

# Corporate Plan 2020-24: Progress to October 2023

Overall Corporate Plan Actions Status	
Number of Actions <b>completed</b>	60
Number of Actions in <b>progress</b>	7
Number of Actions <b>not yet due</b>	12
Number of Actions <b>removed</b>	3
<b>Percentage of all Actions Achieved by the target date</b>	<b>82%</b>

Actions	Priority & Due Date	Commentary to date	Status
<b>Finance and Economy</b>			
Consult with stakeholders to secure the future use of Lytham Institute in accordance with the purpose of the Trust	HIGH Q1 2022/23	The Charity Commission completed its consultation on the objects of the trust in the first half of 2022 but has not yet reported on its conclusions.	In progress
Develop the Enterprise Zone through the Fylde Coast partnership attracting employment and new industry (Outcome: Annual report against the EZ performance in terms of tenants and jobs)	MED Q4 2021/22	The annual report was presented to the F&D Committee in September. The report confirmed the contribution and support made by Fylde Council and outlined the progress being made at the Enterprise Zone in terms of attracting new business and employment.	Completed
Apply the Commercial Strategy to council assets and future investment to secure the best value (Outcome: Annual asset management plan reported to a committee)	MED Q4 2023/24	The Asset Management Plan has been delayed because of resource availability, capacity and skill set requirements. The completion target has been revised to March 31 <sup>st</sup> , 2024.	Not Due
Channel business rates funding opportunities to economic development (Outcome: Approved policy statement)	HIGH Q2 2021/22	Business rates funding from the EZ diverted to support economic development opportunities has been happening with financial support to the M55 Link Road. A policy statement has been included in the revised Commercial Strategy.	Completed
Develop an Economic Recovery Plan post-Covid-19 (Outcome: recovery plan approved and reported on)	HIGH Q4 2020/21	A COVID Road Map Recovery Plan was agreed upon and implemented which identified the actions and resources required to manage the recovery process in Fylde.	Completed
Explore income-generating opportunities and maximise the return from assets in line with the commercial policy (Outcome: A revised	MED Q2 2021/22	The Commercial Strategy has been revised and presented before the committee for approval. The strategy includes the approach to income generation.	Completed

commercial strategy that includes a process for income-generating proposals and asset use)			
Provide access to council services through all possible means with a particular focus on the most vulnerable (Outcome: Publication of post-pandemic engagement channels)	MED Q3 2021/22	All-access channels are operating and promoted with DDA and protected characteristics considered in developing all stakeholder engagement.	Completed
Enable customers to provide feedback on service at the point of delivery and use it to improve the service (Outcome: Review 24/7 feedback process and re-publish)	MED Q3 2021/22	The resident survey is available at any time and customer-facing service areas are operating a 'how did we do?' survey developed and piloted for front-facing services.	Completed
Support the Boundary Commission with the review of Fylde for 2023 (Outcome: Review signed off at council)	HIGH Q3 2021/22	The work on the Boundary Review is complete, the council and community stakeholders are fully engaged, and the final proposals have been published.	Completed
In collaboration support the development of the Greater Lancashire Plan (Outcome: Approval of the plan with a clear benefit for Fylde included)	MED Q1 2022/23	Members and officers have been directly engaged with the development of the Lancashire 2050 initiative that has superseded the Greater Lancashire Plan, representing Fylde interests.	Completed
Explore Combined Authority options for Lancashire along with local government re-organisation (Outcome: Fylde position agreed at the full council)	MED Q4 2023/24	A Combined Authority has been replaced by a County Deal option. Lancashire authorities are discussing possible governance structures and clarification from the central government on the role of districts – the target has been revised but is not determined by Fylde.	In Progress
<b>Planning</b>			
Develop a policy to protect the character of communities i.e. heritage assets, listed features, and town centres (Action split as below)			
- Outcome: Adopt Built Heritage Strategy	MED Q3 2023/24	A Heritage Strategy with an action plan has been produced. Following the completion of the local listings project, which is available on the heritage pages of the council's website at: <a href="https://new.fylde.gov.uk/resident/planning/listed-buildings/">https://new.fylde.gov.uk/resident/planning/listed-buildings/</a>	Completed
- Outcome: Complete Local Listings Project	MED Q4 2022/23	Work to review buildings for inclusion in the local list is ongoing with the recommendations relating to the remaining areas of the borough due to be reported to the Executive Committee, allowing completion of this project within the municipal year.	In Progress
- Outcome: Develop a Local list of Registered Parks and Gardens	MED Q4 2023/24	Revised target – delay due to pandemic and resources.	Not Due
- Outcome: Complete Conservation Area Appraisal Review	MED Q4 2023/24	Revised target – delay due to pandemic and resources.	Not Due
Implement means of influencing legislation for leasehold arrangements on residential dwellings	HIGH Q4 2020-21	This matter was addressed at a national level with the Leasehold Reform (Ground Rent) Act 2022 came into force on 30 June 2022. The Act put an end to ground rents for most new long residential leasehold properties in England and Wales.	Completed
Work in collaboration with partners to deliver: the M55 Link Road scheme	HIGH Q4 2023/24	Construction of the road is underway and scheduled for completion in 2024	In progress
Deliver enough houses of the appropriate type, tenure, design, density and mix to meet the local need (Action split as below)			

- Outcome: Local Plan Partial Review - policy H2 addresses a mix of new market housing schemes	MED Q2 2021/22	Policy H2 was amended with the adoption of the Fylde Local Plan (incorporating partial review) on 7 December 2021	Completed
- Outcome: Local Plan Partial Review - policy H4 addresses Affordable Housing in general terms	MED Q2 2021/22	Policy H4 was amended with the adoption of the Fylde Local Plan (incorporating partial review) on 7 December 2021	Completed
- Outcome: Complete and adopt Affordable Housing SPD	MED Q3 2021/22	The Affordable Housing SPD was formally adopted on 29 September 2021.	Completed
Work with partners in town centres to Increase shopping footfall and the retail offer (Outcome: develop events programme including specialist markets)	HIGH Q3 2021/22	STEP & St Annes Town Council have events scheduled, markets in St Annes & Kirkham, work is in place and ongoing with all partners	Completed
- Outcome: Appoint Town Centres Manager	HIGH Q4 2020/21	The dedicated appointment was made, and the role is now integrated into the economic development function permanently.	Completed
- Outcome: Complete St Anne's Town Centre Strategy	HIGH Q2 2021/22	Master Plan completed and approved by the committee	Completed
Work with partners in town centres to encourage activity after 6 p.m. (Outcome: Encourage residential uses in town centres e.g. living over the shop)	HIGH Q3 2023/24	Additional work on policy and Master Plan outcomes/activity required a revised target date set	In Progress
Support the regeneration of our towns and villages (Action split as below)			
- Outcome: deliver 106 public realm schemes - Wesham Community Centre	HIGH Q4 2020/21	The Section 106 and capital funding from Fylde Council have been transferred to the Parish The council is responsible for delivering the project. Work has commenced to deliver the new Village Green.	Completed
- Outcome: deliver 106 public realm schemes - Elswick Village green	MED Q4 2021/22	The project was completed and opened summer of 2022	Completed
- Outcome: deliver 106 public realm schemes - Wrea Green village centre	MED Q2 2022/23	Works completed and signed off	Completed
Deliver the next phase of St Anne's regeneration (Action split as below)			
- Outcome: Complete Pier Link	HIGH Q3 2023/24	Funding for the scheme has been re-allocated to deliver the 'Events Space' project in St Annes. The action will be part of the 2024-2028 Corporate Plan as part of the St Annes Masterplan.	Removed
- Outcome: Complete projects emerging from St Anne's Town Strategy	HIGH Q4 2023/24	The target date not passed	Not due
Deliver Kirkham High Street regeneration project (Action split as below)			
- Outcome: Deliver Future High Street Fund Programme	HIGH Q4 2023/24	The target date not passed	Not due
- Outcome: Deliver Heritage Action Zone Programme	HIGH Q4 2023/24	The target date not passed	Not due

Progress Lytham regeneration programme (Action split as below)			
- Outcome: Central Beach Lighting Scheme	MED Q3 2023/24	Project delivered based on the current funding available – additions can be made if further funding is available	Completed
- Outcome: Clifton Street Refurbishment	MED Q4 2023/24	Project requirements and resources mean that the scheme will be delivered in the 2024-2028 Corporate Plan.	Removed
Further, reduce the number of empty homes and encourage the development of affordable homes (Outcome: Develop empty homes strategy)	HIGH Q2 2022/23	The Affordable Housing Officer is in post the work is being delivered through this new role.	Completed
<b>Tourism</b>			
Explore opportunities for income generation from the use of natural assets i.e. location filming, event hire (Outcome: production and agreement of a filming directory which is available to promote location filming in Fylde)	MED Q2 2021/22	Policy and process in place and operational bringing in income for the council.	Completed
Develop coast & countryside walks and pathways, improving signage and incorporating ranger events (Action split as below)			
· Outcome: Investigation of the cost and logistics to produce information on digital walks and trails in Fylde	MED Q1 2021/22	Rural Fylde and Wyre walks are available as a downloadable PDF of the Discover Fylde website.	Completed
· Outcome: Production of a programme of walks led by the Rangers	MED Q2 2021/22	A programme of walks is published and delivered each year.	Completed
· Outcome: Completion of agreed signage improvements.	HIGH Q4 2021/22	Signage on the walks and pathways has been upgraded, improved, and replaced, the maintenance and regular review of the pathways, walks and signage is the party of ongoing service delivery.	Completed
Create and maintain high-quality parks and open spaces working with volunteer groups to achieve Green Flags (Outcome: Submission of annual Green Flag Park Awards applications were considered achievable)	HIGH Q1 2022/23 and annually	Working with community and volunteer groups is established and in place, and Green Flags have been awarded and retained.	Completed
Maintain our seaside award and work toward Blue Flag status (Outcome: Submission of annual Seaside Award application. Consideration of submission of Blue Flag Beach Award application if applicable).	HIGH Q1 2021/22	The seaside award has been achieved and re-awarded. The need to have 'Excellent' bathing water quality for Blue Flag status means that the award cannot be achieved at present but the necessary works to meet the other essential criteria have been delivered e.g. accessibility and toilet provision.	Completed
Implement the signage strategy to create greater awareness of what is available and enhance our reputation (Outcome: delivery of the agreed programme of signage improvements)	HIGH Q4 2021/22	A signage strategy has been agreed upon that covers assets and activities across the council not just T&L-related. The actions in the strategy will be delivered through the communications and technical services teams as part of the operational service plans.	Completed
Deliver an events programme that covers the coast and countryside including (Action split as below)			
· Strengthening our existing events (Outcome: Review existing support provided).	MED Q4 2021/22	A post-event review is carried out after every event with 'lessons learnt' shared and implemented.	Completed

· Investigating new opportunities (Outcome: Investigate possible new opportunities for events).	HIGH Q4 2021/22	New events are considered and have been implemented with varying success/lessons learnt.	Completed
· Marketing and promoting events (Outcome: Production of an annual programme of events and publication on Discover Fylde).	HIGH Q2 2021/22	All known events are published on Discover Fylde and promoted on all media channels.	Completed
· Supporting galas, club days and carnivals (Outcome: Provide support and assistance towards galas/club days/carnivals).	HIGH Q2 2021/22	Support arrangements are in place including physical resources (bunting, chairs, staging, signage), event management advice, training, marketing, promotion, waste management etc.	Completed
Represent the council on Lowther Trust ensuring the purpose of the Trust and the council's interests are protected (Outcome: Attend regular monthly meetings).	MED Q1 2021/22	The council has Member and officer representation on the Trust Board with regular reports/updates shared and published.	Completed
Completing Fairhaven Lake National Lottery Heritage Fund (NLHF) project, including i.e. café, car parking, kiosk etc. (Outcome: Completion of physical project improvements).	HIGH Q4 2021/22	The commitments in the lottery bid have been implemented, building works are complete and operational / in use. This project will be in the 2024-2028 Plan for wider lake improvements.	Completed
Introduce Adventure Golf and other activities (Outcome: Completion of Adventure Golf project and introduction of a full events diary for the Lake).	HIGH Q1 2022/23	The facility is completed and operational, generating income for the council.	Completed
Promote the Parks Development approach to partnerships across the Borough on parks and open space (Outcome: Present and promote the parks development approach to parish and town councils).	MED Q3 2021/22	The Parks Development approach has been shared, widely used and essential when seeking to secure any capital funding from the council.	Completed
Work in partnership with Lytham Hall to enhance and preserve the Grade 1 listed asset (Outcome: Continue ongoing liaison and support to Lytham Hall).	MED Q1 2021/22	Effective and productive working partnerships are in place with Heritage Northwest (the tenant), the Lytham Hall Foundation Trust (a local charity) and Lytham Town Trust (the landlord).	Completed
Pursue museum accreditation of LSA art collection with Arts Council England and options for display with partners (Action split as below)			
· Outcome: Apply for museum accreditation	HIGH Q3 2022/23	The decision to achieve accreditation will be reconsidered when the Lytham Hall exhibition facility is operational and has been reviewed. Any accreditation will be carried out in the 2024-2028 Corporate Plan period.	Removed
· Outcome: Investigate options for exhibition venues	HIGH Q3 2021/22	Lytham Hall has been approved as a dedicated exhibition venue.	Completed
Develop leisure offers along the coast to cater for residents and visitors all year round e.g., pier, Island, Fairhaven (Outcome: Devise a programme for complimentary leisure offers along the coast)	HIGH Q1 2022/23	Implemented through the events, concessions, leisure developments/offers with improvements outlined in the St Annes Master Plan.	Completed
<b>Efficiency Management</b>			
Improved transport infrastructure e.g. rural bus routes, and cycling lanes (Outcome: evidence of process /structures in place to engage with partners that deliver bus routes and cycle lanes)	LOW Q1 2021/22	Close partnerships with the upper tier have led to the cycle path and highway improvements through direct works and Section 106 arrangements.	Completed
A passing loop on the South Fylde railway line - (Outcome: complete GRIP 3 Strategic Outline Business Case)	HIGH Q3 2021/22	The GRIP 3 Strategic Outline Business Case has been completed with sign-off from all stakeholders	Completed

Implement a zero-tolerance litter policy (Outcome - measures in place to issue FPNs if warnings are unheeded)	MED Q2 2021/22	Policy statement approved – anyone caught littering or evidenced fly-tipping will be issued PCN.	Completed
Provide car parking to attract customers (Outcome: clean, well signed, clearly marked, easy to use/pay car parks)	HIGH Q1 2021/22	Clean, well signed, clearly marked, easy to use/pay car parks – with new machines and upgraded signage implemented and operational realising income for the council. Regular surveys provide details on the next phase of improvements each year.	Completed
Review leases and Service Level Agreements (Outcome: evidence/policy/process of lease review in place given the practice of reviewing leases would be ongoing)	LOW Q4 2021/22	Every lease and service level agreement includes the requirement for a review in the agreement or lease that must deliver the best value for money with ongoing improvements.	Completed
Educate and enforce to prevent littering, fly-tipping, illegal signage, dog fouling and anti-social activity (Outcome: measures in place to advise and educate on litter management and enforce as / when required)	MED Q3 2021/22	The council has invested significant funding in communication, cleansing, environmental health, and corporate teams to educate and enforce anti-social behaviours covered under PSPO legislation. An established dedicated environmental enforcement team is supported by rangers, communication officers and other enforcement roles in the council.	Completed
Develop the cemetery & crematorium project to address parking, green energy efficiency long-term expansion (Outcome: a project plan is in place with time frames for delivery of the development of the facility and surrounding location)	LOW Q3 2021/22	A cross-party working group has agreed on capital projects including the purchase of additional land, infrastructure improvements and green efficiency improvements. Individual projects will be brought to the committee for recommendation as appropriate.	Completed
Explore opportunities to introduce electric car charging points (Outcome: policy/process in place to engage with providers and include in future schemes on council-owned assets where necessary/appropriate)	LOW Q4 2021/22	Delivery of electric vehicle charging points is part of the zero-carbon commitment adopted by the council. Rapid charging points have been installed in four car parks. The Council will tender for fast-charging points to be installed on long-stay council car parks. The council aims to work with LCC to plan and implement on-street electric charging points.	Completed
Deliver a regeneration programme for St Anne's coastal strip including sea defences (Outcome: the report from the initial work outlining the requirements and costing for the sea defence work including business displacement cost and any added public realm)	HIGH Q2 2021/22	Master plan and Island Sea Defence projects are in place and approved or waiting for planning.	Completed
Implement measures to seek grant funding, sponsorship, advertising, and partnership working (Outcome: policy/process in place to explore sponsorship and advertising opportunities across all service activities)	MED Q1 2022/23	Policy drafted and in place.	Completed
Develop innovative ways of using signage, including advertising, and digital screens to communicate with customers (Outcome: new coastal signage in place, digital screens in use and borough entrance / welcome schemes in place)	LOW Q1 2022/23	New and additional coastal signage are in place both digital and traditional, and reviews and upgrades are implemented each year.	Completed
Promote the resident's car parking permit and simplify the offer (Outcome: evidence of a campaign to support resident parking and review of the scheme carried out)	LOW Q1 2021/22	The scheme is regularly promoted on social media and in the Council's weekly newsletters. Car park tickets will advertise the scheme on the back. Amendments to the scheme have been proposed to encourage the use of the town centre car parks outside of peak hours – part of a continuous review to improve the offer.	Completed



Review all emergency plans and corporate measures for responding to incidents (Outcome: One-Stop Shop for Emergency Plans and out-of-hours operations/support in place under designated officer)	MED Q4 2022/23	A full review has taken place, introducing new procedures and equipment to safeguard officers and high-risk facility areas.	Completed
Use bin stickers and vehicles to promote council services (Outcome: to extend advertising and sponsorship, also include key corporate messages)	LOW Q4 2023/24	The revised target is set to allow for the inclusion of other council assets, some measures already in place.	In Progress
Review the Public Space Protection Orders as means of enforcement (Outcome: this is part of the earlier objective about littering enforcement would be better to wrap enforcement into one objective with the same deadline and direction on the appetite of tolerance)	LOW Q3 2023/24	The target date not passed	Not due
Implement a code of conduct scheme for professional/multiple dog walkers (Outcome: scheme in place and offer for dog walkers to sign up)	LOW Q4 2022/23	The code of conduct developed by the Kennel Club will be adopted and proposed to all local professional dog walkers to receive council accreditation.	In Progress
Review bus shelter provision and maintenance including income-generating opportunities (Outcome: review completed, and advertising options are in place)	LOW Q3 2023/24	A review of provision and maintenance was included as part of the tender process that was completed in September 2023.	Completed
Implement new toilet provision at locations based on demand and investigate income opportunities (Outcome: a report that outlines the history and issues of toilet provision in Fylde so that any assessment of need/demand has a framework within which to work and understanding the longer-term implications)	MED Q4 2021/22	New facilities delivered across the Borough.	Completed
Work with LCC to develop car parking options for the coastal promenades and manage overnight parking provision (Outcome: Agreed proposals for any provision of overnight parking/motor homes i.e., locations, facilities etc. and measure with LCC to prevent overnight parking on residential streets)	HIGH Q4 2023/24	Options to resolve this have been reviewed and are being considered in partnership with LCC. Additional motorhome parking facilities have been provided on council-owned car parks.	Not Due
Review motor home parking provision (Outcome: as above a clear plan on whether motor homes are properly accommodated or not)	HIGH Q1 2021/22	Motorhome parking provision by Fylde has been reviewed with spaces allocated for motor homes included in all coastal car parks.	Completed
<b>Environment</b>			
Implement carbon reduction policies including plastics reduction, tree planting, energy efficiency and recycling (Outcome: A Carbon Reduction Strategy with Actions and Targets)	MED Q4 2023/2024	The target date not passed	Not due
Design education and awareness programmes to support carbon reduction policies and actions (Outcome: As above)	MED Q4 2023/2024	The target date not passed	Not due
Work with partners to deliver the carbon reduction policy actions i.e., reduce, re-use, recycle, tree planting (Outcome: As above)	MED Q4 2023/2024	The target date not passed	Not due
Identify priority locations for tree planting to include numbers and types of trees (Outcome: to work with the Working Group established by the Planning Committee to influence this)	MED Q3 2021/2022	The Carbon Neutral Working Group have taken the lead and identified suitable locations for trees to be planted i.e. 15 trees in 15 parishes project. The working group will seek to identify additional planting opportunities across the borough.	Completed

Work with partners on flood prevention measures and drainage infrastructure to protect properties (Outcome: Flooding Working Group to complete its work and bring recommendations forward for consideration)	HIGH Q1 2022/2023	A flood working group is in place and recommendations are made to appropriate partners led by a dedicated post employed by Fylde Council.	Completed
Engage with partners on health & well-being issues in the community and assist residents with accessing support (Outcome: To build on the partnership working established as part of the pandemic response and to continue to work with partners on developing initiatives to support the good health of the community)	HIGH Q1 2022/2023	Pandemic response actions delivered and enhanced long-term community partnerships in place with a dedicated resource to facilitate.	Completed
Proactively enforce against illegal encampments (Outcome: Planning enforce infringements on private land. Legal Team, in consultation with Env Health officers will respond to infringements on council land)	HIGH Q3 2021/2022	Illegal encampments on council land are successfully addressed through the established process. The planning enforcement team implement an approved process to administer regulations and policy to address illegal encampments on land owned/rented by the occupants.	Completed
Deliver public realm and drainage infrastructure to enhance rural areas (Outcome: to deliver capital projects on drainage initiatives)	HIGH Q4 2023/2024	The target date not passed	Not due
Action on partnership priorities such as anti-social behaviour, nuisance, and environmental disorder (Outcome: to establish a team to respond to anti-social behaviour through education, with enforcement as a final deterrent, and to evaluate the success of the team in the autumn of 2021)	LOW Q1 2022/2023	New EA posts are in place and permanent resources agreed upon, community protection warnings and notices are issued for anti-social behaviour.	Completed

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