

2021-2024

COMMUNITY
ACTION PLAN

A VOICE FOR MORECAMBE

CREATED BY:
Morecambe Town Council

WWW.MORECAMBE.GOV.UK

THE COUNCIL

Morecambe Town Council is a tier of local government formed in 2009, providing 26 Councillors across 11 wards to serve the community and provide the people of Morecambe with a voice.

PROJECT BACKGROUND

In December 2020, the Town Council agreed to develop a community-centric action plan to assess the needs and aspirations of Morecambe including how residents see their wards developing over the next few years. This plan provides a vehicle for the community to articulate its needs and aspirations in an evidence based, structured and coherent form and Morecambe Town Council are here to listen to those needs and ensure that things actually happen.

TO SUCCEED, WE WILL:

01

Listen to ***the community.***

02

Collaborate with ***the community.***

03

Deliver for ***the community.***

04

Measure with ***the community.***

FEEDBACK

Please tell us what you think about this plan.

Email clerk@morecambe.gov.uk OR write to us at:

Morecambe Town Council, Morecambe Town Hall, Marine Road, Morecambe, LA4 5AF.



INTRODUCTION

Morecambe is a welcoming community, proud of its historic past, that looks forward to a thriving and sustainable future.

In the years prior to the creation of Morecambe Town Council in 2009, Morecambe had one-tier of democratic governance - Lancaster City Council. The Localism Act of 2011 brought recognition that parish and town councils form the closest tier of government to the electorate and, as such, play a vital role in representing local views and opinion.

The Town Council recognises the challenges faced in Morecambe and seeks to establish itself as an active part of the town's regeneration.

Having focused on good governance in recent times, the Council is now in a strong position to be a voice for the community, endeavouring to contribute to the town, and support others and those groups who do the same.

The Council is determined to collaborate with stakeholders and residents to boost the economic fortunes of Morecambe, drive entrepreneurship and increase civic pride across the town.

With confidence in its potential to improve Morecambe, the Council recognises the functions it can undertake as an autonomous tier of government and the activities that will embody a 'working in partnership' ethos. Morecambe Town Council looks forward to embracing a new role with further influence over local services and sees itself as a proactive organisation that can establish innovative ways to deliver services more efficiently and effectively, whilst still maintaining its traditional roles.

The Council has twenty-six seats across eleven wards and elections take place every four years.

With an operational budget of £395K (2021-2022), it is intended this plan will focus on the civic years 2021-2024 and stand as a living document which may require review and adjustments to take account of further developments as the Council improves consultation and community engagement. To achieve the plan, the Council's three-year budget is forecast to rise no less than 5% per annum.

The prime purpose of this plan is to provide a focus for the Council over the next three years with a nimble approach to empower the community to better influence and participate in local decision making.

This plan will sit alongside bespoke action plans that map out each project and the tasks we seek to deliver each year.

Above all else, the Council is intent on putting Morecambe first.

“

Morecambe Town Council believes its mission is to represent the best interests of the town and people of Morecambe, enabling communities to better influence and participate in local decision making - providing a platform and voice for all.”



MORECAMBE - PAST

In 1846 the Morecambe Harbour and Railway Company was formed to build a harbour on Morecambe Bay and a connecting railway. By 1850, the railway linked to areas as far as Bradford and a settlement began to grow around the harbour and railway to service the port and the growing seaside resort which began to be referred to as "Morecambe" - a name which was officially adopted in 1889.

The new railway brought goods and passengers and by the mid-20th century Morecambe was a thriving seaside resort which attracted mill workers from across Yorkshire who flocked to the area for holidays and retirement.

Morecambe's history is ever present with a number of Victorian buildings dominating the landscape such as the Winter Gardens built in 1897.

With the 1930s enshrining paid holidays in law, Morecambe's boom saw its Super Swimming Stadium completed in 1936, alongside pier pavilions, shops, cinemas and attractions.

Annual traditions such as the Cross-Bay swimming race along the promenade, which ran from 1907 until 1991, continued to grow and attracted athletes from all over the world.

Morecambe retains its gifts of nature and history to this day, whilst maintaining its heritage and strong sense of community spirit.





MORECAMBE - PRESENT

Morecambe remains well known throughout the country and is ready to welcome its long-overdue renaissance.

Morecambe Town Council is the largest local council in north Lancashire. According to the 2011 Census, the population of Morecambe (Morecambe Town Council administrative area) was 33,432 and there are currently 17,453 households.

Morecambe boasts one of the most impressive promenades in the country, extending some five miles forming part of the Lancashire's Coastal Way, with thousands of tourists flocking to the area to enjoy the seaside town.

Buildings such as the Winter Gardens are benefiting from new life and key sites are attracting interest for development.

MORECAMBE - FUTURE

In 2018, the Eden Project revealed its design for the Eden Project North on the seafront in Morecambe. This project will see biodomes dominate the promenade and focus on the marine environment. Whilst funding has not yet been secured for this project, it is expected that this project will be delivered in coming years and will help to drive the revival of the town.

Morecambe Town Council is keen to play an important part in this regeneration and understands the importance of involving the community in Morecambe's comeback.



STRATEGIC AIMS

Morecambe Town Council has considered its priorities and sets out its ambitions within the following strategic objectives.

SA1

To make Morecambe a better place to live, work and visit.

- Reduce economic, social and health inequalities within the community.
- Review the ongoing needs of the town in line with changing populations - ensuring the town is fit for 21st century and future generations.
- Promote business development, entrepreneurship, employment and economic vibrancy.
- Encourage activities to make Morecambe an event destination town through co-operation and support for festivals and events.
- Maximise opportunities to access sports, leisure and recreational resources.
- To live up to Morecambe's motto "beauty surrounds, health abounds".

SA2

To preserve and enhance the history of the town and local environment, making the town greener and cleaner.

- Promote improvement of town centre and promenade facilities.
- Preserve and enhance the traditions, character and heritage unique to Morecambe.
- Lobby to improve the quality of housing stock.
- Encourage improvement to green spaces.
- Support initiatives to tackle litter and weeds.



SA3

To provide inhabitants with a voice, fully representing local views and championing localism.

- Embrace a socially inclusive and caring community, promoting health and wellbeing.
- Support and encourage community groups and organisations.
- Improve multi-platform communication with residents, accessible to all.
- Restore pride and ownership across the town.

SA4

To raise the profile and build the reputation of the town and council by connecting it more closely with constituents to enable recognition of the distinction between the Town Council and Principal Authority.

- Promote Morecambe as clean, safe, and welcoming for all.
- Work to improve tourism and inward investment, developing measures to maximise the visitor economy.
- Support plans for better jobs, transport and homes.
- Continue to develop the qualification and knowledge base within the Council.

SA5

To instigate and coordinate positive collaborative working, building partnerships and alliances between the Town Council and other organisations, capitalising on funding opportunities and using a strong evidence base to influence strategic decision making that affects Morecambe.

- Ensure high standard of operational quality.
- Work with other service providers and landowners to ensure a consistently high level of cleanliness in the town.
- Work in partnership with others to achieve a thriving and safe place to live.
- Celebrate the lives and talents of the community who live and work in Morecambe.

01

Equality, Diversity
and Inclusion.

02

Openness, Honesty
and Integrity.

WHAT ARE OUR CORE VALUES?

03

Support and
Collaboration.

04

Value for Money.

05

Reduction in
Carbon Footprint.

DELIVERY

The activities undertaken within the plan period may be resourced by council tax, borrowing, grant funding and other sources such as a Community Infrastructure Levy. The Council will ensure it has adequate reserves to cover its revenue and capital needs in a sustainable way.

It is clear that there is a need for any plan to highlight priorities, and as such a list of actions have been tabled within this plan to outline ambitions that will be achieved over the three-year period.

Having confirmed a list of priorities, it is also important to identify what the Council does not expect to engage in. This is in order to ensure clarity and avoid a loss of focus through the plan period.

It is therefore understood that the following are not included as priorities of this plan:

1. Delivery of functions that are currently delivered more efficiently and cost effectively by public or private sector.
2. Projects and services that fall outside, and have no benefit to, the Morecambe Town Council administrative area.
3. Providing funds for the same service level or functions already delivered and funded by another public body.

MEASUREMENT

The qualitative and quantitative indicators that will be used to measure the outcomes of this plan period are as follows:

- Committees to monitor those action areas where they have responsibility and ensure key performance indicators are an integral part of all activity.
- To develop and implement a framework to predict and measure the economic, social and environmental impact (social value) of our initiatives to help inform priorities in our strategic planning.
- The Council to ensure that overall progress on delivery is monitored.

DANGER ZONE

It is understood that any plan has risks associated with its delivery and the Council has set out its strategic risk assessment below.

01

Risk 1: Lack of financial resource to deliver the plan.

Mitigation: Appropriate budget setting processes to ensure adequate resources. Exploration of third-party funding.

02

Risk 2: Actions overly ambitious.

Mitigation: Whilst ambition is encouraged, the Council must ensure it does not over-promise and under-deliver.

03

Risk 3: Lack of organisational capacity.

Mitigation: Additional staff will be required to deliver the outcomes of the plan.

04

Risk 4: Lack of support from partner organisations.

Mitigation: Improve communication and cooperation between third parties to ensure strong support and collaboration.

05

Risk 4: Priorities and actions are not aligned to community need.

Mitigation: Commitment to consistently engage with the community to ensure needs are met.



CURRENT KEY ISSUES

Below is a list of current issues identified in Morecambe (not in order of priority):

Issue Number	Description
Issue 1	Lack of youth engagement.
Issue 2	Over-occupation of households.
Issue 3	Not enough new and diverse festivals and events.
Issue 4	Too few community buildings serving a beneficial purpose.
Issue 5	Residents not engaged in local decision-making.
Issue 6	Poor levels of investment, regeneration and entrepreneurship.
Issue 7	Low level of government funding.
Issue 8	Enhancement schemes not always delivered.
Issue 9	Civic pride not present in a number of areas.
Issue 10	Lack of art, furniture and entertainment on the street scene.
Issue 11	Insufficient and poor-quality sports and recreation facilities.
Issue 12	Challenges of ageing, disability, and isolation of minority groups.
Issue 13	Lack of support for families.
Issue 14	Decreased number of local employment opportunities.
Issue 15	Health and wellbeing inequalities.
Issue 16	Crime and anti-social behaviour.
Issue 17	Declining retail market.
Issue 18	Celebration of town's history and cultural heritage not evident.
Issue 19	Quality green spaces not optimised and wildlife not prioritised.
Issue 20	Lack of arts and cultural awareness.
Issue 21	Poor social and cultural cohesion.
Issue 22	Inconsistent nighttime economy in the town centre.
Issue 23	Need for more joined up thinking and collaboration.
Issue 24	Limited opportunities for intergenerational activity.

Issue Number	Description
Issue 25	Large quantity of poor quality privately rented homes.
Issue 26	Declining cleanliness of streets.
Issue 27	Clarity need about direction of Morecambe and how its promoted.
Issue 28	Negative perceptions about the Council and community.
Issue 29	Power imbalance - communities not always in control of future.
Issue 30	Concern regarding the uncertainty of the new unitary authority and what this will mean for Morecambe, community assets and service delivery.

In order for these issues to be addressed, Morecambe Town Council has considered actions that could deliver positive solutions to the challenges identified.

THREE-YEAR VISION

UPDATED - MARCH 2022

The vision for Morecambe to be a vibrant, inclusive, enterprising, active and sustainable town, remaining an attractive place to live, visit, work and invest in, will only be achieved through measurable activity.

Morecambe Town Council is focused on achieving positive outcomes for the community and sets out to undertake the actions outlined in the below table over the plan period (2021-2024).

Action	Activity	Relevant Key Issue	Relevant Strategic Objectives	Timescale	Progress Review (to be completed as required)
Action 1	Complete the Morecambe Neighbourhood Plan.	Issue 2 Issue 10 Issue 30	SA1 SA2 SA3	Year 1	Final work scheduled to start April 2022.
Action 2	Engage in consultations with Lancaster City Council and surrounding parishes on the unitary authority proposals.	Issue 30	SA3 SA4 SA5	Year 1 + 2	Engagement regarding 'The Bay' proposal undertaken. Currently awaiting further proposal(s).
Action 3	Lobby Lancaster City Council for S106 and CIL Contributions to support planned infrastructure improvements.	Issue 6 Issue 7	SA5	Year 1 + 2	Public realm projects still to be identified when land parcels confirmed.
Action 4	Establish a productive dialogue with Lancaster City Council to ensure that Morecambe Town Council's objectives are fully achievable.	Issue 23 Issue 29	SA3	Year 1	Communication ongoing to achieve delivery for various projects including event schedule.

Action	Activity	Relevant Key Issue	Relevant Strategic Objectives	Timescale	Progress Review (to be completed as required)
Action 5	Improve provision of outdoor sports facilities.	Issue 11	SA1 SA2	Year 1, 2, 3	Identification of land parcels is progressing.
Action 6	Work in partnership with Lancaster City Council to protect and enhance current assets in the public realm.	Issue 10 Issue 23	SA1 SA2 SA5	Year 1, 2, 3	Agreed with LCC to conduct survey in areas around a number of vacant land parcels to establish needs of the community.
Action 7	Create a unique identity for the town and find new ways of effectively marketing that identity through tourism campaigns to promote Morecambe as a place to visit and invest in.	Issue 6 Issue 22 Issue 27	SA1	Year 1, 2, 3	No action to date.
Action 8	Undertake community engagement to build an evidence base, considering the introduction of initiatives such as Area Forums.	Issue 5 Issue 9	SA3	Year 1	Two surveys undertaken to establish the needs of visitors in the town centre and local business owners.
Action 9	Improve communications with stakeholders and residents.	Issue 23 Issue 29	SA5	Year 1, 2, 3	Monthly newsletters commencing Spring 2022.
Action 10	Empower and support local organisations through grants and sponsorships.	Issue 12 Issue 13 Issue 15	SA3	Year 1, 2, 3	The Council has issued grants to local organisations - full list on website.

Action	Activity	Relevant Key Issue	Relevant Strategic Objectives	Timescale	Progress Review (to be completed as required)
Action 11	Strive for first rate initiatives that improve health and wellbeing of people in Morecambe.	Issue 12 Issue 13 Issue 15	SA1	Year 1, 2, 3	No specific action to date.
Action 12	Work with partners to develop initiatives focused on reducing anti-social behaviour.	Issue 16 Issue 21	SA1	Year 2 + 3	No specific action, but working to involve young people in events.
Action 13	Develop and promote a regular festivals and events programme.	Issue 3	SA1	Year 1, 2, 3	Event schedule approved for first year.
Action 14	Provide additional support for young people through activities such as creating a youth council.	Issue 1	SA3	Year 2	No action to date.
Action 15	Explore the creation of wildlife corridors and work to improve the biodiversity of Morecambe.	Issue 19	SA1 SA2	Year 1	Land parcel identified.
Action 16	Work with partners to reduce litter and weeds, improving the overall street cleanliness of Morecambe.	Issue 25 Issue 26	SA1 SA2	Year 1, 2, 3	Positions created for three operatives to tackle weeding and reduce litter.
Action 17	Explore opportunities to acquire additional assets and services that will benefit the community.	Issue 4	SA1 SA2	Year 1, 2, 3	Conversations ongoing.

Action	Activity	Relevant Key Issue	Relevant Strategic Objectives	Timescale	Progress Review (to be completed as required)
Action 18	Achieve and maintain a high standard of governance by upholding legislation and a high standard of conduct, acquiring the National Association of Local Council's 'Quality Gold Award'.	Issue 28	SA1	Year 1	Considerable work has been undertaken by the Council to adopt new policies and procedures for good governance. .
Action 19	Explore ownership of Morecambe's Coat of Arms and establish a mayoralty	Issue 9 Issue 28	SA3	Year 1	Awaiting response from Garter Principal King of Arms.
Action 20	Deliver community competitions that engage the public such as Morecambe in Bloom.	Issue 5 Issue 9	SA3	Year 1, 2, 3	Morecambe in Bloom. Young Musician of the Year.
Action 21	Establish a tourist information centre and develop a welcome pack and town map for visitors.	Issue 27	SA1 SA2 SA4	Year 3	No action to date.
Action 22	Maintain and improve allotments.	Issue 19	SA2	Year 1, 2, 3	Work undertaken to improve governance.
Action 23	Promote and increase the level of volunteering in the town.	Issue 24	SA3	Year 2 + 3	No action to date.
Action 24	Develop community groups database.	Issue 5 Issue 29	SA3 SA5	Year 1	Database collated. Updates ongoing.

Action	Activity	Relevant Key Issue	Relevant Strategic Objectives	Timescale	Progress Review (to be completed as required)
Action 25	Work with venues, and accommodation providers to promote the town to visitors and capitalise on opportunities to attract investment and boost enterprise and entrepreneurship.	Issue 14	SA1	Year 2 + 3	No action to date.
Action 26	Create upskilling opportunities for residents - facilitating business start-ups, training and sharing knowledge.	Issue 14	SA1	Year 2 + 3	No action to date.
Action 27	Work to safeguard sites that are suitable for enhancement and incubation of new commerce.	Issue 14 Issue 22	SA1 SA2	Year 1 + 2	Working Group formed for Frontierland land site.
Action 28	Investigate sources of external funding and partnership opportunities, giving consideration to the formation of a new co-ordinating body to build on the experience and achievement of existing organisations such as Morecambe BID for the benefit of the whole town.	Issue 23	SA1 SA4 SA5	Year 1	External funding sourced through Welcome Back Fund totalling approximately £40,000.00 Partnership funding of approx £3,000.00 secured with Morecambe BID for a local art project.

Action	Activity	Relevant Key Issue	Relevant Strategic Objectives	Timescale	Progress Review (to be completed as required)
Action 29	Explore innovative ways of enhancing and protecting green open spaces e.g. Queen Elizabeth 2 Fields Challenge, nomination of Community Assets and Asset Transfers.	Issue19	SA2	Year 1 + 2	Conversations ongoing.
Action 30	Identify public areas for the provision of trees and promote increased tree planting.	Issue 19	SA2	Year 2 + 3	No action to date.
Action 31	Carry out an annual carbon audit and offset the Council's carbon footprint.	Issue 28	SA2	Year 1, 2, 3	To be completed at year end.
Action 32	Work to ensure empty shops are not an eyesore.	Issue 17	SA1 SA2	Year 2 + 3	No action to date.
Action 33	Review effectiveness of the Council's staffing structure.	Issue 28	SA4	Year 1	Staffing structure review undertaken and new positions created..
Action 34	Develop art projects that respond to community need.	Issue 20	SA3	Year 1, 2, 3	Art commissioned for St Lawrence's church..
Action 35	Improve website to encourage increased use and ease of navigation.	Issue 28	SA4	Year 1	Improvements to access completed - website is now first result in search engine.