



COASTAL COMMUNITY TEAMS

ECONOMIC PLAN for St. Anne's on the Sea (Revised Version 2) 2017

No.	Heading	Detail	Information
Key Information			
1	Name of CCT	N/A	St. Anne's Enterprise Partnership (STEP)
2	Single Point of Contact (SPOC)	Name Address Tel nos Email	Darrel Treece-Birch West Lodge, 5 St. Georges Road, St. Anne's, Lancashire, FY8 2AE 01253 788124 tepo@stannesonthesea-tc.gov.uk
3 (a)	CCT Membership	Names and position, e.g. resident, Local Councillor	STEP's Project Board consists of the following members. Darrel Treece-Birch – Facilitator – St. Anne's Town Council Enterprise & Promotions Officer Bev Wood – Chairperson – Bev Wood Design Mark Daniels – Events theme group – The Little Stage Company. Donna Green - Retail/Business Development theme group Veli Kirk – Food/Beverages sector – Anatolia Restaurant Chris Webb – Hotels/Accommodation sector – Dalmeny Hotel Paul Drinnan – Fylde Borough Council Head of Regeneration – Regeneration & Maintenance theme group Ed Nash - Fylde Borough Councillor – Community theme group Sarah Dunn – St. Anne's Town Council Community Development Manager Aileen Ames – Marketing/Promotions group – Aiming High Amanda Joynt – Arts sub-group – Independent Creative Artists Network
3 (b)	CCT Membership	Other partners and/or stakeholders to be involved.	STEP's Membership is currently drawn from the following businesses/organisations. Membership will increase as the drive continues over time. Membership at Jan 2016 = 56 inc groups & public Membership at Jan 2017 = 174 inc groups & public <u>Local Government</u> St. Anne's on the Sea Town Council (SATC) Fylde Borough Council (FBC) Blackpool Council Wyre Borough Council Blackpool CCT, Cleveleys CCT, Fleetwood CCT

			<p><u>Businesses/Traders</u> <u>Project Board:</u> Aiming High Marketing & PR, Anatolia Turkish Restaurant Beverley Wood Design, Independent Creative Artists Network, The Dalmeny Hotel, The Little Stage Company</p> <p><u>Members</u> 87 Tangerine's – Marketing, Ad Astra Guest House AGBC Bowling Club, Alice's Tea Rooms, Alison Doyle Consulting, Anton's Café Bar, Apple Bikes, Ashton Gardens Bowling Club, Aztex Venue, Bea Beautiful Designs, Big Impact Communications, Bistro St. Anne's, Bite Club, Blackpool Transport Services, Boaters Kiosk, Booths, Boots, Civic Society, Diamond Digital, Elbournes Tea Emporium, Essensi Photography, Excel Fostering, Fresh Café, Fresh Kitchen, Fylde Soroptomists, Glassbrooks Solicitors, Greek Flame Taverna, Greens Bistro, Home Comfort Services, Lindum Hotel, Lowther Pavilion, Marrakech Moroccan Restaurant, Mims Café, Mode Hotel, Mooch1, No.10 Ale House Micro Brewery, No.15 Public House, N-Vision, O2, Olive Tree Brasserie, Olivers, Outlaw 23, Palace Pets, Pipan at Home, PNG Digital Ltd, Pre-Loved Sofas, Quirky Tearooms, Radio Wave Blackpool, Royal Bank of Scotland, Seafarers, Selling Sells, Shillaylee Irish Bistro, Silly Moos, Skipton Building Society, Small Business TV, Sopers Bespoke, St. Anne's Lighting, St. Anne's Music, Storytellers Inc, Streetlife, Subway, Sugarvine, The Anchorage, The Attik, The Breverton, The Candy Company, The Chadwick, The Claremont, The Cooper's House, The Dalmeny, The Gaydon, The Happy Goth, The House of Harper, The Palace Venue, The Pavilion Café, Tiggi's Restaurant, Treats of St. Anne's, Vanilla Artisan Bakery/Café, Verdi's Antiques, Whitehead & Howarth accountants, Wigglesworth Café, Wow Cake Co, YMCA, Zen Restaurant</p> <p><u>Groups</u> Blackpool Business Leadership Group (BBLG) Federation of Small Businesses (FSB) Fylde Fairtrade High Sheriff of Lancashire Office Home Start Blackpool, Fylde & Wyre Hotels Association Lytham St. Anne's (HALSA) Just Good Friends (Nth West) Lancashire Chamber of Commerce Learn Direct LSA Classical Association Lytham Arts Lytham Life & Style Red Cross St. Anne's Carnival Committee St. Anne's Express St. Anne's In Bloom St. Anne's Kite Festival St. Anne's Music & Arts Festival St. Anne's Rotary Club The Rabbit Patch Ltd We Are Northwest</p>
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4	Accountable Body	Local Authority Contact name & details	<p>Fylde Borough Council Stephen Smith, Economic Development Officer Town Hall, St. Anne's, FY8 1LW 01253 658445 stephen.smith@fylde.gov.uk</p> <p>Does the Accountable Body have a representative on the CCT membership? Y/N YES</p>
5	Local Area	Provide brief geographical description of the locality and a brief history if relevant.	<p><u>In Brief:</u> St. Anne's on the Sea is located just south of Blackpool on the Fylde coast line of Lancashire within North West England at the point where the coastline turns east to form the estuary of the River Ribble leading inland to Preston. St. Anne's on the Sea is situated on the northern side of the turning and, like its neighbour Blackpool, overlooks the Irish Sea. St. Anne's on the Sea is a 19th Century planned town based on a grid layout. The town was officially founded in March 1875. It is a traditional quiet Victorian / Edwardian seaside resort with up-market hotels, a sandy beach, pier and ice cream stalls. Sand dunes fringe the beach and the town has an excellent, but little-known sand dune nature reserve and very good award winning floral displays. The beach is also host to one of the largest national Kite Flying Festivals which brings thousands of visitors to the seaside resort.</p>
6	Context – community (suggested maximum 300 words)	Description of local community with demographics.	<p>(Ref: Neighbourhood Plan 2016 St. Anne's on the Sea Town Council.) (Statistics from the 2011 Census)</p> <p><u>People</u> <u>Statistics</u> 37.5% of the population of the Fylde District lived in St. Anne's on the Sea in 2011 which was 27,105 residents. 34.6% of the population were over 60 years of age in 2011 compared to 32% in Fylde and 22.4% for England. 16.3% is how much the population could increase if all sites with current planning permission (April 2014) are developed. 5.2% is the amount that the population grew between 2001 and 2011.</p> <p><u>Homes</u> St. Anne's on the Sea has a higher percentage of households in flats, maisonettes and apartments (both in purpose built blocks and in converted or shared houses) than Fylde, the North West and England. The majority of affordable housing needs in Fylde is located in Lytham & St. Anne's. St. Anne's on the Sea has a lower percentage of terraced houses than Fylde, and very much lower than the North West and England. The proportion of detached houses is significantly lower than in Fylde and slightly lower than England. The proportion of semi-detached houses is similar to elsewhere.</p> <p><u>Statistics</u> Population 27,000 approx. 13,455 Households in St. Anne's on the Sea in 2011. 2,104 of dwellings with planning permissions.</p>

			<p>19.5% of households were single person aged over 65, compared with 16.9% for Fylde. 110 new social rented homes built in St. Anne's on the Sea between 2001 and 2011. 41% of households were single person compared to 35.3% for Fylde. 62% of the new dwellings completed in Lytham and St. Anne's between 2001 and 2011 were apartments.</p> <p><u>Employment</u> 10% of working age people were employed in Manufacturing in 2011. 13.8% of working age people were employed in Health and Social Work in 2011. 13.3% of working age people were employed in Wholesale and Retail Traders in 2011. 42% of working age people were employed as Directors, professionals, associate professionals and technical occupations.</p> <p><u>Benefits & Health</u> 14.4% of people aged between 16-84 were in receipt of a DWP benefit in August 2014. 6.1% less people described themselves as being in very good health in 2011 compared to the rest of England.</p> <p><u>Heritage</u> 3 conservation areas. 2 registered gardens. 19 listed buildings and structures.</p>
7	Context – economy (suggested maximum 400 words)	Local economy, e.g. business, tourism, manufacture, etc, 'Starting point'	<p>(Ref: Neighbourhood Plan 2016 St. Anne's on the Sea Town Council.)</p> <p>St. Anne's on the Sea, like the rest of the wider Fylde area, is relatively affluent with relatively little deprivation. Skill levels are above wider area averages and a comparatively high proportion of people work in professional occupations. St. Anne's on the Sea is a generally well maintained and vibrant centre with a strong convenience base, reflected in a relatively high, localised convenience goods retention rate. In the comparison goods sector, clothing and footwear are slightly under-represented and there are a number of charity shops.</p> <p>There are also difficulties in attracting visitors and increasing the spending of these visitors. The main visitor attractions are spread across a wide area and 'linked trips' between these attractions, the promenade, the beaches, parks and gardens and the town centres are limited. The one St. Anne's on the Sea department store closed in January 2015 after over 100 years of trading. This has had a dramatic impact upon the town centre.</p> <p>Tourism is important to St. Anne's on the Sea, not just to its economy but to its character; it is part of the very 'sense' of the town. Unfortunately, sites such as the former Pontins Leisure complex have been lost to tourism (74 jobs) and is to become residential. The loss of some facilities at the Island site entertainment complex, the main undercover leisure facility in St. Anne's on the Sea and a prominent feature on its seafront, saw the loss of 24 jobs. Our aim is to protect and enhance our unique tourism offer, building on our existing assets and ensuring that our 'classic' tourist</p>

			<p>offer reflects and complements our unique 'Garden Town by the Sea.'</p> <p>Several events take place each year which do attract visitors but the 'linked trips' do not take place. This issue has been identified by STEP and a number of possible activities have been identified to remedy the situation but little activity has so far been possible. STEP feel that by increasing, just a little, the level of linked activity between the beaches, promenade, gardens, visitor attractions and town centre as well as the wider Fylde coast, considerable economic benefit, in terms of visitor spending, could be achieved.</p> <p>The shopping area declined in the late 90's and was redeveloped in an attempt to attract more retailers and shoppers. As part of this project a restaurant quarter was established, centered on Wood Street. Work began on a £2m restoration project in Ashton Gardens, a park situated near the Town Centre.</p>
8	Related initiatives	What else is going on in the community of economic importance, e.g. BID, LEP, CIC, CCF, CRF	<p><u>St. Anne's on the Sea Neighbourhood Plan</u> St. Anne's on the Sea Town Council (SATC) has also submitted an application for a Neighbourhood Development Plan. Extracts from the Neighbourhood Development Plan are referenced throughout this Economic Plan as the St. Annes Enterprise Partnership and the St. Anne's on the Sea Town Council (SATC) are coordinating parallel themes and objectives so all parties are working in a simultaneous direction. The Neighbourhood Plan will have its public referendum on May 4th 2017. At this point in time there are no BID, LEP, CIC, CCF or CRF initiatives within St. Anne's on the Sea.</p> <p><u>Blackpool Airport within St. Anne's on the Sea</u> The closure of Blackpool Airport (which sits within St. Anne's on the Sea borders) to international flights in 2014 has considerable implications for the wider sub-regional economy. It also opens up considerable threats and opportunities for this prominent and 'strategic' site. The continued operation and viability of the airport is supported. The open lands of the airport identified on the Policies Map will be safeguarded from non-airport related development. Further development required in relation to the operation of the airport, or development of ancillary commercial or leisure uses, will be located in the areas outside the Green Belt identified on the Policies Map, unless there are overriding operational requirements that constitute very special circumstances and which justify development in the Green Belt. The delivery of the Blackpool Airport Corridor Enterprise Zone is supported. The designation of the Blackpool Airport Corridor Enterprise Zone will help create more businesses, jobs and investment with positive benefits for both the local economy and wider economic area. It will also contribute to national growth objectives. The delivery of the site will be supported by a Masterplan, which must have been agreed by St. Anne's on the Sea Town Council (SATC). The land within the boundaries of the airport designated as Green Belt will be safeguarded, and this must be reflected in the agreed Masterplan.</p>

CCT Plan			
9	Ambition	<p>A positive statement of the aims and objectives of the plan and a description of what it will achieve.</p> <p>Description of 'what success will look like'.</p>	<p>(Ref: STEP Action Plan 2017)</p> <p>The aim of this alliance and partnership is to build upon the outstanding strengths that the town has to offer and to seek out any and all opportunities that will promote and enhance the profile of the Town.</p> <p>The action plan has been created following the setting up of the St. Anne's on the Sea Enterprise Partnership in January 2015.</p> <p>The Partnership (or STEP) has 7 Theme Focus Groups with some subdivisions which cover all the bases for the continued development and regeneration of the Town. The Themed Focus Groups meet to discuss and propose initiatives and ideas which are then directed by the main STEP Project Board which is made up of representatives from each Theme Group (primarily the Theme Leader), Fylde & Town Councilors and Council Managers/Officers. The STEP Project Board never exceeds more than 16 Members.</p> <p>The success of the partnership and this enterprise is determined by a unified and focused strategy. The philosophy of the partnership is the global understanding that no one individual or organization can be responsible for the Town's operations, improvements and overall well-being. The STEP committee has therefore set out to ensure that there is a balanced weighting of members from the Private and Public Sectors of whose ethos is embedded in a commitment to St. Anne's on the Sea.</p> <p>The Partnership is resolute in a singular determination that the Town will 'set the standard' to deliver the highest levels of quality for residents and visitors alike. This Garden Town by the sea is a Coastal Gem and this partnership actively pursues all opportunities that will continue to support this statement.</p>
10	Needs of the community and intentions of the team to meet them.	<p>Identify the socio-economic needs of the community and the opportunities to meet them.</p> <p>Each element should be Specific, Measureable, Achievable, Realistic and Timed.</p>	<p>(Ref: Neighbourhood Plan 2016 St. Anne's on the Sea Town Council.)</p> <p>St. Anne's on the Sea currently has a good range of cultural and community facilities available for the benefit of both residents and those visiting the area. However, a key area of concern for the local community is the potential pressure that will be placed on our existing facilities through population growth over the coming years, in particular through speculative developments on sites not allocated or considered through the emerging local plan and its associated infrastructure delivery plan. Without careful consideration of the impact of population growth on our community infrastructure there is a risk that overall availability and quality will suffer, with consequent impacts on the quality of life and the attractiveness of our town.</p> <p>Community facilities such as libraries, cinemas and theatres, schools and colleges, children's centres, sports and recreation facilities need to be maintained and enhanced as the population of the town grows and the pressures increase on existing facilities. Further linkages need to be made to encourage greater use of existing facilities.</p>

			<p>Community facilities are essential to ensure and maintain a high quality of life for those that live in, work in and visit St. Anne's on the Sea. This policy seeks to ensure that an appropriate and accessible range and capacity of community facilities and services is maintained within St. Anne's on the Sea to meet the needs of a growing population. The town council has a special interest in encouraging appropriate provision of places where the community can get together for social/cultural/educational and recreational activities for all age groups (Community Hubs). The town council will, through its Delivery Strategy work with appropriate partners and developers to develop a network of such facilities throughout the town. Fylde Council is currently preparing a Borough wide IDP in part to ensure that adequate infrastructure necessary to deliver the emerging Local Plan proposals can be provided. Fylde Council is also in the early stages of preparing a CIL Charging schedule and Regulation 123 List.</p> <p>There is also a need to ensure the continued vitality and viability of the town centre. The Fylde Coast Retail Study 2011 recommends that a more complementary and diverse mix of retailers is promoted and that the refurbishment of vacant units be encouraged. Our aim is to 'future proof' the town centre in terms of the mix of uses in it, improving public realm, improving connectivity between the town centre and the seafront and also by encouraging flexibility in the use of vacant space e.g. by securing uses in the upper floors above town centre shops/premises. This is a time of considerable change in the retail environment, and it is likely that internet shopping will have an increasing impact on traditional forms of retailing. STEP will with the Town Council, Fylde Borough Council (FBC) and local businesses monitor this situation and to determine whether further action is required. STEP will encourage, support and promote the town's leisure, culture and tourism offer.</p> <p>Although the partnership is in fact 2 years in from set up the actual launch date to the public was May 2016. STEP is still very much in its infancy and for this reason the quantity of objectives and priorities for delivery is still progressing. The partnership is gaining extremely visible momentum around the town, with the high levels of apathy from even a year ago, dissipating. Virtually all events that are held in town now have some element of connection with the partnership and therefore carries the branding logo of STEP. Ongoing Regeneration work from the Borough Council also has links and connections through membership with STEP and therefore positive PR is attributed by proxy. STEP holds regular quarterly public information evenings and this gives the community further opportunity to voice their wants and needs.</p>
11	Analysis	Describe the strengths, opportunities, weaknesses and threats in	The first objective was to implement a delivery strategy (action plan) for the long and short term objectives for the town centre and satellite shopping areas, including outputs for effective partnership development. This action plan is linked to the St. Anne's on the Sea Neighbourhood Development Plan which has policies supporting the revitalisation of the town, including utilising the open

		meeting the needs at 10 (a).	<p>spaces, eco-sustainability through planting of trees, and the pursuit of re-imagining the town as a 'Garden Town by the sea'. STEP initiated consultations and workshops in order to obtain the relevant criteria and recommendations that our partners needed for promoting and organising a programme of events in the town, including project managing a Victorian Festival, a Food Festival and Christmas Lights Switch on Events, and Art activities. The funding granted has helped formalise the group with effective governance. STEP has set up on social media via Facebook and Twitter accounts and delivered as a primary objective the setting up of a STEP website which is inclusive for the town's residents and businesses. The website is currently still being developed further.</p> <p>STEP (through the Town Council) used its first funding to ensure the development, consultation and adoption of its Action Plan in January 2016. Remaining funding was also used to begin the implementation of the Action Plan which helped to build momentum with a series of 'quick wins'. In my employed capacity as facilitator to the partnership I feel my role is helping to support and develop the St. Anne's on the Sea brand identity, by promoting activities and projects that increase the standards of life in the town for residents and visitors.</p> <p>St. Anne's on the Sea Town Council (SATC), Fylde Borough Council (FBC) and the STEP will continue to apply for Coastal Revival Funds to revitalise St. Anne's on the Sea's heritage assets. Despite the disappointment of losing the round 4 bid, STEP will proceed with an individual bid for round 5 and a conjoined bid with our colleagues and neighbours on the Fylde Coast, Blackpool, Cleveleys and Fleetwood.</p> <p>In summary the SWOT analysis is as follows;</p> <p>Strengths: Strong Community with a desire to evolve and improve. St. Anne's on the Sea Enterprise Partnership established. Employment of a Town Enterprise & Promotions Officer. Good inter-council communications. Good co-ordination with other local CCT's. Increasing credibility with local business. Perception of STEP is as an action group.</p> <p>Weaknesses: Apathy from a percentage of businesses and retailers towards the success and achievable benefits of a partnership.</p> <p>Opportunities: BID at Blackpool is established. Strong links with BID manager. Blackpool Business Leadership Group. The BBLG has formally invited a STEP representative to membership. Development of town events: The ongoing opportunities for plethora of activities and events excellent. Future aspirations to be a BID. It is anticipated and hoped for that the CCT eventually evolves into a full BID for St. Anne's on the Sea. Government Initiatives Local Chamber of Trade dissolves after decades, STEP is a natural successor.</p>
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			<p>Conjoined CCF Bid with Fleetwood, Cleveleys & Blackpool. Pooling resources, sharing ideas and working together.</p> <p>Threats: Alternative organisations: Possible groups could form with alternate agendas and priorities. Economy: Extreme shifts will always impact businesses and communities. Government Initiatives.</p>
12	Data – <i>while an essential element of the plan, it could be included in a ‘daughter’ document.</i>	<p>Provide evidence to support the intentions of the plan. This will include statistical data but broader data should also be included. Data used should be specific, relevant and transparent. It is sufficient to reference evidence held elsewhere.</p>	<p>(Ref: STEP Action Plan 2017)</p> <p>Please see the STEP Action Plan attached for the details of the project ideas that the public wish to see delivered. This data is a summary of the concerns and opinions of the community which were invited to attend a series of workshops.</p> <p>The workshops consisted of specific discussion themes with an open invite to all the community. Some of the information was collected via other means also, which included, emails, letters, and conversations.</p> <p>There has also been a series of STEP Theme Meetings which we ran post the workshops. These included Retail & Business, Events & Activities, Food & Drink (which led to the augural St. Anne’s International Food Festival) and 2 Maintenance & Regeneration meetings with Managers and Officers of Parish, Borough and County Councils.</p> <p><u>Workshop Details:</u> <u>Wednesday 11th November 2015:</u> 10am – 12 noon: Transport & Access / Community & Safety 1pm – 2.30pm: Hotels & Accommodation Sector 3pm – 5pm: Food & Beverages Sector</p> <p><u>Thursday 12th November 2015:</u> 2pm – 5pm: Maintenance & Management / Regeneration & Environment</p> <p><u>Wednesday 25th November 2015:</u> 3.30pm – 7.30pm: Retail & Business / Events & Promotions</p>
Delivering the Plan			
13	Key projects and/or bodies of work.	<p>High level description of discrete pieces of work showing CCT role, indicative partners and timescales.</p>	<p>(Ref: STEP Action Plan 2017)</p> <p>Please see the STEP Action Plan attached for the details of the objectives and priorities which resulted from the consultations and partnership meetings. The themed project groups outline the key projects that the partnership are looking to pursue. The private sector is in partnership with STEP alongside the local council bodies that are supporting this initiative.</p> <p>Although the CCT for St. Anne’s was first set up in January 2015 it wasn’t until late August 2015 with the employment of a STEP facilitator that the partnership truly started in earnest. Continuing the ground work already laid out the decision was taken to run a series of workshops and consultations in order to better understand the needs of the community and their ideas and opinions.</p>

			<p>Details of those 'needs' are documented in the STEP Action Plan.</p> <p>During the months of September and October 2015 the first stages of building a communications database was established with over 400 entries to date this database has allowed a direct email capability to better inform the retailers and businesses in town of approaching issues, events and notifications. The database currently consists of details for Retail businesses, Hotels and Accommodation sectors, Community based clubs and buildings, and Food/Drink establishments.</p> <p>STEP has also been extremely active with several large-scale events and festivals in the town and has been fully responsible for 2 major events in 2016. 2017 will see both events repeated with more integrated involvement with other organisations and bodies to help and support them achieve their own projects, as members and supported by the partnership.</p> <p><u>Projects & Specific Dates:</u></p> <p><u>Nov 2015:</u></p> <ul style="list-style-type: none"> • Victorian Festival supported by STEP through art design, marketing, promotion and advice. • Christmas Lights Switch-On supported by STEP through art design, marketing, promotion and advice. <p><u>Dec 2015:</u></p> <ul style="list-style-type: none"> • Victorian Festival successful event. <p><u>Jan 2016:</u></p> <ul style="list-style-type: none"> • Economic Plan submitted to DCLG. • STEP represented at Blackpool Business Leadership Group. (ongoing) <p><u>Feb 2016:</u></p> <ul style="list-style-type: none"> • New Chairman announced Bev Wood. • Announcement of STEP's first fully organised festival 'St. Anne's International Food Festival'. <p><u>Mar 2016:</u></p> <ul style="list-style-type: none"> • Website begins to be developed. <p><u>Apr 2016:</u></p> <ul style="list-style-type: none"> • Partner vinyl's created for distribution. • Template agreed for future meetings; x10 Project Board, x4 Public Sessions, x1 Annual Meeting for sharing forward Strategy. <p><u>May 2016:</u></p> <ul style="list-style-type: none"> • Official STEP launch to public. • New Deputy appointed 'Veli Kirk'. <p><u>June 2016:</u></p> <ul style="list-style-type: none"> • Follow up meeting from STEP Launch. 40+ people in attendance. <p><u>July 2016:</u></p> <ul style="list-style-type: none"> • Preparations for Food Festival. • International Kite Festival supported by STEP through art marketing, promotion and advice. <p><u>Aug 2016:</u></p> <ul style="list-style-type: none"> • 3 weeks of Food Fayre activities around town. • Delivered STEP's first festival. 4,000 in attendance. <p><u>Sept 2016:</u></p> <ul style="list-style-type: none"> • Post Festival mop-up meeting.
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14	Short term goals/actions	What will the team achieve in the next 6 months? Should demonstrate 'quick wins'.	<p>The continued expansion of the partnership into the community is still the most challenging at this juncture. Particularly as apathy appears to rule. The aim of the STEP after the consultation process was to broaden the membership of the team inviting all retailers, businesses, hoteliers into membership. This was finalised by a large scale public meeting that explained what STEP is setting out to achieve and the actions that will be measured by the community. The buy-in of the community at large continues to be based on realistically achieving a series of quick-wins. STEP has already shown that it is an 'involved' and 'interactive' group by the events supported and advised for within the last year and a half.</p>

			<p>The media pages already established on Facebook and Twitter have shown that STEP is a visible and identifiable part of St. Anne's on the Sea.</p> <p>The partnership aims to be a brand mark of integrity and for being ambassadors of the communities will.</p> <p>STEP considered the full organisational control of a large community event to be a major announcement to the town that the partnership is here to make a difference.</p> <p>The next 6 months of 2017 will focus on arranging, managing and delivering 2 more events in the form of the 'Off The Wall' Urban arts event and the enormously popular 'St. Anne's International Food Festival'. This first half year will also be marked by 1 full year since the official public launch of STEP. The partnerships first Annual General Meeting will also take place in May outlining the projects for 2017 and beyond.</p>
15	Performance measures	For first 6 months – to be SMART	<ul style="list-style-type: none"> • Increase STEP membership beyond 200. Achieved through increased communication, one to one visits, media marketing and website interaction. • Support Easter events in town. Through either organising or co-organising the activities for the weekend. Advise and support all activities with regards to maximising any and all opportunities. • Deliver 'On The Wall' Urban Art unveiling on Back St. Anne's Rd West on April Sat/Sun 29th/30th. Invite local media, papers, radio for unveiling. • Hold Annual General Meeting on May17th for members and public. Invite local press and announce objectives and priorities to a larger audience, expanding the influence of the partnership. • Deliver 2nd International Food Festival, with increase in scale, Activities, Stalls, Entertainment.
16	Medium term goals/actions	For 6mths to 5 years	<p>(ref: STEP Action Plan 2017)</p> <p><u>Website:</u> A goal of the team is to establish a better communication platform so that all the community can find what they need to know with a simple click of the button. A common thread and recurring theme from the public is that of communication, or the perception that there isn't any. The one-stop website is a central hub, and is something that is naturally taking time to evolve. The partnership is looking to expand the 'look' of the site and its functionality, being cautious to not duplicate other Council sites that could be easily linked to.</p> <p>STEP is aiming to have working tabs for businesses, retailers and hotels to essentially cross-pollinate, which will create a better communication network. For instance hoteliers will better understand events, promotions and activities that will be happening in town and therefore will be able to navigate their residents towards the businesses. Likewise store teams will be able to direct traffic towards accommodation etc.</p> <p><u>Events:</u> The team also expect to be very active in the promotion and expansion of an events timetable and calendar. With greater focus and attention the events will be strategically positioned to maximise the rate of success. This calendar will be a concise event programme ideally stretching 2-3</p>

			<p>years ahead for long term planning. There are a handful of relatively successful events that happen annually in the town. STEP will be supporting and partnering these events with the aim to increase footfall and economic activity in the town.</p> <p><u>Future BID:</u> The team also anticipates that the partnership, which is also the Coastal Community Team, will eventually and naturally evolve into a full BID. With support from close colleagues at Blackpool BID it is a desired goal of STEP to move in this ultimate direction.</p>
17	Performance measures	For 6mths to 5 years – to be SMART	<p>WEBSITE:</p> <ul style="list-style-type: none"> The site became live mid-2016. During the first 6 months, it has become apparent through trial and error what additions need to put in place. The platform, ease of function and aesthetics need amending before the May 2017 AGM. Once the format and platform has been reviewed a 100-day plan will be produced as a timetable for signoff. Ongoing costs will be primarily met by St. Anne's Town Council and Private Sector contributions. Tabs will be included for STEP updates, Events & Festivals, Business & Retail directory, Hotels & Accommodation directory, plus links to relevant sites etc. The business data will be an ongoing stream to add to the current information obtained. <p>EVENTS:</p> <ul style="list-style-type: none"> Full year event programme for the town. Support and advice for current and longstanding festivals and activities. Development and support for new events and activities. St. Anne's on the Sea Town Council will add logistical and marketing support also where possible. <p>FUTURE BID:</p> <ul style="list-style-type: none"> BID evolution. Coastal Community Funding for Town improvements. Resubmit the application for funding to conduct a feasibility study for The Crescent. The Crescent is a gateway entrance into the main high street if approaching from the M55 corridor to St. Anne's on the Sea.
18	Long term goals and actions Optional	Strategic plans beyond 5 years – include performance measures where appropriate.	<p>(Ref: Neighbourhood Plan 2016 St. Anne's Town Council.)</p> <p>An aspiration for the group is the 'Future Resort Ambition'. The concept is to create a hallmark of quality that could be awarded to smaller coastal resorts that offered a high quality visitor experience, which includes brand values'. This approach could include cross-resort working and the local college had agreed to assist with developing the concept. Support through this fund along with potential resources from the Town Council, would offer a unique opportunity to take this forward as a novel and cutting edge approach to resort management. When the town was first developed the vision was to make the town 'a garden town by the sea'. This vision offers</p>

			<p>opportunities for promotion, branding and marketing providing an attractive commercial centre with businesses offering a high quality service.</p> <p>The St. Anne's on the Sea Town Council has a Neighbourhood Plan, out for referendum. Details can be found via; http://www.stannesonthesea-tc.gov.uk/</p> <p>The 'Garden town by the sea' is the Plan's overall vision. There is an action delivery plan which includes revitalising the town centre, and several policies aiming to ensure the vitality and viability of the town centre, including the potential for the establishment of a BID in the future.</p>
19	Barriers	Identify any barriers to delivering the plan and if you have contingencies to manage them.	<p><u>Barriers:</u></p> <p>There is a distinct apathy in the town towards project groups, councils and chambers of trade and commerce. The groups that exist currently and work for the betterment of the town are poorly attended are seen as being groups of little action. This is unfortunately a widespread view despite the work acted upon and achieved in most of these groups. Unfortunately this statement was realised fully with the dissolution of the local Chamber of Trade after several decades in existence.</p> <p>The plan to bring into the small but highly productive St. Anne's on the Sea Town Council someone from a private sector background and with a high degree of retail empathy was executed. The first hurdle is to be a recognisable face in town. To this end a number of press articles about the partnership and the employment of an Enterprise Officer from a retailing background was printed and distributed. The key element is to be active and visible, so the aim is to continue the one to one visits with businesses and retailers. This will continue to keep everyone apprised of the actions that the partnership is making and to actively promote membership. The community understandably really need to see quick wins before they 'buy in' to the concept of a working 'long-term' partnership. Even though the partnership is just shy of its first anniversary since Launching, these are still very early days.</p> <p>Other barriers to communication has been the lack of a 'functional' website that can show the vision and project objectives of the partnership.</p> <p>This will be addressed in the first six months of 2017.</p>
20	Resources	Who and what will be required to deliver each element of the plan. Include 'in kind' services, volunteers, etc. Demonstrate how local expertise will be utilise and/or grown.	<p>(ref: STEP Action Plan 2016)</p> <p><u>St. Anne's on the Sea Town Council: (SATC)</u> Business & Administration. Finances will be manager by Town Clerk SATC funding the post of Town Enterprise & Promotions Officer (TEPO) who is also the designate STEP facilitator. Managing of the STEP budget. TEPO will have increased hours from April 3rd to 32 hours per week from 30 hours per week.</p> <p><u>Fylde Borough Council: (FBC)</u> Accountable body of the Coastal Communities Team application and its funding. Assistance and advisory capacity for all elements. Expertise in Environment & Regeneration issues Expertise in Maintenance & Management issues Expertise in Community & Safety issues</p>

			<p>Membership of the partnership expanded dramatically in 2016 increasing from 56 to 174. Involving all members with the issues and obstacles at hand will lead to the specific expertise of private sector and public citizens resolving those issues more efficiently.</p> <p>Members will be utilised where possible as partners of the team for the betterment of the entire community.</p>
21	Costs	Detail of costs of each element of plan.	<p><u>Costs:</u> It is anticipated that the Events Theme will be covered by the private sector in the main with sponsorship from supporting groups and affiliated businesses, plus possible support from St. Anne's on the Sea Town Council and Fylde Borough Council monetarily.</p> <p>Other Theme meetings will be paid for via STEP if applicable but more partners are offering premises free of charge for STEP use.</p> <p><u>Website:</u> It is estimated that the new improved website will cost in the region of £1000 for the server, site, domain name, set-up and administrative design. The ongoing maintenance charges are expected to be up to around £500 annually.</p> <p><u>Marketing:</u> Banners & Posters for local events, activities and festivals is anticipated to cost £500 per year.</p> <p>There will also be in-house support from St. Anne's on the Sea Town Council on design and printing.</p>
22	Value	What is the value of the plan to the local economy?	<p>Unfortunately, with the partnership still in its infant state it is difficult to place an exact value on the local economy.</p> <p>The Food Festival organised and managed by STEP brought more than 4,000 in attendance and although the demonstrations offered free samples it was reported that all 8 large stalls sold out on the day. Bringing between £300 to £1,000 for each stall. All local café's and business also took a boost in trade.</p> <p>The town is not in a seriously deprived condition but any improvements even small but noticeable ones will have an impact on the town. It is a desired factor that we should see a tangible shift in positive community spirit. Sharing information, keeping everyone informed and being totally transparent with our aspirations and our limitations will promote a healthy positive response from the town. Most of the limitations are bound by finances and not by will or desire. Some businesses are experiencing sales losses but this could have as much to do with their business models as it could be to the external factors.</p> <p>Having a strengthened unified town, understanding the great possibilities and opportunities ahead will boost the spirits of the town's residents.</p> <p>This plan will see a tangible lift for the town as proposals become actions which in turn will cascade to further actions.</p>
23	Funding	Identification of funding streams and how costs of	<p>St. Anne's on the Sea Town Council (SATC) Fylde Borough Council (FBC) Lancashire County Council (LCC)</p>

		project(s) will or could be met.	<p>Department for Communities and Local Government (DCLG) Arts Councils Private Sector Funding via active members</p> <p>BID (future aspiration)</p> <p>The costs for projects are anticipated to be met primarily by private sector membership with added input where applicable (dependent upon budget) by the local governing councils.</p>
24	Maximising resources and costs	Describe how this will be minimised, e.g. shared services, use of technology, avoidance of bureaucracy, etc.	<p>St. Anne's on the Sea Town Council (SATC) will be providing administration and financial monitoring and support. They will also help with marketing, printing and design elements. The Town Enterprise and Promotions Officer employed by SATC is primarily recruited to facilitate the partnership and to act essentially as secretary to STEP.</p> <p>The STEP Board will have an open policy for utilising the voluntary skills and time of members, keeping costs as minimal as possible when and wherever possible.</p> <p>The STEP board (see attached STEP Action Plan 2017) will make required decisions, it will not be any of the Local Government bodies, Local Councils or Councillors.</p>
Communications			
25	Consultation	Describe existing results of consultations and planned consultation exercises.	<p>(re: STEP Action Plan 2017)</p> <p>A 1000 STEP 'calling cards' have been produced for handy distribution and for placement in public offices. The card is a simple card with a very brief summary of the partnership with contact details via phone and email plus media details for Facebook and Twitter accounts.</p> <p>Also, 500 Car/Window acetates have been made.</p> <p>In 2015 a series of workshop consultations were arranged. The dates and times were placed in local papers and were shared at Council and Chamber meetings.</p> <p>The Directory database that had been set up by the STEP facilitator was used to effectively target specific sectors for their individual meetings.</p> <p>STEP facilitator has also received letters and emails which were the results of details being made available via local papers, the STEP calling card, and by the ongoing public interaction and visits.</p> <p>The results of the consultation process and ongoing STEP public sessions and Theme meetings are detailed in the strategy document.</p>
26		Describe plans to involve and inform partners and other bodies, including accountable body, CCA and DCLG.	<p><u>Meetings & Communication:</u></p> <p>Public Annual General Meeting once annually to showcase the partnerships activities.</p> <p>STEP partnership members and Public meeting will be once every 3 months, 4 times a year.</p> <p>STEP Project Board to meet monthly.</p> <p>Annual report to be submitted to the Coastal Communities Alliance (CCA) and the Department for Communities and Local Government (DCLG).</p> <p>Website to be visible to public.</p> <p>Social Media updates to public.</p>

			<p>St. Anne's on the Sea Town Council (SATC) Newsletter continues to hold article updates on STEP which is visible to 27,000 residents.</p> <p>Regular reports to formal Town Council meetings 6 times a year which will include financial & performance monitoring KPI's.</p> <p>Accountable body Fylde Borough Council (FBC) will continue to have regular meetings through the Head of Regeneration and the Economic Development Officer.</p>
27	Communication with community	How will the community and stakeholders be involved and informed of progress and outcomes	<p>The website which is being redeveloped will be a one stop for St. Anne's on the Sea. The principle idea is to have a primary location for all the basic information required.</p> <p>There will be a specific tab for the partnership and this will have regular updates as and when actions and objectives are sent and are achieved.</p> <p>For those signed with membership there will continue to be email notifications about events and any public communications will also be sent.</p> <p>Social media will still be used with the main two being Facebook and Twitter.</p> <p>As an ongoing factor and a driver towards increased partnership membership the facilitator and team will continue to meet with retailers, businesses, hoteliers, etc. at their locale, believing that the best form of communication is always face to face.</p>
CCT Logistics			
28	Management of team	How the team will operate, frequency of meetings, centrality of team to projects, etc. How the team is representative of the community.	<p>(Ref: STEP Action Plan 2017) and (Ref: Terms of Reference Document)</p> <p>The partnership completed a terms of reference document in August of 2015. This explains that frequency of main partnership public meetings will be 4 a year or one every three months.</p> <p>The Project Board however will meet whenever there is need and also continues to meet monthly.</p> <p>The project board consists of an independent Chairman who will direct the partnership and discuss agenda's and priorities with the Board. The Board will ultimately consist of no more than 16 members. The weighted mixture will be one (or when required two) from each Theme Project group. There will be representation from the two main councils (Fylde Borough Council & St. Anne's on the Sea Town Council).</p> <p>The Strategy document also specifies these details above.</p>
29	Support structure	Network of support built to enable CCT to deliver the economic plan	<p><u>Local Government</u> St. Anne's on the Sea Town Council Fylde Borough Council Blackpool Council</p> <p><u>Community Groups</u> Blackpool Business Leadership Group (BBLG) Federation of Small Businesses (FSB) Hotels Association Lytham St. Anne's (HALSA) Lancashire Chamber of Commerce Lytham Arts Festival St. Anne's In Bloom Businesses & Retail Sector Hotels & Accommodation Sector</p>

30	Costs	Running costs of CCT itself	<p><u>Coastal Community Team costs:</u></p> <p>Town Enterprise & Promotions Officer (TEPO) salary Plus add on costs = £25,000 per annum paid through St. Anne's on the Sea Town Council (SATC)</p> <p>Additional costs supported in house by St. Anne's on the Sea Town Council (SATC) and Fylde Borough Council (FBC).</p>
31	Sustainability	Long term plan for team and how this will be managed.	<p>The current structure of the Project Board is the preferred model as set out in the Terms of Reference Document (see attached).</p> <p>It is anticipated that ultimately the Partnership meetings will hold between 50-80 members in attendance with a membership base into the 100's. This example is based on a comparison to the Blackpool Business Leaders Group (BBLG) which for a very large community has between 80-120 delegates at their meetings. It has been noted however that it took nearly a decade to reach those levels of regular attendees.</p> <p>All the projects that are agreed by the Project Board will have a timetable of SMART objectives and goals.</p> <p>As stated earlier the team also anticipates that the partnership, will eventually and naturally evolve into a full BID. With support from close colleagues at Blackpool BID it is a desired goal of STEP to move in this ultimate direction.</p>
32	Areas of Specific Interest	Provide areas of on which you would wish to join a working group or network (virtual or otherwise), e.g. arts, tourism, housing, piers, sport, transport, heritage, marketing, etc.	<p>Any groups that will add weight further credence to the partnership will be pursued across all the following sectors;</p> <ul style="list-style-type: none"> • Arts • Tourism – Fylde Borough Council sites and local web-groups • Beaches – Love My Beach • Sustainability of Green spaces (this is linked intrinsically with the St. Anne's on the Sea Town Council (SATC) Neighbourhood Development Plan • Transport Groups – Railways etc • Marketing sites and groups.