilities.	Directly relates to 'Sufficient and effective self managed schools ..' (Lifelong Learning).	Conforms to RSS policy UR2.	N/A	N/A	This is a necessary site specific policy. If this policy is not saved there would be no site would be safeguarded for a new primary school. This would significantly weaken the development plan and the ability of the LPA to effectively carry out its development control functions.	Includes unimplemented site allocation.	Yes.

REPORT



REPORT OF	MEETING	DATE	ITEM NO
STRATEGIC PLANNING AND DEVELOPMENT	COUNCIL	28 TH JULY 2008	11

FYLDE INTERIM HOUSING POLICY

Public Item

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

Summary

In anticipation of the significant increase in the housing requirement for Fylde Borough contained in the emerging new Regional Spatial Strategy (the number of dwellings to be built in Fylde Borough between 2003 and 2021) an Interim Housing Policy (IHP) has been prepared which will provide a basis for determining planning applications for housing within existing settlement boundaries until the relevant elements of the Local Development Framework have been completed.

Preparation of the document has involved two stages of public and other consultation and a number of references to Planning Policy Scrutiny Committee.

Planning Policy Scrutiny Committee last considered the document on 5th June 2008 when it recommended to Council that the document be adopted for purposes including development control.

Adoption of the document by Council is required as the IHP will form part of the Council's Policy Framework

Recommendations

1. That the Interim Housing Policy be adopted for purposes including development control.
2. That the IHP comes into force immediately on adoption but that discretion and flexibility is shown by decision makers in respect of relevant planning applications which were submitted some time ago in the full expectation that they would be considered under the 'Small Sites Exemption'.

3. That an adoption statement be prepared for advertisement in the local press and dissemination to interested parties.
4. That the Small Sites Exemption be abandoned for all purposes including development control.

Cabinet Portfolio

The item falls within the following Cabinet portfolio:

Development and Regeneration

Councillor R Small

Report

1. It has previously been agreed by the Portfolio Holder that there is a need for the development of an 'Interim Housing Policy', outside the concept of the Local Development Framework. The need stems mainly from two matters: First of all, the fact that a revised draft Regional Spatial Strategy (RSS) is now nearing completion and contains a much higher dwelling requirement for Fylde Borough (306 dwellings pa compared with 155 dwellings pa in the existing Joint Lancashire Structure Plan (JLSP)). This means that Policy HL1 in the Fylde Borough Local Plan (As Altered) (Oct 2005) will cease to have relevance and some form of replacement policy is needed. Secondly, the preparation of the Core Strategy and the subsequent Site Allocation Policies DPD as identified in the Local Development Scheme (LDS) will not be fully in place until 2012.
2. The Council has already adopted a 'Small Sites Exception' which is currently being used as a basis for some decisions taken by the Development Control Committee. However a more comprehensive policy approach to housing development is required pending the completion of the Core Strategy.
3. Following two separate rounds of consultation with stakeholders and the general public a final document has been prepared which was recommended for adoption by Council by the Planning Policy Scrutiny Committee (PPSC) at its meeting on 5th June 2008.
4. Since the date of that meeting, some items of clarification and definition have been included to help provide for consistent interpretation. These elements of text have been referred informally to the Portfolio Holder and the Chairman of PPSC and are shown in *italics*. The Interim Housing Policy is attached as Appendix 1.
5. It is worth noting that the IHP supports only those housing developments coming forward within the existing boundaries of Fylde's towns and villages. Planning applications for housing on sites outside existing boundaries will continue to be determined having regard to the Council's Local Plan, other elements of the development plan and other material considerations.
6. The IHP identifies the need for developers to provide an element of affordable housing on sites of 15 dwellings or more and financial contributions in lieu on smaller sites. Financial contributions are also sought in respect of public open space and public realm improvements in certain circumstances. However, given the current condition of

the housing market, it should be understood that all these elements are open to negotiation such that determination of planning applications in all circumstances will have regard to the viability of the particular development scheme.

7. Financial contributions are based on a percentage of the open market value of proposed dwellings and are as such 'progressive'. This will however require the Council to use the services of a qualified property valuer to check the market values of dwellings submitted by applicants. This will have a financial cost but will be off-set by the financial contributions received by the Council.
8. It is recommended that the IHP comes into force immediately on adoption. This means that any relevant planning application determined by the Council (or Planning Inspectors or the Secretary of State) after 28th July 2008, will have to have regard to the IHP. However, officers are aware that a small number of planning applications were submitted some time ago and have been progressed / negotiated having regard to the 'Small Sites Exemption'. It is not proposed to prejudice these previous negotiations by imposing the new terms contained in the IHP. Officers will use their discretion in respect of these planning applications.

IMPLICATIONS	
Finance	As set out in the report. Financial contributions received by the Council will be ring fenced to ensure that they are used exclusively for the appropriate provision or improvement of community infrastructure.
Legal	The weight to be accorded to the IHP will be a matter for the decision maker.
Community Safety	None arising.
Human Rights and Equalities	None arising.
Sustainability	The IHP has been subject to sustainability appraisal.
Health & Safety and Risk Management	None arising.

Report Author	Tel	Date	Doc ID
Tony Donnelly	(01253) 658610	July 2008	

List of Background Papers		
Name of document	Date	Where available for inspection

Interim Housing Policy File P 26		Planning Policy Section, Town Hall, St Annes
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Attached documents

1. Interim Housing Policy



Interim Housing Policy

July 2008

Fylde Interim Housing Policy

Preamble

Background

- 1.1 The need for an Interim Housing Policy stems mainly from the fact that a revised draft Regional Spatial Strategy is now nearing completion and contains a much higher provisional dwelling requirement for the borough (306 dwellings pa compared with 155 dwellings pa in the existing Joint Lancashire Structure Plan (JLSP)). This means that, as the draft Regional Spatial Strategy moves towards formal publication later in 2008, the current restrictions on the grant of planning permission for housing will be lifted and Policy HL1 in the Fylde Borough Local Plan (As Altered) (Oct 2005) will cease to have relevance. The Council has made an application to the Secretary of State to save Policy HL1 only until the formal publication of the emerging RSS.
- 1.2 The preparation of the Core Strategy and the subsequent Site Allocation Policies Development Plan Document as identified in the Local Development Scheme (LDS) will not be fully in place until 2012. In response to this emerging situation, the Council adopted a Small Sites Exemption to facilitate some minor housing developments within the main settlements in September 2007. The Interim Housing Policy supersedes the SSE and from the date of its adoption will inform decisions on planning applications for housing in the period before the completion of the Local Development Framework. It should be noted that the document has been prepared as an informal document since preparation of a development plan document would have taken too long and there is no parent policy in the Local Plan in relation to which a supplementary planning document could have been produced.
- 1.3 The preparation of the Interim Housing Policy is referenced in the Council's adopted Local Development Scheme (March 2007).

Consultation, Appraisal and Adoption

- 2.1 A first round of consultation on the scope of the Interim Housing Policy was undertaken in August / September 2007 and consultation on a number of policy options was undertaken in January / February 2008.
- 2.2 The policy options were subject to two forms of appraisal: First of all, an appraisal to determine how sustainable each option is (Sustainability Appraisal). Secondly, an appraisal to see how effective each option would be in achieving the objectives of the Interim Housing Policy (Policy Objectives Appraisal). These appraisals were themselves subject to the consultation process.

Commencement

- 3.1 *The Interim Housing Policy was adopted by Council on 28th July 2008 and came into force on that date.*
- 3.2 *The Small Sites Exemption was abandoned by the Council on 28th July 2008.*
- 3.3 *Planning applications for residential development determined after the above date will be determined having regard to the development plan and to other material considerations including the Interim Housing Policy.*

Interim Housing Policy

- 4.1 The IHP consists of two parts relating separately to the borough's urban and rural settlements. The policy is consistent with advice contained within PPS 3: Housing and with the objectives and policies of the emerging Regional Spatial Strategy. The IHP has been prepared to complement the saved policies of the Fylde Borough Local Plan (As Altered) (Oct 2005).
- 4.2 The objectives of the IHP are:
 - 1. To allow sufficient housing to come forward in the interim period to meet the numerical requirements contained in (draft) RSS and to maintain a five year supply of housing land.
 - 2. To maximise the provision of affordable dwellings to be developed in the interim period to meet identified needs.
 - 3. To provide for market and affordable housing of appropriate tenure, size and type to best meet the needs of the community.
 - 4. To provide housing in sustainable locations and which meets the Code for Sustainable Homes.
 - 5. To ensure that infrastructure needed as a result of the development of dwellings is paid for by the developer.
 - 6. To meet the above objectives without undermining the purpose and function of the future Core Strategy.
- 4.3 The IHP must be read together with all other planning policy, including national policy (mainly contained in Planning Policy Statements), the Regional Spatial Strategy and the adopted Fylde Borough Local Plan. It should be noted that the last document contains a policy (Policy HL3) which provides for the development of affordable housing on sites in or adjacent to rural villages where, as an exception to normal planning policies, these would help to address an identified local shortage. No elements of open market housing would be permitted on 'rural exception' sites.

- 4.4 The policy gives direction as to the circumstances in which housing development will be allowed, the location of development and it sets an overall target for the amount of affordable housing to be provided. The policy also specifies the sizes and types of affordable housing needed and the fact that it should be fully integrated into the wider site in terms of its location and design. The intention is that the private sector and affordable housing should be indistinguishable from each other.

Definition of Affordable Housing

- 5.1 The provision of affordable housing by private sector house developers is now a normal and accepted part of the development process and the government is very keen to expand the provision of affordable homes in order to create balanced and inclusive communities. The following definitions explain what is meant by affordable housing, and the difference between 'affordable housing' and 'low-cost market housing'.
- 5.2 **Affordable housing** includes social rented and intermediate housing, provided to specified eligible households whose needs are not met by the market. Affordable housing should:
- meet the needs of eligible households including availability at a cost low enough for them to afford, determined with regard to local incomes and local house prices: and
 - include provision for the home to remain at an affordable price for future eligible households or, if these restrictions are lifted, for the subsidy to be recycled for alternative affordable housing provision.
- 5.3 **Social rented housing** is rented housing owned and managed by local authorities and registered social landlords (normally housing associations), for which guideline target rents are determined through the national rent regime. It may also include rented housing owned or managed by other persons and provided under equivalent rental arrangements to the above, as agreed with the local authority or with the Housing Corporation as a condition of grant.
- 5.4 **Intermediate affordable housing** is housing at prices and rents above those of social rent, but below market price or rents and which meet the criteria set out above under 'affordable housing'. It can include shared equity / shared ownership housing and other arrangements where housing is provided at affordable prices by a combination of sale and intermediate rent.
- 5.5 In Fylde Borough, to represent affordable housing, intermediate housing would have to be made available (in terms of monthly outgoings) at prices and rents about half way between those of social rent and those of the open market.
- 5.6 **Low cost market housing** is housing offered for sale at open market prices, but at a relatively low cost because the homes are generally small and or have a relatively low specification. Examples of low cost market housing include

the Redrow 'Debut' and Barratts 'I-Pad' ranges both of which have been built elsewhere in Lancashire. Some of these units sell for under £100,000 and are proving popular with young people wanting to get on the first rung of the 'housing ladder' and others with modest incomes, including divorcing couples.

- 5.7 However, there are limitations to the role that low cost market housing can play in meeting the housing needs of the borough. This is due to their small size and market prices. These homes will only be attractive to a small part of the market for new homes. Developers need to ensure that design standards (as distinct from internal specifications) remain high and that numbers are limited within any one development to a level where new developments can make a positive, balanced, and enduring contribution to the built environment and community life.
- 5.8 Unless it can meet the above definition for affordable housing low cost market housing **does not fall within the government's definition of affordable housing and is not affordable housing for the purposes of this policy.**
- 5.9 For the purposes of the Interim Housing Policy low cost market housing is defined as 'market housing which will be offered for initial sale at a price that is no more than four times the current median gross residence-based income for the borough of Fylde'. In 2007, this median income was £24,603, making the maximum sales price for a home to be counted as "low cost" to be £98,412. The Council will update this figure each year.

Arrangements for the Provision of Affordable Housing

- 6.1 On the basis of the evidence of two studies undertaken independently, the Interim Housing Policy is clear that the provision of affordable housing will in the main be by way of social rented dwellings through a Registered Social Landlord (RSL). The dwellings will need to meet the Housing Corporation's scheme development standards and to be rented at price levels that are compatible with the normal target rent levels of Registered Social Landlords.
- 6.2 In order to facilitate the delivery of affordable housing as detailed above, the Council strongly advises developers along with their RSL partners to undertake pre-application discussions with the Council's Housing Services and Planning teams at the earliest possible opportunity. These discussions can be used to discuss any financial impact of affordable housing on the development. They can also be used to discuss the delivery mechanism for the affordable housing.
- 6.3 The Council is in the process of developing a comprehensive affordable housing policy which will complement this Interim Housing Policy.
- 6.4 The arrangements for the provision of affordable housing are based on the following principles:

- to provide the maximum amount of affordable housing on every development of 15 dwellings or more, commensurate with scheme viability, within the targets indicated in the policy;
- to provide the affordable housing on the same site as the private sector housing. In some exceptional circumstances (e.g. within a scheme involving a block of flats) it may not be practical or desirable to include the affordable housing on site. In such circumstances, off-site provision would be allowed providing the full element of affordable housing is made available normally within the same housing area (defined within the Fylde Housing Needs Survey). E.g. where 100 market dwellings are being provided on the primary site, (at a rate of 30% affordable housing) 43 affordable dwellings (not 30) should be provided on the second site. This is to reflect the fact that 30% of all dwellings (on both sites) should be affordable i.e. 43 is 30% of 143.
- to provide for the most part, social rented housing so as to direct the scarce resources available to those in the most acute housing need.
- to obtain the right size and type of affordable housing;
- to integrate the individual affordable dwellings within the private sector housing layout and design them so that visually both types of housing are indistinguishable so as to help create balanced communities and improve community cohesion and inclusion.
- to avoid payment of financial contributions in lieu of provision of affordable housing unless there is a **very compelling reason** to justify it. Where such exceptional circumstances exist, any financial contribution must be sufficient to enable the provision of the full relevant element of affordable housing, including land, design, construction, marketing and any other relevant development costs. The calculation of financial contributions will be based on the cost of providing the same mix of unit types and sizes and the balance between socially rented and intermediate affordable housing that would otherwise have been required through on-site provision. There will be no financial advantage to the developer in making a financial contribution compared to making provision on site. These costs will be agreed with the Council before planning permission is issued.
- to ensure that developers (in respect of developments of 15 dwellings or more) have a registered social landlord as a nominated partner before the planning application is submitted.
- to encourage developers (including their RSL partners, where appropriate) to undertake pre-application discussions with the Council in respect of all housing developments.

6.5 Developers will not be allowed to avoid the provision of affordable housing by subdividing larger sites or potential sites and submitting a series of planning applications in respect of 14 dwellings or less. *Equally, the Council will not*

accept proposals where the density of development has been kept artificially low (having regard to national and regional policy on housing density) so as to reduce the number of dwellings to 14 dwellings or less.

- 6.6 *Where in relation to criteria 7 in both the urban and rural policies the target of 30% would not produce a whole number of affordable dwellings, the Council will 'round down' the number sought.*

Example: Where a development of 44 dwellings was proposed, the 30% affordable housing target would be 13.2 dwellings. In this case the number of affordable dwellings sought would be 13.

Replacement Affordable Dwellings

- 7.1 Where private sector development proposals include the replacement of a number of existing affordable dwellings, it would normally be the case that the new net provision of affordable dwellings would exclude the number of affordable dwellings to be replaced; i.e. the replacement affordable dwellings would not count towards the developer's affordable housing provision under this policy.
- 7.2 An exception to this would be where the affordable housing to be replaced was in such poor condition that it was deemed to be unfit for habitation in which case the replacement would be counted as new provision. '

Other Community Infrastructure Requirements

- 8.1 The Interim Housing Policy indicates that the Council will seek certain financial contributions towards community infrastructure, in particular, open space (where this is not being provided on site) public realm works (where there are identified schemes in the area) and affordable housing (on sites below 15 dwellings). The size of the contributions being sought are considered to be very low, such that the Council expects that these will be paid in full in most circumstances. However it is not the objective of the Council to make otherwise acceptable schemes unviable. In all circumstances where developers seek to negotiate terms below those indicated in the IHP on the basis that they would make a scheme uneconomic, the Council will require an 'open book' approach to the negotiations. This will involve the developer providing verifiable evidence of all actual and anticipated costs and incomes, including land costs, all development related costs, sales revenues and profit margins.
- 8.2 Where a particular development may not be able to provide all the indicated contributions towards community infrastructure, the following priorities are indicated:
1. affordable housing;
 2. public open space, including recreational play areas;
 3. town centre / public realm improvements.

- 8.3 Developers should also be aware that on some housing schemes, additional to the requirements for community infrastructure referred to in this policy, contributions for other necessary community infrastructure may also be sought including County Council related infrastructure such as transport and highway improvements.
- 8.4 *The IHP makes reference to financial contributions being sought in relation to 'declared town centre or other public realm improvement schemes'. 'Declared schemes' will be taken to mean public realm improvement schemes which have been formally adopted by the Council for implementation or which appear in the Council's 'Regeneration Framework'.*
- 8.5 *At the time of adoption of the IHP, the Council had three adopted improvement schemes as follows:*
- *St Annes Town Centre Regeneration Scheme / Classic Resort;*
 - *Shaping the Place (St Albans Road area, St Annes);*
 - *Kirkham Town Centre (Shop Fronts Improvement Scheme).*
- 8.6 *For the purposes of the IHP settlements are defined as:*
- Lytham St Annes; Kirkham/Wesham; Freckleton/Warton; Wrea Green; Elswick; Newton; Clifton; Staining; Little Eccleston; Treales; Weeton; Wharles; and Singleton.*

Dwelling Numbers

- 9.1 *References to housing number thresholds within the IHP criteria shall be taken to be the **net** number of dwellings proposed taking into account any existing dwellings which are proposed to be replaced.*
- 9.2 *The provision of and financial contributions towards affordable housing and financial contributions towards public open space and public realm improvements will be negotiated on the **net** additional dwelling numbers within a scheme.*
- 9.3 *E.g. Where a scheme of 18 dwellings is proposed under the urban policy of which 6 dwellings are replacement dwellings and 12 are additional dwellings, no affordable housing provision would be expected to be provided on site since the number of net additional dwellings is fewer than 15. However, financial contributions would be sought in respect of the 12 additional dwellings.*
- 9.4 *Accordingly, in schemes involving all replacement dwellings where there is no increase in dwelling numbers or where there is a net decrease in dwelling numbers, there would be no requirement to provide affordable housing on the site nor to make financial contributions towards the provision of affordable housing or public open space or public realm improvements.*

- 9.5 *Replacement dwellings must be existing dwellings on the single application site in question which are recognised as lawful in planning terms. Dwellings which are not lawful in planning terms e.g. where a large house has been unlawfully operated as several flats would not be counted as replacement dwellings.*

Payment of Contributions

- 10.1 *An estimate of the open market value of each dwelling shall be agreed between the Council and the applicant. The applicant shall provide a suitably qualified professional valuer's written estimate of the value of the proposed dwelling(s) at the time of submission of the planning application.*
- 10.2 *The Council will obtain its own valuation for comparison purposes.*
- 10.3 *Where there is a dispute in relation to the open market value, or where the dwelling(s) is not sold on the open market (e.g. because it is occupied by the developer) the contribution will be based on a valuation provided by the Valuation Office. The cost of obtaining the valuation shall be borne by the applicant.*
- 10.4 *The level of contribution(s) and their related terms will be made the subject of a legal agreement between the applicant and the Council. Planning permission will only be granted after the completion of the legal agreement.*
- 10.5 *The legal agreement will provide that 80% of the required financial contribution(s) shall be paid to the Council prior to commencement of the development.*
- 10.6 *The remainder of the contribution (or refund by the Council if the sale price or final valuation of the property is less than the sum already paid) shall be determined by the actual open market price paid for the dwelling as recorded by the Land Registry and shall be paid within 56 days of the first occupation of each dwelling.*

Greenfield Sites

- 11.1 *Criteria within the IHP make reference to 'greenfield sites'. PPS 3: Housing defines 'previously developed land' (brownfield land) but does not define 'greenfield' land.*
- 11.2 *The PPS3 definition of previously developed land (subject to some exceptions) is 'that which is or was occupied by a permanent structure, including the curtilage of the developed land and any associated fixed surface infrastructure'.*
- 11.3 *For the purposes of the IHP 'greenfield sites' are sites that have always remained undeveloped in that they are or were never occupied by any permanent structure.*

- 11.4 *There may be some sites which are neither 'previously developed' nor 'greenfield sites'. These include barn conversion sites which whilst are excluded from the government's definition of 'previously developed land' self evidently have been previously built upon and cannot be considered to be 'greenfield'.*
- 11.5 *It should be noted that 'greenfield' sites are not synonymous with greenbelt sites or countryside sites.*
- 11.6 *Green Belt sites are sites located in designated Green Belt, the location and extent of which are shown on the proposals map to the Fylde Borough Local Plan (As Altered)(2005). Green Belt sites can be 'previously developed' or 'greenfield' sites.*
- 11.7 *Countryside sites are sites located within the designated Countryside Areas the location and extent of which are shown on the proposals map to the Fylde Borough Local Plan (As Altered)(2005). Countryside sites can be 'previously developed' or 'greenfield' sites.*

Development Outside Settlement Boundaries.

- 12.1 *Whilst the provisions and principles of this Interim Housing Policy have been prepared to relate to proposed housing developments located on sites within settlement boundaries, there may be circumstances where, having regard to material considerations other than the IHP, the Council is mindful to grant planning permission for proposed housing developments submitted on sites outside settlement boundaries. If such instances occur, the Council will seek developer contributions in respect of the three issues indicated below i.e. on the same basis as identified within the IHP:*
- affordable housing (financial contributions on proposals of 14 dwellings or below and provision on site on proposals of 15 dwellings or above);*
 - public open space (where no or inadequate provision is made on site); and*
 - town centre/public realm improvements (where the Council has a declared improvement scheme within the settlement to which the development relates).*
- 12.2 *In relation to the last matter above, where the Council is mindful to grant planning permission in respect of proposals located outside a settlement boundary, it will seek contributions towards improvement schemes where the site (or part of the site) is within 1km of the settlement boundary.*
- 12.3 *Developers should again also be aware that on some housing schemes, additional to the requirements for community infrastructure referred to above, contributions for other necessary community infrastructure may also be sought*

including County Council related infrastructure such as transport and highway improvements.

Contact Details

Persons wishing to obtain further information in respect of this policy document should contact:

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Interim Housing Policy

Urban Option

Planning permission for residential development will be granted subject to all the following criteria:

1. The application site is within the settlement boundaries of Lytham St Annes, the urban parts of Blackpool at Squires Gate Lane and Normoss, Kirkham/Wesham, Warton and Freckleton as defined in the Fylde Borough Local Plan (As Altered) (Oct 2005);
2. The application site is not designated for other purposes or protected by policies in the Fylde Borough Local Plan (As Altered) (Oct 2005);
3. In respect of greenfield sites, the applicant is able to show that there is a need for the development of the site (i.e. that there is less than a 5 year supply of land within the borough as a whole and that the application under consideration would not increase the supply beyond 7 years);
4. The development of the site would not significantly harm the character of the settlement or any other planning interest;
5. In respect of proposals involving 10 dwellings or more, where appropriate, the mix of housing types, sizes and tenures reflects local housing requirements, and is consistent with the findings of the Fylde Housing Needs and Demand Study of January 2008, and the Fylde Coast Strategic Housing Market Assessment. The Council will encourage the provision of low cost market housing as part of the normal mix of market housing.
6. In respect of proposals involving 14 or less dwellings the Council will negotiate for a financial contribution of 5% of the open market value of each dwelling towards the facilitation of affordable housing within the borough. Financial contributions will not be sought in respect of affordable dwellings as defined in PPS3 and conversions to dwellings of spaces above existing premises in defined town centres; *
7. In respect of proposals of 15 or more dwellings, the Council will negotiate for 30% of the dwellings to be affordable unless the developer can demonstrate by means of verifiable evidence that the development would not be viable with that percentage. Normally, all the affordable units should be provided as socially rented homes through a named Registered Social Landlord (RSL);
8. Whilst the priority will nearly always be to provide social rented housing (consistent with the findings of the Fylde Housing Needs and Demand Study of January 2008, and the Fylde Coast Strategic Housing Market Assessment)

an element of intermediate affordable housing may be appropriate (subject to it being provided at genuinely affordable rents and prices) where:

- in the opinion of the Council, a development site is located in an area that already has a high proportion of socially rented homes such that this would not represent the priority for provision.
 - The development proposal is for 100% affordable housing and is either submitted by a Registered Social Landlord or has financial support by the Housing Corporation.
9. The size of affordable units should reflect local requirements and should proportionately reflect the mix of dwelling sizes of the whole development. The affordable units should meet the Housing Corporation's 'Design and Quality Standards'. Dwellings provided as affordable housing should not be separated on one part of the development site, but should be mixed in with the dwellings for open market sale. The elevational treatments of the affordable units should be indistinguishable from the homes for open market sale.
10. In all but exceptional cases, the requirement for affordable housing provision should be met on the site of the development proposal. Reference to the very limited circumstances where it may be appropriate for the developer to meet the affordable housing requirement on an alternative site, or by making a financial payment to enable the provision of affordable housing elsewhere is provided within the preamble to the policy.
11. In respect of proposals located within settlements in which there are declared town centre or other public realm improvement schemes, the Council will negotiate for a financial contribution of 2.5% of the open market value of each market dwelling towards those schemes;*
12. In respect of proposals where under the terms of Policy TREC 17 of the Fylde Borough Local Plan (As Altered) (Oct 2005) no provision (or inadequate Provision) of open space is made on the site, or the requirement for open space on the site would be less than 0.2 ha, the Council will negotiate for a financial contribution of 2.5% of the open market value of each dwelling is made in lieu of on site provision; *

* *Arrangements for agreeing the valuation of proposed dwellings and for the payment of financial contributions are set out in the preamble to the policy under the heading 'Payment Of Contributions'.*

Rural Option

Planning permission for residential development will be granted subject to all the following criteria:

1. The application site is within the settlement boundaries of one of the following settlements as defined in the Fylde Borough Local Plan (As Altered) (Oct 2005): Wrea Green, Staining, Elswick, Newton and Clifton Little Eccleston, Treales, Wharles, Weeton, and Singleton;
2. The application site is not designated for other purposes or protected by policies in the Fylde Borough Local Plan (As Altered) (Oct 2005);
3. In respect of greenfield sites, the applicant is able to show that there is a need for the development of the site (i.e. that there is less than a 5 year supply of land within the borough as a whole);
4. The development of the site would not significantly harm the character of the settlement or other planning interests;
5. The mix of housing types, sizes and tenures proposed reflects local housing requirements, and is consistent with the findings of the Fylde Housing Needs and Demand Study of January 2008, and the Fylde Coast Strategic Housing Market Assessment;
6. In respect of proposals involving 3 or less dwellings the Council will negotiate for a financial contribution of 5% of the open market value of each dwelling is made towards the facilitation of affordable housing within the borough. Financial contributions will not be sought in respect of affordable dwellings as defined in PPS3; *
7. In respect of proposals of 4 or more dwellings, the Council will negotiate for 30% of the dwellings to be affordable unless the developer can demonstrate by means of verifiable evidence that the development would not be viable with that percentage;
8. All affordable dwellings should normally be delivered through Registered Social Landlords or local trusts with approved agreements in place to ensure that homes are available as affordable housing in perpetuity, subject to the ability of shared ownership leaseholders to "staircase";
9. Whilst the priority will nearly always be to provide social rented housing (consistent with the findings of the Fylde Housing Needs and Demand Study

of January 2008, and the Fylde Coast Strategic Housing Market Assessment) an element of intermediate affordable housing may be appropriate (subject to it being provided at genuinely affordable rents and prices) where:

- in the opinion of the Council, a development site is located in an area that already has a high proportion of socially rented homes such that this would not represent the priority for provision;
 - the development proposal is for 100% affordable housing and is either submitted by a Registered Social Landlord or has financial support by the Housing Corporation;
 - an up-to-date local housing needs survey demonstrates a particular need for intermediate affordable housing.
10. The size of affordable units in development proposals should reflect local requirements and should proportionately reflect the mix of dwelling sizes of the whole development. The affordable units should meet the Housing Corporation's 'Design and Quality Standards'. Homes provided as affordable housing should not be separated on one part of the development site, but should be mixed in with the homes for open market sale. The elevational treatments of the affordable units should be indistinguishable from the homes for open market sale.
11. In all but exceptional cases, the requirement for affordable housing provision should be met on the site of the development proposal. Reference to the very limited circumstances where it may be appropriate for the developer to meet the affordable housing requirement on an alternative site, or by making a financial payment to enable the provision of affordable housing elsewhere is provided within the preamble to the policy;
12. In respect of all proposals, located within settlements in which there are declared town centre or other public realm improvement schemes, a financial contribution of 2.5% of the open market value of each market dwelling is made towards those schemes; *
13. In respect of all proposals where under the terms of Policy TREC 17 of the Fylde Borough Local Plan (As Altered) (Oct 2005) no provision (or inadequate provision) of open space is made on the site, or the requirement for open space on the site would be less than 0.2ha, a financial contribution of 2.5% of the open market value of each dwelling is made in lieu of on site provision; *

* *Arrangements for agreeing the valuation of proposed dwellings and for the payment of financial contributions are set out in the preamble to the policy under the heading 'Payment Of Contributions'.*

REPORT

REPORT OF	MEETING	DATE	ITEM NO
LEGAL SERVICES	COUNCIL	28 JUL 08	12

CONSTITUTION

Public Item

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

Summary

The council's constitution needs to be re-adopted by the council each year. This report invites the council to re-adopt the constitution subject to such changes as have been put forward by the Audit Committee.

Recommendation

1. Re-adopt the constitution incorporating the changes put forward by the Audit Committee.

Cabinet Portfolio

The item falls within the following Cabinet portfolio: Corporate performance and development (Councillor Albert Pounder).

Report

1. The Audit Committee recently considered a report setting out the proposed annual updating of the council's constitution. The changes were considered by the committee on June 30 and (at the time of writing) were due to be considered again at a special meeting on July 21.
2. Attached to this report is a copy of the Audit Committee report to the meeting of June 30. A copy of the constitution as it would appear incorporating the proposed changes (or any alternative or other changes agreed by the Audit Committee) will be posted on the council's website at <http://www.fylde.gov.uk/committeemeeting.aspx?id= SX96BF-A78259A1> as soon as practicable after the Audit Committee meeting on July 21. Hard

copies of the constitution as agreed by the council meeting will be distributed to all members. If any member would like a hard copy of the proposed constitution in the meantime, please ask Ian Curtis.

Implications	
Finance	
Legal	Article 14 of the constitution requires the constitution to be submitted for re-adoption to the annual meeting of the council
Community Safety	
Human Rights and Equalities	
Sustainability	
Health & Safety and Risk Management	

Report Author	Tel	Date	Doc ID
Ian Curtis	(01253) 658506	18 July 2008	

List of Background Papers		
Name of document	Date	Where available for inspection
Proposed revised constitution	2008	Town Hall, St Annes
Council constitution	2007 as revised	Town Hall, St Annes

Attached documents

1. Report to Audit Committee 30 June.

REPORT



REPORT OF	MEETING	DATE	ITEM NO
LEGAL SERVICES	AUDIT COMMITTEE	JUNE 30 2008	

CONSTITUTION

Public/Exempt item

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

Summary

The council's constitution needs to be re-adopted by the council each year. This report highlights some proposed changes and invites the committee to recommend to the council that it formally re-adopts the constitution subject to those changes

Recommendation/s

1. Recommend that the council re-adopt the constitution as appended to the report, incorporating the changes highlighted in the report.

Cabinet portfolio

The item falls within the following cabinet portfolio: Corporate performance and development (Councillor Albert Pounder).

Report

Background

1. Article 14 of the council's constitution requires the Monitoring Officer to submit a fully up-to-date text of the Constitution every year to the meeting following the Annual Meeting of the Council, with a view to its formal approval and re-adoption by the Council for the ensuing Municipal Year, with any amendments or alterations then considered appropriate or necessary by the Council.

2. The constitution will therefore be submitted to the council meeting on 28 July. The committee is asked to examine the changes proposed to be made and recommend to the council that the changes (or such other changes as it considers appropriate) be incorporated in the constitution.
3. Attached is a copy of the constitution incorporating the proposed changes. The changes which have a substantive effect are set out and explained below. Other changes have been made to correct typographical and similar errors.

Proposed changes: General

4. On page 7, in the second bullet point under "Citizens rights" and on page 11 in article 3.01(d)(iii), delete "Standards Board for England" and replace by "Standards Committee".

REASON: To reflect the change in legislation.

5. On page 14, in article 5.03, delete "Conducting the meetings of the council to" and replace by "Ensuring that meetings of the council".

REASON: To make the document less verbose and easier to read.

6. On page 16, delete article 6.04(a)(iii).

REASON: This referred to formal Best Value reviews, which have now been abolished.

7. On page 17, in article 6.04(a)(vii), delete "such persons or bodies".

REASON: This wording was left in inadvertently and should have been removed following the insertion of "them" on a previous review.

8. On page 18, in article 7.02 and 7.04, delete "seven" and replace by "six".

REASON: The council leader wishes to reduce the size of the cabinet.

9. On page 20, in article 9.02(a), delete "one" and replace by "two" and make consequential changes.

REASON: To reflect legislative changes that require the Standards Committee to have at least two parish members.

10. On page 20, in article 9.02(d), delete "An Executive Member may not chair the Committee" and replace by "Only an Independent Member may chair the Committee or any of its sub-committees"

REASON: To reflect legislative changes in relation to the Standards Committee.

11. On page 20, insert a new paragraph (g) into article 9.03 as follows: "assessing complaints received about the conduct of councillors and co-opted members to decide whether or not to refer them for investigation or some other action".

REASON: To reflect the new function given to standards committees under the Local Government and Public Involvement in Health Act 2007.

12. On page 23, insert a new sub-paragraph (ii) into article 11.03(b) as follows: "receives allegations of misconduct by councillors or co-opted members"

REASON: To reflect the new function given to the monitoring officer under the Local Government and Public Involvement in Health Act 2007.

13. On page 23, in article 11.03(b)(iv) (as renumbered), delete “an ethical standards officer” and replace by “the Standards Committee”.

REASON: To reflect the new function of local assessment given to standards committees under the Local Government and Public Involvement in Health Act 2007.

14. On page 26, in article 14.06, insert the words “recommendation from the Audit Committee or a” after “consideration of a” and on page 38, in the functions delegated to the Audit Committee, insert the words “advising the council on changes to the constitution”.

REASON: To allow the Audit Committee to bring forward recommendations for changes to the constitution.

15. On page 27, in article 15.02(c), delete “the council tax base” from the definition of the budget.

REASON: Setting the council tax base is no longer required to be done at a full council meeting and the council has delegated it to its Finance Executive Manager.

16. On page 35, in the functions delegated to the Public Protection Committee, delete references to powers under the Betting, Gaming and Lotteries Act 1963, the Gaming Act 1968 and the Lotteries and Amusements Act 1976.

REASON: These acts were repealed by the Gambling Act 2005.

17. On page 37, in the functions delegated to the Licensing Committee, insert the words “All functions of a licensing authority under part 8 of the Gambling Act 2005 except those that by virtue of section 154 cannot be delegated”.

REASON: The Gambling Act 2005 requires or permits its various functions to be delegated only to an authority’s licensing committee.

18. On page 37 in the functions delegated to the Audit Committee, insert the words: “Approving the council’s annual statement of accounts”.

REASON: To reflect legislative changes that allow the statement of accounts to be approved by Audit Committee.

19. On page 37 in the functions delegated to the Audit Committee, delete “statement of internal control” and replace by “annual governance statement”.

REASON: The updated mandatory governance framework replaces the statement of internal control with an annual governance statement.

20. On page 40, in the chief executive’s delegations, insert a new 1.19 as follows: “In relation to chief officers and staff in his own private office, approving or refusing applications for voluntary redundancy in accordance with the Councils Voluntary Redundancy Scheme, (to be produced by the Human Resources Manager) and approving `added years` for Superannuable employees and all other superannuable matters.”

REASON: To align the powers of the chief executive in relation to the matters mentioned with those delegated to chief officers.

21. On page 41, in section 3.1 of the delegations to all executive managers, delete “Determining and approving” and replace by “Implementing” and insert the words “in accordance with the council’s pay and grading procedures and” after “chief officer conditions”.

REASON: Executive managers are now required to set the grading of new and existing posts in accordance with corporate pay and grading procedures.

22. On page 42 in the delegations to all executive managers, insert the words “Authorising directed surveillance operations under the Regulation of Investigatory Powers Act 2000 (except Head of Legal Services)”.

REASON: All executive managers (except the Head of Legal Services) are designated as authorising officers under the Regulation of Investigatory Powers Act 2000. The change records this in the constitution.

23. On page 43 at 5.2, insert the Animal Boarding Establishments Act 1963 into the list of legislation in respect of which functions are delegated to the Executive Manager for Consumer Well-being and Protection.

REASON: To enable the executive manger to exercise delegated powers under that act.

24. On page 43-4 at 5.2, remove the following legislation from the powers delegated to the Executive Manager for Consumer well-being and Protection and insert it instead into the powers delegated to the Executive Manager for Streetscene Services: Dogs Act 1906, Guard Dogs Act 1975, Road Traffic Act 1988 (in relation to dogs on roads), Dangerous Dogs Act 1991, Dogs (Fouling of Land) Act 1996 and part VI (dogs) of the Clean Neighbourhoods and Environment Act 2005.

REASON: The council’s dog warden service is part of the Streetscene unit.

25. On page 46, in the delegations to the Executive Manager for Consumer Well-being and Protection, insert the words “Suspending or revoking the licence of a driver of a hackney carriage or private hire vehicle (including suspending or revoking with immediate effect) under section 61 of the Local Government (Miscellaneous Provisions) Act 1976”.

REASON: To give licensing officers more flexibility in carrying out their enforcement role.

26. On page 51, in the delegations to the Executive Manager for Streetscene Services, insert the words “Power to make orders under section 21 of the Town Police Clauses Act 1847 for preventing obstructions in the streets during public processions, etc”.

REASON: The police often request the council to make such orders on very short notice.

27. On page 52, at 10.8 of the delegations to the Finance Executive Manager, delete “£5,000” and replace by “£25,000”.

REASON: To enable the Finance Executive Manager to take the technical accounting step of writing-off debts up to this sum where they appear to be irrecoverable in practice. This would not affect the legal recoverability of a debt by action.

28. In the table on page 55, amend the title of the cabinet member (customer relations and partnerships to “cabinet member (corporate performance, customer relations and partnerships)”, delete reference to cabinet member (corporate performance), and amend the portfolio functions of the former to include those previously allocated to the latter.

REASON: The Leader of the Council has redistributed portfolio functions in the cabinet. [N B. This change is within the remit of the Leader and is mentioned here for information only].

Council Procedure Rules

29. The Council Procedure Rules, or standing orders, appear at pages 58-70 of the proposed revision. They have been extensively re-written to make them clearer and more accessible. Members and officers should hopefully find them much easier to follow. For the sake of brevity, I have not individually listed the vast majority of the changes, which do not affect the substance of the rules. The small number of changes that do affect the substance of the rules are noted below.
30. **Rule 11.2: Notice of motion:** The present rules require notice to be given no later than seven clear working days before the meeting concerned. This allows very little time to comply with the legal requirements for production of agendas and publication of reports. A notice submitted after the deadline would be invalid.
31. The proposed changes would require a notice of motion to be given ten working days before a meeting. A notice not submitted in time would not lapse, but would automatically be rolled forward to the next meeting.
32. Under the present rules a motion by notice, once moved and seconded, is automatically referred to the cabinet or appropriate committee for consideration unless the Mayor considers it “convenient and conducive to the dispatch of business” to deal with it at the council meeting.
33. The proposed change would take the onus for making that decision away from the Mayor. If the proposer of the motion asked for it to be discussed at the council meeting, the council would vote on whether to hear it at the meeting. If the council decided not to hear it at the meeting, it would stand referred as before.
34. **Rule 13.5: Speaking about a motion:** The present rules allow each member to speak for up to ten minutes on a proposal or amendment. The proposed change would reduce this to five minutes in keeping with the majority of other Councils.
35. **Rule 15.7: Voting on appointments:** This rule required the council, when voting on the appointment of an individual to a post or position, to operate an elimination system of voting, in which the person with the smallest number of votes was eliminated and voting took place again until there was a clear majority in favour of one candidate. In practice, the rule seems always to have been suspended in favour of a simple “most votes wins” approach. The proposal is to delete the rule.
36. **Rules 6.6 to 6.8: Deputy Mayor:** These new rules would allow the Mayor to ask the Deputy Mayor to conduct a council meeting on his behalf, even if the Mayor is present. When doing so, the Deputy Mayor would exercise the authority of the Mayor.

Financial Procedure Rules

37. The previous financial regulations are proposed to be removed and replaced. The new regulations, set out in appendix 4 starting on page 83 are identical, in nearly every material respect, to those of Preston City Council. The council's section 151 officer and high-level financial management are provided through an agreement with Preston. The section 151 officer considers that there would be substantial advantages in aligning the financial procedure rules of the two authorities.

Cabinet procedure rules

38. Though contained within the constitution, the Executive Procedure Rules are set by the Cabinet and cannot be amended by the council meeting. The proposed changes to the cabinet procedure rules are therefore set out for information and possible comment to the cabinet. The two changes are described below.

39. On page 115, at 2.2.3, the cabinet procedure rules are amended to provide for members asking questions under the relevant procedure to do so from the cabinet table and to ask a supplementary question.

40. Proposed rules 2.3.1 and 2.4 on pages 115 and 116 introduce a procedure for members of the public to speak about any matter on the agenda of a cabinet meeting.

IMPLICATIONS	
Finance	None
Legal	Article 14 of the constitution requires the constitution to be submitted for re-adoption to the annual meeting of the council
Community Safety	None
Human Rights and Equalities	None
Sustainability	None
Health & Safety and Risk Management	None

REPORT AUTHOR	TEL	DATE	DOC ID
Ian Curtis	(01253) 658506	17 June 2008	

LIST OF BACKGROUND PAPERS		
NAME OF DOCUMENT	DATE	WHERE AVAILABLE FOR INSPECTION

Council constitution	July 2007, as amended	Town Hall, St Annes www.fylde.gov.uk
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Attached documents

Proposed revised constitution

REPORT



REPORT OF	MEETING	DATE	ITEM NO
MONITORING OFFICER	COUNCIL	JUL 28 2008	13

APPOINTMENTS TO THE STANDARDS COMMITTEE

Public/Exempt item

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

Summary

Fylde's Standards Committee oversees the ethical governance of both Fylde Borough council and its parishes. The membership of the committee is presently eight, comprised of four borough councillors, two parish members and two independent persons.

Recent changes made by the government to the ethical standards regime suggest that the committee needs a larger membership.

The council is therefore invited to appoint two additional independent persons to the committee.

There is presently a vacancy for a parish representative, and the council is invited to fill that vacancy.

The council is also invited to consider which borough councillors it wishes to appoint to the committee.

Recommendation/s

1. Increase the size of the Standards Committee by filling the vacancy for a parish member and appointing two extra independent persons.
2. Appoint Richard Nulty of Greenhalgh-with-Thistleton Parish Council as a parish member.

3. Appoint the persons put forward by the interview panel as independent persons.
4. Re-appoint or replace the present borough council members of the committee.

Cabinet portfolio

The item falls within the following cabinet portfolio: Corporate performance and development: (Councillor Albert Pounder).

Report

Background

1. The Standards Committee of the Council is established to (inter alia) promote and maintain high standards of conduct by councillors. It covers both Fylde Borough Council and the parish and town councils in borough. One of its functions is to adjudicate on complaints about the conduct of councillors referred to it by the Standards Board for England. The membership of the committee is as follows:
 - Four members of the Borough Council (one from each political group)
 - Three parish council representatives (“parish members”), one of which is vacant.
 - Two independent persons
2. From May this year, local standards committees have been responsible for the initial assessment of complaints by members of the public about the conduct of borough and parish councillors. This function was previously carried out by the Standards Board for England.
3. Regulations and guidance require that the committee appoint at least three sub-committees to carry out different facets of its work. Fylde’s committee has appointed three sub-committees for the separate purposes of initial assessment, review of initial assessment and hearings. The sub-committees have a floating membership in the same way as the now-familiar licensing panels.
4. The guidance also suggests that a minimum of eleven members of Standards Committee is required in order to provide enough flexibility to cover for absence, conflicts of interests and similar issues.
5. I consider that increasing the proportion of independent persons will lead to a greater perception of impartiality and independence. In any event, more independent persons are needed because each sub-committee, as well as the committee itself, is now required to be chaired by an independent person.

Independent persons

6. The regulations lay down certain requirements for independent persons. They must have applied to a newspaper advertisement published by the council and there are restrictions concerning present and previous involvement with councils.
7. Accordingly, the council advertised earlier this year for applications to be appointed as an independent person on the committee. Publicity was also generated on the council’s website and in the press. Each applicant was asked to fill in an application form.

8. Four applications were received, and each applicant was interviewed by a panel consisting of the chairman of the committee, Mr D D E Birchall, and nominees of the administration and main opposition group. The interviews had not taken place at the time of writing this report, and so the candidates recommended by the interview panel for appointment will be advised verbally to the council.

Parish member

9. Councillor Joyce McCormick of Newton-with-Clifton Parish Council recently resigned as a parish representative
10. To fill the vacancy, each parish/town council within the council's area was invited (if they wished) to submit the name of a parish councillor to serve on the Standards Committee. Each council or nominee was asked to provide a supporting statement. The nominations were then considered at a meeting of the District/Parish Liaison Committee at which most of the parishes in the district were represented.
11. The District/Parish Liaison Committee recommended that the council appoint Councillor Richard Nulty of Greenhalgh-with-Thistleton Parish Council to fill the vacancy caused by Councillor McCormick's resignation.

Borough Council membership

12. The four borough councillors on the Standards Committee are presently Councillors Ackers, Eastham, Hayhurst and Henshaw. The council customarily reviews which elected members it nominates to the committee at around this time each year.
13. Standards committees need not reflect the political balance of the authority. This is because the standards committee should be above party politics and its members need to have the respect of the whole authority, regardless of the governing political party.

IMPLICATIONS	
Finance	No implications
Legal	Contained in the report.
Community Safety	No implications
Human Rights and Equalities	The Standards Committee acts in a quasi-judicial capacity in adjudicating on complaints about the conduct of councillors. It should not be seen as a political body.
Sustainability	No implications.
Health & Safety and Risk Management	Good corporate governance arrangements are intrinsic to robust and effective risk management. The Council's Standards Committee has a key role in implementing and embedding the ethical agenda within Fylde and its parishes.

REPORT AUTHOR	TEL	DATE	DOC ID
Ian Curtis	(01253) 658506	18 July 2008	

LIST OF BACKGROUND PAPERS		
NAME OF DOCUMENT	DATE	WHERE AVAILABLE FOR INSPECTION
The Role and Make-up of Standards Committees.	May 2008	www.standardsboard.gov.uk/TheCodeofConduct/Guidance/Standardscommittees/Theoleandmake-upofstandardscommittees/filedownload,16605,en.pdf

REPORT



REPORT OF	MEETING	DATE	ITEM NO
LEGAL SERVICES	COUNCIL	28 JUL 08	14

ALLOCATION OF COMMITTEE MEMBERSHIP

Public/Exempt item

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

Summary

At its meeting on 31 March, the council allocated committee seats to the various political groups in accordance with the requirements for political balance. All political groups have now submitted their nominations for their seats. The council is required to formally appoint the nominated members to the committees as set out in the appendix. It is also required to appoint non-aligned members to the seats allocated for such members

Recommendation/s

1. Appoint councillors to the various committees as set out in the appendix to the report.

Report

1. At the council meeting on March 31, members allocated seats on the council's committees between the various political groups in accordance with the principles of political balance, as required under the Local Government and Housing Act 1989. The decision did not include those committees that are not required to be politically balanced.
2. Following that decision, the leaders of the political groups were invited to submit their nominations to fill the committee seats allocated to their respective groups. Nominations have been received and are included as an appendix to this report.
3. Under the legislation, it is the duty of the council to give effect to the wishes of the political groups about who is to be appointed to fill committee seats allocated to

Continued....

them. There is no scope for the council to go outside the wishes of the political groups.

4. Certain seats are allocated to non-aligned members (that is, members who are not part of any political group. The council must decide which non-aligned members to allocate those seats to. For convenience, the appendix shows the non-aligned members anticipated to be nominated by the administration.
5. There are six seats which also need to be allocated on the Lancashire Locals Joint Committee. On the basis of the principles of political balance four seats are allocated to the Conservative group and two to the Independent group.

IMPLICATIONS	
Finance	None
Legal	The political balance rules are contained in the Local Government and Housing Act 1989 and regulations made under it.
Community Safety	None
Human Rights and Equalities	None
Sustainability	None
Health & Safety and Risk Management	None

REPORT AUTHOR	TEL	DATE	DOC ID
Ian Curtis	(01253) 658506	18 July 2008	

LIST OF BACKGROUND PAPERS		
NAME OF DOCUMENT	DATE	WHERE AVAILABLE FOR INSPECTION
None		

PERFORMANCE IMPROVEMENT SCRUTINY COMMITTEE

CONSERVATIVE	5
INDEPENDENT	2
RATEPAYERS	1
LIBERAL DEMOCRATS	-
NON ALIGNED	1

1.	CRAIG HALEWOOD	CONSERVATIVE
2.	CHERYL LITTLE	CONSERVATIVE
3.	JOHN SINGLETON	CONSERVATIVE
4.	KEITH HYDE	CONSERVATIVE
5.	CHRISTINE AKEROYD	CONSERVATIVE
6.	KATHLEEN HARPER	RATEPAYERS
7.	KEN HOPWOOD	INDEPENDENT
8.	LINDA NULTY	INDEPENDENT
9.	JANINE OWEN	NON-ALIGNED

CHAIRMAN – KEITH HYDE

VICE-CHAIRMAN - CHRISTINE AKEROYD

COMMUNITY OUTLOOK SCRUTINY COMMITTEE

CONSERVATIVE	5
INDEPENDENT	2
RATEPAYERS	-
LIBERAL DEMOCRATS	1
NON ALIGNED	1

1.	BRENDA ACKERS	CONSERVATIVE
2.	RICHARD FULFORD-BROWN	CONSERVATIVE
3.	CRAIG HALEWOOD	CONSERVATIVE
4.	JOHN SINGLETON	CONSERVATIVE
5.	FABIAN CRAIG WILSON	CONSERVATIVE
6.	KIRAN MULHOLLAND	NON-ALIGNED
7.	HOWARD HENSHAW	LIBERAL DEMOCRAT
8.	LOUIS RIGBY	INDEPENDENT
9.	ELAINE SILVERWOOD	INDEPENDENT

CHAIRMAN – KIRAN MULHOLLAND

VICE-CHAIRMAN - FABIAN CRAIG WILSON

POLICY & SERVICE REVIEW SCRUTINY COMMITTEE

CONSERVATIVE	6
INDEPENDENT	2
RATEPAYERS	-
LIBERAL DEMOCRATS	1
NON ALIGNED	-

1.	KAREN BUCKLEY	CONSERVATIVE
2.	CHERYL LITTLE	CONSERVATIVE
3.	THOMAS THRELFALL	CONSERVATIVE
4.	WILLIAM THOMPSON	CONSERVATIVE
5.	JOHN PRESTWICH	CONSERVATIVE
6.	ELIZABETH CLARKSON	CONSERVATIVE
7.	TONY FORD	LIBERAL DEMOCRAT
8.	PETER COLLINS	INDEPENDENT
9.	ELIZABETH OADES	INDEPENDENT

CHAIRMAN – KAREN BUCKLEY

VICE-CHAIRMAN – JOHN PRESTWICH

PLANNING POLICY SCRUTINY COMMITTEE

CONSERVATIVE	5
INDEPENDENT	2
RATEPAYERS	1
LIBERAL DEMOCRATS	-
NON ALIGNED	1

1.	BEN AITKEN	CONSERVATIVE
2.	GEORGE CALDWELL	CONSERVATIVE
3.	MICHAEL CORNAH	CONSERVATIVE
4.	TREVOR FIDDLER	CONSERVATIVE
5.	WILLIAM THOMPSON	CONSERVATIVE
6.	JOHN BENNETT	NON-ALIGNED
7.	KEVIN EASTHAM	RATEPAYER
8.	MAXINE CHEW	INDEPENDENT
9.	LYNDSAY GREENING	INDEPENDENT

CHAIRMAN – JOHN BENNETT

VICE-CHAIRMAN - BEN AITKEN

DEVELOPMENT CONTROL COMMITTEE

CONSERVATIVE	9
INDEPENDENT	4
RATEPAYERS	1
LIBERAL DEMOCRATS	1
NON ALIGNED	1

1.	BEN AITKEN	CONSERVATIVE
2.	GEORGE CALDWELL	CONSERVATIVE
3.	MICHAEL CORNAH	CONSERVATIVE
4.	BARBARA DOUGLAS	CONSERVATIVE
5.	RICHARD FULFORD-BROWN	CONSERVATIVE
6.	ALBERT POUNDER	CONSERVATIVE
7.	WILLIAM THOMPSON	CONSERVATIVE
8.	TREVOR FIDDLER	CONSERVATIVE
9.	<i>JANINE OWEN</i>	<i>NON-ALIGNED*</i>
10.	JOHN BENNETT	NON-ALIGNED
11.	KEVIN EASTHAM	RATEPAYERS
12.	HOWARD HENSHAW	LIBERAL DEMOCRAT
13.	PETER HARDY	INDEPENDENT
14.	LINDA NULTY	INDEPENDENT
15.	BARBARA PAGETT	INDEPENDENT
16.	HEATHER SPEAK	INDEPENDENT

** Nominated by Conservative Group.*

CHAIRMAN – TREVOR FIDDLER
VICE-CHAIRMAN - JANINE OWEN

PUBLIC PROTECTION COMMITTEE

CONSERVATIVE	6
INDEPENDENT	3
RATEPAYERS	1
LIBERAL DEMOCRATS	-
NON ALIGNED	1

1.	CHRISTINE AKEROYD	CONSERVATIVE
2.	ELIZABETH CLARKSON	CONSERVATIVE
3.	BARBARA DOUGLAS	CONSERVATIVE
4.	ANGELA JACQUES	CONSERVATIVE
5.	DAVID EAVES	CONSERVATIVE
6.	DAWN PRESTWICH	CONSERVATIVE
7.	JOHN DAVIES	RATEPAYERS
8.	KIRAN MULHOLLAND	NON-ALIGNED
9.	KEITH BECKETT	INDEPENDENT
10.	KEN HOPWOOD	INDEPENDENT
11.	BARBARA PAGETT	INDEPENDENT

CHAIRMAN – DAVID EAVES

VICE-CHAIRMAN - DAWN PRESTWICH

AUDIT COMMITTEE

CONSERVATIVE	5
INDEPENDENT	3
RATEPAYERS	0
LIBERAL DEMOCRATS	-
NON ALIGNED	1

1.	BEN AITKEN	CONSERVATIVE
2.	CHERYL LITTLE	CONSERVATIVE
3.	FABIAN CRAIG-WILSON	CONSERVATIVE
4.	KEITH HYDE	CONSERVATIVE
5.	JOHN SINGLETON	CONSERVATIVE
6.	JANINE OWEN	NON-ALIGNED
7.	LINDA NULTY	INDEPENDENT
8.	ELIZABETH OADES	INDEPENDENT
9.	LOUIS RIGBY	INDEPENDENT

CHAIRMAN - JOHN SINGLETON

VICE CHAIRMAN - LINDA NULTY

LANCASHIRE LOCALS

CONSERVATIVE	4
INDEPENDENT	2
RATEPAYERS	-
LIBERAL DEMOCRATS	-
NON ALIGNED	-

1.	BRENDA ACKERS	CONSERVATIVE
2.	KAREN BUCKLEY	CONSERVATIVE
3.	ALBERT POUNDER	CONSERVATIVE
4.	THOMAS THRELFALL	CONSERVATIVE
5.	KEN HOPWOOD	INDEPENDENT
6.	DAVID CHEDD	INDEPENDENT

REPORT



REPORT OF	MEETING	DATE	ITEM NO
CHIEF EXECUTIVE	COUNCIL	28 JULY 2008	15

NOTING OF URGENT DECISIONS TAKEN

Public Item

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

Summary

Under the Council's constitution, there is ability for urgent decisions to be made outside the budget and policy framework. Such decisions can be taken in certain circumstances and are required to be reported subsequently to Council for information.

This report gives formal notification that no decisions have been made using this ruling during the last 6 months.

Recommendation

1. That the report be noted.

Cabinet Portfolio

The item falls within the following Cabinet portfolio: Finance and Efficiency: Councillor Paul Rigby

Report

1. The council's constitution provides for urgent decisions to be made outside the budget and policy framework. Any such decisions made are required to be reported to Council for information.

1.1 For record purposes and in accordance with the procedure rules of the Council's constitution, Council is requested to note the report which provides formal notification that no decisions have been made using this ruling during the last 6 months.

IMPLICATIONS	
Finance	None arising directly from this report
Legal	None arising directly from this report
Community Safety	None arising directly from this report
Human Rights and Equalities	None arising directly from this report
Sustainability	None arising directly from this report
Health & Safety and Risk Management	None arising directly from this report

Report Author	Tel	Date	Doc ID
Peter Welsh	(01253) 658502	July 2008	

List of Background Papers		
Name of document	Date	Where available for inspection
Council Constitution		www.fylde.gov.uk

Attached documents - None

**Annual Meeting of the
Council**



Date	14 May 2008
Venue	Lowther Pavilion, Lytham
Members	Mayor (Councillor John Prestwich) Deputy Mayor (Councillor Richard Fulford-Brown) Brenda Ackers, Ben Aitken, Christine Akeroyd, Keith Beckett, John Bennett, Karen Buckley, George Caldwell, Maxine Chew, Elizabeth Clarkson, John Coombes, Michael Cornah, Fabian Craig-Wilson, John Davies, Barbara Douglas, David Eaves, Susan Fazackerley, Trevor Fiddler, Patricia Fieldhouse, Tony Ford, Lyndsey Greening, Kathleen Harper, Howard Henshaw ADK (MALAYSIA), Ken Hopwood, Keith Hyde, Angela Jacques, Cheryl Little, Linda Nulty, Elizabeth Oades, Janine Owen, Barbara Pagett, Albert Pounder, Dawn Prestwich, Simon Renwick, Louis Rigby, Paul Rigby, Elaine Silverwood, John Singleton, Roger Small, Heather Speak, William Thompson, Thomas Threlfall.
Officers	Phil Woodward, Tracy Scholes, Paul Norris, Paul Walker, Peter Welsh, Alan Blundell, Anne McVittie, Lyndsey Lacey, Rosemary O'Hare, Hazel Wood, Chris Kitchin, Annie Womack, Carolyn Whewell, Pat Donovan, Clare Holmes.

At the commencement of the meeting, the retiring Mayor (Councillor John Prestwich) occupied the chair.

Prayers

Prayers were offered by the retiring Mayor's Chaplain, Reverend Alan Clark.

Kirkham and Wesham F.C.

The Mayor congratulated Kirkham and Wesham F.C. (to be known in future seasons as AFC Fylde) in winning the F.A. Vase at Wembley.

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. To Elect a Mayor for the Borough of Fylde for the Ensuing Municipal Year

It was moved by Councillor Roger Small and seconded by Councillor Fabian Craig-Wilson and:

RESOLVED UNANIMOUSLY - That Councillor Susan Fazackerley be elected Mayor of Borough of Fylde for the ensuing municipal year.

After making the Declaration of Acceptance of Office, as required by statute, the Mayor thereupon occupied the chair.

3. To Appoint a Deputy Mayor for the Borough of Fylde for the Ensuing Municipal Year

It was moved by the Mayor, Councillor Susan Fazackerley and seconded by Councillor Louis Rigby and,

RESOLVED UNANIMOUSLY - That Councillor Janine Owen be appointed Deputy Mayor of the Borough of Fylde for the ensuing municipal year.

The Deputy Mayor thereupon made the Declaration of Acceptance of Office as required by statute.

4. Vote of Thanks

The Mayor on behalf of the Council passed on their general thanks and congratulations to Councillor John Prestwich, on his year of office.

5. Presentation of Illuminated Record and Badge to the Immediate Past Mayor together with the immediate Past Mayoress's Badge

The Mayor, on behalf of the Council, presented to the immediate past Mayor (Councillor John Prestwich) an illuminated Record containing the resolution of the Council electing him to the office of Mayor of the Borough for the year 2007/2008.

The Mayor also presented to Councillor John Prestwich his past Mayor's badge and to Lauraine Farrar, her past Mayoress's badge.

6. Confirmation of Minutes

RESOLVED: To approve the minutes of the council meeting held on 31 March 2008 as a correct record for signature by the Mayor.

7. Mayors Announcements

The Mayor informed members that Reverend Peter Law-Jones would be her Mayors Chaplain and that Civic Sunday would take place on Sunday 25 May at St Thomas Church. The procession will form at the Town Hall at 09.30am and will move off at 09.45am prompt. Refreshments will be served in the Parish Centre following the Service. The Mayor thereupon addressed the Council.

8. Chief Executive's Communications

The Chief Executive conveyed his thanks, on behalf of the staff of the Council, to the previous Mayor & Mayoress and Deputy Mayor and Deputy Mayoress for all their work during the last municipal year and also conveyed best wishes for the ensuing municipal year to the incoming Mayor, Mayoress and Deputies.

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