



The Fylde Recovery Plan

Introduction

The COVID 19 pandemic has had a significant impact on the Fylde economy and wider community, the local authority is expected to take decisive action and provide leadership to support the recovery of the local economy and community. The recovery plan outlines the approach and actions Fylde Council will take to deliver leadership and facilitate recovery in partnership with our stakeholders.

Throughout the COVID 19 pandemic, Fylde Council has adapted to new challenges, providing essential support for local communities and businesses, learning from each experience. It is now necessary that the council develops and implements a clear plan to support local economic and community recovery, to revive town centres and high streets, to re-establish a thriving tourism, leisure and events offer, and to support community cohesion.

Community and economic recovery are determined by a multitude of factors making it a complex challenge reliant on partners working together. The council will work closely with partners from all sectors of the community to deliver effective sustainable recovery including; the County Council, Lancashire authorities, local business partnerships, entrepreneurs, investors, parish authorities and third sector providers such as charities, trusts and volunteers.

The post pandemic recovery will be a priority for every service area in the council to deliver successful and sustainable recovery. Policy, procedure and practices across all services will be reviewed to support, facilitate and drive economic and community recovery creating an environment in which businesses is attracted to Fylde, making it easy to engage with the council, infrastructure is in place, assets are accessible and there is a comprehensive offer for residents and visitors.

The Pandemic Period

Managing the organisation during the pandemic was challenging requiring flexibility that allowed limited opportunity to reflect to allow for focus or planning, with the agenda continually shifting in response to the crisis, sometimes daily, and the level of demand on resources relentless. However, the experience allowed for organisational learning through different activities and engagement that presented the opportunity to better understand sectors of the community that the Council can build on to support local recovery including:

- Opportunities to build new working relationships with the local community across all sectors i.e. business, volunteers, public sector based on recovery
- Develop new working relationships with sub-regional partners across Lancashire with a Fylde coast focus based on common economic objectives
- Build on the migration to digital channels with all stakeholders to increase and enhance networks and connectivity with all economic and community partners
- Retain and enhance new ways of delivering council services, building different relationships, developing new skills, and reviewing policy / process to ensure every service area is aligned to recovery
- Retain a strong financial position whilst adopting a more flexible and responsive, approach to capital investment and projects aimed at recovery

The organisational learning and development presented by the circumstances from the pandemic will be retained and developed to create a council that is successfully connected and engaged with stakeholders that drive the economy. Withdrawing back to pre-pandemic behaviour would be detrimental to the recovery in the post-pandemic environment.

The Recovery Plan

The plan brings together corporate strategic factors crucial to recovery, including lessons learnt and best practice developed throughout the pandemic, as well as the Corporate Plan and Commercial Strategy that will drive the recovery agenda. Behaviour in terms of attitude, approach and ways of working have been transformed during the pandemic, it is vital to the success of the recovery that this is maintained post-pandemic.

The recovery requires a pro-active approach to strategic partnerships including the Economic Prosperity Board, Lancashire Leaders, Local Enterprise Partnership and North West Employers with the council seeking to leverage projects and resources that contribute to local recovery. A new relationship with major employers is required to facilitate where possible ambitions for investment that support recovery. Relationships with strategic partners and major employers must drive big initiatives including the Enterprise Zones, Clean Energy Technology Park, and transport infrastructure projects crucial to economic recovery. Fylde has a voice on the regional and sub regional agenda and it is important that this is articulated.

Support, engagement, and facilitation with town centre business partnerships, in St Annes, Lytham and Kirkham with leadership and coordination through the Town Centre Working Group are crucial to the recovery. The success of the Kirkham Future High Street Fund and Heritage Action Zone will provide invaluable learning opportunities to support additional funding bids, with capital from grants invested in the recovery process.

The plan recognises that recovery is influenced by the whole environment, building on the success of In Bloom initiatives, enhancing the quality of parks, open spaces, and public realm, as well as a clean and green Borough, all contributing to recovery. All service areas will be influenced by the recovery priority over the next few years resulting in a cultural shift that will transform the role and reputation of the council.

The pandemic has shown that the pace of change can be rapid, it is essential that the recovery plan is responsive to change with the ability to implement actions that will unlock potential where it is slowed or hindered by policy or procedure. The ability to rapidly respond to changes in the environment, that the private and community sector has always had, must be possible for the council to work effectively with all partners to deliver recovery.

To rebuild and refocus the corporate agenda on long term post pandemic recovery it will be necessary to review service delivery, structures and personnel. A review of every aspect of the organisation to ensure leadership, experience, skill, knowledge, and attitudes are in place to work effectively with all stakeholders to deliver a successful recovery. The pandemic has changed the world, it has changed Fylde as a place and in turn the council must change to deliver post pandemic recovery that will deliver long term prospects and prosperity to the people of Fylde.

What we will achieve

What we will do

Supporting Community Recovery

- Vulnerable residents staying safe and healthy, including the homeless
- Great outcomes by volunteer and community groups, delivered with support and facilitation from the council
- A reduction in anti-social behaviour through a community partnership approach
- Support those with financial hardship as a result of the pandemic
- A healthier and more active community across all age groups and demographics

- Maintain and further develop the community-based arrangements that have been created during the pandemic, ensuring that new and returning groups are sustainable
- Implement an active citizenship scheme to support young people through post-pandemic recovery, providing opportunities and activities to develop their life skills
- Work in close partnership with the In Bloom groups to return award-winning status the towns and villages
- Target those most impacted by the pandemic (i.e. homeless, unemployed, vulnerable etc.) to ensure they can access the support they need from the council and our partners
- Offer all residents targeted support and advice regarding healthy and active lifestyle choices including change empowerment programmes

Supporting Economic Recovery

- Economic recovery through facilitating and supporting investment and development
- Economic benefit for the borough secured through regional partnerships
- Progressive employment opportunities and an enhanced skills base
- Revived town centres and high streets through support and investment
- An extensive and quality tourism offer with a wide range of all-year-round events

- Deliver major infrastructure improvements including the M55 link road, south Fylde railway improvements, the Enterprise Zones, the M55 junction, and the Clean Energy Technology Park
- Develop and deliver regeneration strategies for the borough's three town centres; St Annes, Lytham, and Kirkham
- Facilitate major town centre projects including; the Kirkham Future High Street/Heritage Action Zone, redevelopment of the former public offices and JR Taylors in St Annes, and expansion of the unique independent traders and café culture in Lytham
- Review significant empty or derelict commercial premises/land and engage with owners to encourage reuse/redevelopment
- Deliver public realm schemes across the borough that enhance the local environment and stimulate private sector investment
- Apply for grant funding and provide capital investment for projects to revive the high street, boost the rural economy, and enhance tourism
- Support the return of events to the Borough, actively promoting and facilitating additional events and all-year-round tourism attractions and facilities
- Create all year-round leisure destinations at Fairhaven, The Island and other locations in partnership with local stakeholders
- Establish sustainable and meaningful forums to engage with the business community, that are constructive and deliver benefit to the local economy

Re-aligning the Council

- Establish sustainable and meaningful forums to engage with the business community, that are constructive and deliver benefit to the local economy
- Effective and productive partnerships and engagement with every stakeholder
- Service policy and plans that support and drive sustainable recovery

- Revise the Corporate Plan and Commercial Strategy so that they are drivers behind the post-pandemic recovery over the long-term and shape the approach required to deliver sustainable recovery
- Review council operational and governance structures to ensure the appropriate resources and decision-making arrangements are in place to deliver the recovery plan
- Review policy and procedures to reflect both the changes brought about by the pandemic and the approach required to deliver community and economic recovery
- Implement stakeholder engagement that is accessible, supportive and productive, resulting in sustained effective communication and shared objectives for recovery, embracing the digital developments introduced during the pandemic
- Communicate through all media the recovery initiatives and successes in partnership with all stakeholders