2016

Fleetwood Coastal Community Action Plan

Lord Street, Fleetwood Town Centre
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Fleetwood Coastal Community Action Plan

Background and Introduction

Background

In 2013 Wyre Council successfully applied for £1.5m of Coastal Communities funding (CCF) to support the creation and improvement of amenities along the Fleetwood coastline for the benefit of residents and visitors. Many of the projects have been completed or are nearing completion and yet another phase of the Fleetwood Seafront Regeneration has been made possible.

In 2015 the Department for Communities and Local Government (DCLG) announced that it wished to set up 110 Coastal Community Teams (CCTs) which would be given £10,000 revenue funding each to help establish the team, support the development of its economic plan and/or progress initial priorities. This funding has to be spent by 31 March 2016 and local authorities are to act as Accountable bodies.

This Team approach mirrors the Government’s previous approach on ‘Town Teams’, part of the Mary Portas review, whereby a group of local stakeholders joined to develop local solutions to local issues in their town centres.

Wyre Council applied and successfully secured £10,000 to create a Fleetwood Coastal Community Team. The issues facing Fleetwood are well documented and its deprivation has been recognised by various funding bodies e.g. Single Regeneration Budget, European Regional Development Fund, Sea Change, CCF and Heritage Lottery Funding. The area has also been designated an Assisted Area and nearby Hillhouse International Business Park has recently been announced as one of the Government’s latest Enterprise Zones.

Much of the regeneration funding to date has been invested along the seafront and it is now time to focus on the town centre and the community. The limited amount of funding available, i.e. £10,000, clearly cannot resolve all of the town centre and community issues. It is for this reason we need to raise additional resources and target a specific geographic area to have the best impact. It is therefore proposed that this Action Plan for 2016 will target the town centre and the retail heartland of the town.
Introduction to our Action Plan

Our ambition and vision is to celebrate and promote Fleetwood pride and showcase Fleetwood’s unique selling points and heritage along its coastline and throughout the town centre.

This Action Plan has the support of Wyre Council, Fleetwood Town Council, Regenda Housing Group, the ‘Fleetwood Together’ team and many other partners.

It has been prepared by Wyre Council and the ‘Fleetwood Together’ team which comprise many active town centre retailers and volunteers who are committed to action and making a difference.

A wider Action Plan will be developed throughout 2016 and will include a ten year vision, currently in draft form only, entitled ‘A 10 Year Vision to Transform Fleetwood’s Neighbourhoods’ prepared by Regenda Housing Group. This is subject to ongoing engagement with the many Fleetwood stakeholders and community sectors.

The Action Plan now submitted, which focusses in the short term on the Town Centre, must be seen in the context of wider proposals for the medium and long-term which are to be developed.

Work in 2016 will also involve this team forming part of Fleetwood Town Council’s wider ‘Team Fleetwood’ partnership that will be responsible for further development of this Action Plan. The ‘Fleetwood Together’ team will become a subgroup of the wider partnership and will continue to focus on the town centre.
Fleetwood – A Description

Geographical Location and Heritage

The town of Fleetwood is a traditional Victorian seaside resort situated in the borough of Wyre at the head of the Fylde peninsula to the west of the River Wyre and the northern end of Blackpool in Lancashire, North West England. Fleetwood covers 980 hectares (3.8 miles²).

Parts of the town, especially to the north and west, are barely above sea level at high tide, and a large retaining sea wall runs along much of the western edge of the town.

Fleetwood has a unique geographical location which, coupled with its urban heritage and its proximity to the sea, make it a town attractive to visitors. The Blackpool to Fleetwood Tramway runs through the heart of the town centre and attracts many people to Fleetwood visiting the wider Fylde Coast.

(Source – Wyre Council Maps)
The town is made up of 5 wards – Pharos, Mount, Warren, Rossall and Park.

(Source - Local Government Boundary Commission)

Fleetwood’s town centre is anchored by Freeport Shopping Outlet Village and Asda at the southern end and the well-known Fleetwood Market at the northern end.

The town has a historic development pattern that remains of considerable heritage importance and interest. It was designed by eminent architect Decimus Burton in the 1800s as the first planned town of the Victorian era. Burton’s plan was to use the largest of the sand dunes which was landscaped and became known as ‘The Mount’ on the north-facing shore as the focus of a half-wheel street layout. From that Burton’s half-wheel design spanned out, the main residential streets acted as the spokes, and the main commerce area of Dock Street was the rim of the wheel.
It is further enhanced by the presence of a number of landmark buildings such as the art deco Marine Hall, the unique trio of inland and off shore lighthouses, the listed Mount Gardens and Pavilion, the Queen’s Terrace properties and the North Euston Hotel all of which pride themselves on spectacular views of Morecambe Bay and the Lake District National Park.
(Source – Marine Hall, Fleetwood, www.visitfleetwood.co.uk)
The Local Community and Economy

Fleetwood is most deprived area in Wyre with unemployment twice the Lancashire rate, the highest number of HMOs/social housing, the lowest life expectancy and household income, the highest benefit dependency and crime rates. Wyre lies midway on the Index of Multiple Deprivation (IMD). This index provides a useful tool through which deprivation can be assessed for every standard output area and local authority area in the UK. It is compiled using a range of indicators covering income, employment, health, disability, education, skills and training, housing and geographical access to services. The scores are then ranked to give a single deprivation score for each area in relation to each other. Its principle value is identifying key problems by providing a simple overview of the relative position within a national context. Areas within Fleetwood are on a par with deprivation levels in Blackpool, which is ranked within the 20 worst deprived areas in the country. For example Talbot ward in Blackpool has an IMD ranking of 58.07 and Pharos in Fleetwood has an IMD ranking of 42.34. (Source - The English Indices of Deprivation 2010 Headlines).

Housing

There are 11,173 households in Fleetwood with 64% of homes in Fleetwood being privately owned. Fleetwood also has the highest number of private rented properties, houses in multiple occupation (HMOs) and social housing in Wyre.

Population

The 2011 Census shows that Fleetwood had a population of 25,939, making up nearly 24% of Wyre’s total. (Source, 2011 Census).

Unemployment rates

Fifty five percent of residents are in work or self-employed but Fleetwood has the highest percentage of people working part time hours when compared to other Wyre areas. The average household income in Fleetwood is generally lower than the average for Wyre. This may be due to a lower percentage of people in professional and managerial/senior jobs. In addition, Fleetwood has a higher percentage of its 16-64 year old population on JSA benefits.

All of the main 5 wards in Fleetwood – Mount, Park, Pharos, Rossall and Warren experience above average unemployment rate for Wyre (5.8%) and the national average (7.6%) with the town centre ward, Pharos at nearly 13% which is almost twice the Wyre and national averages. (Based on economically active 16-64 year olds).
Employment sectors and skills base

Fleetwood’s economy is based mainly on the service sectors, retail, light-manufacturing, tourism and still includes the fish processing sector. The 5 main sectors of employment within Fleetwood are 1) elementary occupations, e.g. hospitality, food preparation and refuse collection 2) administration and secretarial e.g. general office work 3) process, plant and machinery e.g. assembly workers, machine operators and car/van/lorry/bus drivers 4) skilled trades e.g. food processing, construction and related trades 5) personal services e.g. bar/restaurants workers, hair & beauty, retail sales, childcare and social care. All wards have a distinct lack of employment within the managerial/senior positions and professional/technical occupations.
Qualifications

Fleetwood has a high average of people with no qualification (no GCSE’s) and all wards are well above the Wyre average of 14.7% and the national average of 15%. The highest is in Mount ward at 25.6%.

<table>
<thead>
<tr>
<th>Qualifications (2011)</th>
<th>E36004008 : Mount (Numbers)</th>
<th>E36004008 : Mount (%)</th>
<th>Wyre (%)</th>
<th>England And Wales (%)</th>
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<tbody>
<tr>
<td>All People</td>
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<tr>
<td>Level 4 Qualifications And Above</td>
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<td>13.0</td>
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<td>Level 2 Qualifications</td>
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<td>Level 1 Qualifications</td>
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<td>16.2</td>
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<td>Apprenticeships And Other Qualifications</td>
<td>181</td>
<td>7.5</td>
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<td>8.6</td>
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<tr>
<td>No Qualifications</td>
<td>616</td>
<td>25.6</td>
<td>14.7</td>
<td>15.0</td>
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</table>

(Source NOMIS, labour market statistics, Mount area profiles 2011)

Benefit dependency

Fleetwood has the highest JSA benefit dependency rate in Wyre, representing 52% of the borough’s total amounting to 231 out of 441 claimants in Wyre. The table below demonstrates the highest figures in Pharos ward.

<table>
<thead>
<tr>
<th>Total JSA claimants (December 2015)</th>
<th>E36004011 : Pharos (Numbers)</th>
<th>E36004011 : Pharos (%)</th>
<th>Wyre (%)</th>
<th>Great Britain (%)</th>
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<tbody>
<tr>
<td>All People</td>
<td>88</td>
<td>2.6</td>
<td>0.7</td>
<td>1.5</td>
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<tr>
<td>Males</td>
<td>64</td>
<td>3.6</td>
<td>0.9</td>
<td>1.9</td>
</tr>
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<td>Females</td>
<td>24</td>
<td>1.5</td>
<td>0.5</td>
<td>1.1</td>
</tr>
</tbody>
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Source: Jobseeker’s Allowance with rates and proportions
Note: The percentage figures show the number of JSA claimants as a proportion of resident population aged 16-64.

(Source NOMIS, labour market statistics, Pharos area profiles 2011)

Property

Many buildings require investment with little obvious financial opportunities. The appearance of some town centre shops, both empty and occupied, are poor and do not contribute to a positive town centre image.
Transportation

Fleetwood is physically poorly linked internally as well as externally. It lacks impressive gateways and arrival points. This may be due to its isolated geographical position. There is no direct link and accessibility by road can be a problem at peak times due to the under-capacity of the A585.

Fishing industry

Fleetwood has seen a prolonged decline in its fishing industry. In its heyday it provided employment for 1000’s of local residents. Now the majority of the fishing industry employment is within the fish processing sector. Despite this decline it still provides 1000 employment opportunities and continues to grow. This has resulted in a proposal being developed to provide a brand new Fish and Food Park to accommodate this growing industry.

Tourism

Like many seaside resorts the tourist and visitor economy has also experienced decline in recent decades, yet still provides a significant number of local jobs. This has been recognised by various funding bodies e.g. ERDF, Sea Change and Coastal Communities Funding.

Hillhouse International

On the border of Fleetwood lies Hillhouse International the former Imperial Chemicals Industry (ICI) Industrial area, which provided many local jobs until recent years. Recently however this site has gained Assisted Area Status and has been announced as one of the Government’s latest Enterprise Zones. This site has established globally recognised Chemical and Polymer Manufacturers which continues to expand and increase local job opportunities. The site represents an opportunity for local people with specialist qualifications to access employment.

(Source – Hillhouse International www.bfwedc.co.uk)
Investment in Fleetwood

There are a number of regeneration schemes taking place or planned within Fleetwood. Wyre Council is currently working to complete the £1.5m Coastal Community funded Five for Fleetwood regeneration scheme along Fleetwood Seafront which has provided new attractions for residents and visitors, complementing the work already undertaken to upgrade this area, including the Marine Hall Gardens, funded by the Government’s Sea Change initiative.

Investment in Council facilities along the promenade includes Wyre Council’s upgrade of the Leisure Centre gymnasium with the latest digital equipment, including cardio and resistance machines.

The Council is also working to restore the Marine Hall’s art deco stained glass dome and interior lighting courtesy of a £50,000 Coastal Revival Fund grant.

The planned creation of a Fish and Food Park and renewable energy power scheme on Fleetwood Docks will help sustain the fish processing industry well into the future. A recent private sector led proposal includes providing a waste to energy plant and new purpose built accommodation for the fishing industry on the dock area.

Work to return The Mount in Fleetwood back to its original landscape has already begun. This marks the start of a grander plan to completely revive the town's most iconic landmark. The seaward side of The Mount’s Grade II registered gardens are to be restored to their 19th century design, starting with bringing back the railings that topped the esplanade wall. At the same time the shelters will be restored, pathways repaired and resurfaced and heritage benches added. The project is being funded thanks to a personal donation of £1m from Mrs Doreen Lofthouse of Fisherman’s Friend and the aim is to encourage more people to visit and firmly establish it as an ideal space for community use.

The largest infrastructure scheme involves the reinforcement of the Rossall Beach Flood defences – Wyre Council will be spending approximately £15m on coastal defences in 2015/16, £20.6m in 2016/17 and a similar amount in 2017/18. The contractors, Balfours, have undertaken a study on the benefits to the local economy and they estimate a return of £2.08 for every £1 spent. Major work on the seawall around the Rossall area is underway which will increase flooding protection for thousands of properties. There are also a number of scientific interest areas in Fleetwood e.g. along the seafront and the Fleetwood Marsh Nature Reserve and there is a need to protect the natural habitat particularly in these places.

Fleetwood is the most recent area to have formed a parish council (known as Fleetwood Town Council) which was established following a referendum in June 2009. This body will
establish the wider ‘Team Fleetwood’ Partnership in 2016. Fleetwood Town Council is also working on a project to restore the old Fleetwood Lifeboat and create a visitor centre.

The Regenda Housing Group is particularly active in Fleetwood and is creating an Extra Care scheme on their Chatsworth Housing Estate with an estimated capital contract of £8m with a social employment clause. They are also investing in the West View community centre which is being upgraded to the tune of £20,000. Their Regeneration Team has produced a draft document entitled ‘A 10 Year Vision to Improve Fleetwood’s Neighbourhoods’ which is about to go out to community consultation.

In the Town Centre the Fleetwood Coastal Community Action Plan has already started and improvements have been made to a number of town centre shops. The Fleetwood in Bloom team is preparing plans for an exciting Town Centre scheme in 2016. Retail activists in Fleetwood have created the ‘Shop Local’ loyalty scheme. This goes from strength to strength and numbers participating are increasing so shops and shoppers alike benefit from shopping locally.

**Wyre Expo**

Wyre Business Exhibition (Wyre Expo) is a new annual event in the Wyred Up Networking calendar. The networking group is a useful tool for local businesses to network and create partnerships to increase their promotion and business. The first Wyre Expo took place in October 2015 at the Marine Hall.

(Source, [www.meljones.info](http://www.meljones.info))
**Wyre Business Awards**

The Wyre Business Awards is now an established annual event held in Fleetwood to recognise the achievement of many businesses in Wyre. Many Fleetwood businesses won awards at the last ceremony which took place at the Marine Hall in November 2015.

The ‘New Business’ category of the year was won by a young retailer new to Fleetwood high street. Jasmine’s Boutique also is providing apprenticeship and employment opportunities.
Another winner, the owner of ‘Northern Rags’, was recognised for his work in introducing and developing the ‘Shop Local Scheme’ which is growing and encouraging businesses in the area to participate in this loyalty scheme. He has also managed to secure the support of national retail and food outlets.

(Source – www.northernrags.co.uk)

(Source – http://www.northernrags.co.uk/loyalty-card/shop-local-scheme/)
Town Centre SWOT Analysis

SWOT analysis is a simple but powerful tool for understanding a town’s strengths and weaknesses and for identifying the opportunities and threats it faces. We have undertaken an honest analysis of our town and will use this as a benchmark to measure future changes.

Context

Townscape and Urban Design

Fleetwood is a historic planned town conceived in the nineteenth century and named after its founder Sir Peter Hesketh-Fleetwood. The eminent architect Decimus Burton was commissioned to design and supervise construction of the new town which was to function and a flourishing holiday resort and seaport for cargo and passengers. Fleetwood has retained much of its nineteenth century fabric with the origins of the planned town still visible in the layout of street and spaces. In general the urban structure is robust and the traditional network of streets is largely continuous and uninterrupted. The oldest buildings of the town are situated near the promenade where the town originated.

Weak areas of the townscape are concentrated around the periphery where most change has occurred over time. Areas along Dock Street, the ASDA store and Freeport Retail Outlet are poorly integrated with the traditional town centre.

Town Centre Issues

Like many coastal towns Fleetwood faces a double whammy, not only due to seasonal trade fluctuations and declining tourism, but because it effectively has a catchment area which is 50% seawater due to its peninsula location.

Whilst Dock Street would have made a prominent shopping district at the entrance to the town, Lord Street is comparatively tucked away with no discernible entrance point or ‘gateways’ to visitors on arrival particularly those travelling by car. Freeport and ASDA now provide the gateway to the town and theoretically act as the southern anchor. The northern end terminates at Fleetwood market, another key anchor, although clear linkages to and between these facilities are poor and lack definition.

Lord Street itself comprises mainly Victorian terraced properties which provide a fairly pleasing streetscape with a variety of frontages in differing states of presentation and some distinctive historic corner buildings. However the quality of some units, particularly more modern premises, is poor and creates a negative townscape in places and the quality of façade treatment is low.
The town centre lacks many multiple retailers and high street names but is well represented by local independent retailers and there is a variety of shops, goods and services.

Freeport stands alone as a retail destination with little evidence of linked trips to the town centre.

(Source – www.freeport-fleetwood.com)

This is not helped by the ease at which cars are able to park easily and adjacent to the complex. This is compounded by the fact that there are poor pedestrian, physical and visual linkages to the traditional town centre. Over time Freeport has expanded and now accommodates Marks & Spencer’s who once occupied a town centre position years ago. Parking is free at Freeport, the site benefits from full security, has an attractive waterfront location and hosts many collective events and offers.

Fleetwood is famous with many out of town visitors for its Market and Freeport but they are at opposite ends of the town and some visitors totally bypass the main shopping street. They may use the Tramway which travels along the length of the high street but they need to see something eye-catching to give them a reason to get off the tram. Pedestrian movement around the town is not supported by sufficient signage which is critical with such an elongated high street to direct visitors and shoppers.

Tourism increasingly relies on retail destinations e.g. the Trafford Centre. Evidence shows that significant numbers of out-of-town visitors come to visit Fleetwood Market and Freeport which shows a propensity to visit the town if the right offer exists. However these visitors are not being captured within the town centre itself and linked trips could be stronger. The Market is perceived commercially as a key strength to build on and Freeport brings people into the area.
**Retail Picture**

Fleetwood Town Centre lacks major retailers – historically Fleetwood was more of a retail destination than it is at present. Its relative isolation and inaccessibility may be counting against it as shoppers increasingly seek the ease offered by out of town retail centres.

Freeport brings in many high street names and shoppers but it aims at a different market to that of a traditional town centre offer and is limited to what it can provide.

Retail units are of limited adaptability in modern retail terms. The main retail provision for Fleetwood town centre is located on Lord Street, Poulton Street, North Albert Street and Dock Street. It comprises mainly local occupiers, with some national and regional names many in franchises or banking and food sectors.

**Shop Vacancy Rates**

Every three months the main town centres in Wyre are surveyed to calculate shop vacancy and independent shop rates. The last survey undertaken in October 2015 revealed that Fleetwood has a vacancy rate of 10.3%. In comparison to the other main towns in Wyre, Garstang 4.5%, Poulton 5.4%, Cleveleys 8.4% and Thornton 5.8%, Fleetwood has a much higher figure. It is also higher than the national average of 9.1%. Independent shop numbers in Fleetwood are high at 61.5% compared to the national average of 34.9%. However, independent shops survival rate can fluctuate and be affected by seasonal trade patterns.

(Source – Fleetwood, Springboard October 2015)
Lord Street is the town’s main shopping street. It is anchored by Freeport and Asda at the southern end and Fleetwood Market at the northern end. However in reality it does not link well with either of these anchors as both are to some extent self-contained with their own car parking provision. Development space within the centre is virtually non-existent and the plethora of privately owned shop premises remains an obstacle to any strategically planned development proposals. Although there have been some new businesses setting up in the town centre it still remains the town with the highest shop vacancy rate in Wyre.

(Source – Lord Street, Fleetwood www.visitfleetwood.info)

Fleetwood Market

This traditional market was established in the 1840s and continues to attract many visitors today who journey from many parts of the UK. However like many traditional attractions it is in need of investment to keep up with modern consumer demand.

(Source – Fleetwood Market www.visitfleetwood.info)
Strengths

- What advantages does the town have?
- What does it do better than anyone else?
- What unique resources and or selling points does it have?
- What do people outside the town see as its strengths?

Fleetwood has a unique geographical location which, coupled with its urban heritage and the proximity of the sea make it a town capable of attracting visitors not just for attending events but as a destination in its own right. The attractive seafront increases the town’s diversity of offer.

The town centre has a historic development pattern that remains of considerable importance and interest and is further enhanced by the presence of a number of landmark buildings such as the Marine Hall, the unique trio of lighthouses, the Mount, Queen’s Terrace and the North Euston Hotel.

The Blackpool to Fleetwood Tram way running through the heart of the town centre, Lord Street and the connections to the wider Fylde coast.

An excellent array of well managed and attended events throughout the year brings in significant numbers of visitors.

Fleetwood has a strong community spirit and self-help philosophy.

A core group of retail activists are dedicated to promoting Fleetwood Town Centre and have already begun to improve the appearance of town centre shops.

First shop improvement, December 2015
The ‘Shop Local Scheme’ created by a retail activist in Fleetwood Town Centre is increasing in popularity and now has the support of national retail and food outlets.

New independent retailers have come into the town occupying vacant premises and investing in the town centre.

**Weaknesses**

- What could the town improve?
- What’s happening at present that the town wants to avoid?
- What do people outside the town see as its weaknesses?

Its isolated geographical position – no rail link and accessibility by road can be a problem at peak times due to the under-capacity of the A585.

No apparent unified response to combat competition from on line shopping.

No town centre manager.

Lack of major national retailers.

Many buildings require investment with little obvious financial opportunities.

The appearance of some town centre shops, empty and occupied, are poor and do not contribute to a positive town centre image.

Weak local market – the long term poor economic performance, coupled with its limited geographical catchment area and local socio economic circumstances results in a lack of investor confidence. This has a number of knock on effects – asset values wane, a lack of new investment in the existing physical stock offers no incentive to many occupiers.

Pedestrian movement around the town is not supported by sufficient signage which is critical with such an elongated high street to direct visitors and shoppers.

The town centre’s retail offer is limited and threatened by growth elsewhere.

Retail units are of limited adaptability in modern retail terms.

Development in the centre is piecemeal with little evidence of strategic planning.

Public perception – there is little disagreement that Fleetwood is inherently attractive with the added attractions of its seafront, tram network, lighthouses and heritage etc. yet it is often litter-strewn with a number of poorly maintained frontages, pavements, guttering etc and inconsistent and often redundant signage. Whilst many of these issues are common to many town centre in the UK there is undoubtedly a perception that little has been done to challenge the decline in the centre and there is still a ‘it used to be so much better when Marks & Spencer etc was here’ mentality. This needs to be strongly counterbalanced by a
sustained and persistent high profile PR campaign using social media and the press to support.

Lack of places to sit outside.

Lack of café quarter and/or evening economy.

**Opportunities**

- Where are the good opportunities facing Fleetwood?
- What are the interesting trends, in the Town and/or beyond, that could offer potential?

Fleetwood’s attractive location and heritage give it a competitive edge

Wyre is in near proximity to Blackpool and Preston, much larger retail centres but Fleetwood’s diverse offer is a strong base on which to build.

Showcase the improved appearance of the town centre and retail offer to the thousands of visitors using the Tramway which runs along Lord Street.

Excellent partnership working between public and private sector is already making a difference and should be extended to include the town centre retail and service sectors.

Recent public sector focus and funding for Fleetwood can be built on given its excellent track record in delivery and meeting funders’ expectations.

**Threats**

- What obstacles does the town face?
- What is the competition doing?
- Are the reasons for the town’s historic existence changing?
- Is changing technology and shopping habits threatening the town’s position?
- Could any of the weaknesses seriously threaten the long term health of the town?

Constraints to growth include the reduced ability of public sector investment, given recent austerity measures, together with competition from internet trading particularly affecting private sector development and investment in town centres, much of which is determined by existing levels of footfall.

The development of the Town Centre is seen as problematic in that commercial interests and confidentiality mean that discussions on options for development, investment and the mix of facilities in any eventual offer are neither open nor can be speculated upon by a single party. The mix of private sector ownerships means that no development can take
place without cooperation and partnership working. No firm development arrangements are in place and spatially no areas of land have been earmarked for purpose.

Increased amount of car shoppers in out of town centre locations with easy parking and often incorporating leisure facilities.

Increased on line shopping and click and collect facilities at bigger retail operations.

Stakeholder support may be weakened if plans are over ambitious and undeliverable.

The practical need for prioritisation will mean that some issues are identified but cannot be addressed in the short term possibly causing disaffection amongst certain stakeholders.

Regeneration is time consuming and complex.

Multi private sector ownership issues complicate development.

Strategic bodies have a number of other priorities to address which could hinder public sector investment.

An over reliance on the public sector to ‘sort things out’.

This analysis together with the socio-economic needs of Fleetwood already detailed form the basis for our Action Plan which is attached as Appendix 1.