

# Blackpool Council

15 February 2019

To: Councillors Benson, Blackburn, Cain, Campbell, Cross, Jackson, Kirkland, Smith, I Taylor and Mrs Wright

The above members are requested to attend the:

## EXECUTIVE

Monday, 25 February 2019 at 6.00 pm  
in Committee Room A, Town Hall, Blackpool

## A G E N D A

### 1 DECLARATIONS OF INTEREST

Members are asked to declare any interests in the items under consideration and in doing so state:

(1) the type of interest concerned either a

- (a) personal interest
- (b) prejudicial interest
- (c) disclosable pecuniary interest (DPI)

and

(2) the nature of the interest concerned

If any member requires advice on declarations of interests, they are advised to contact the Head of Democratic Governance in advance of the meeting.

### 2 COUNCIL TAX 2019/2020

(Pages 1 - 6)

To consider and discuss the report on the Council Tax 2019/2020 for recommendation to the Council meeting on 27 February 2019 as part of the Council's budget setting process.

**3 GREEN AND BLUE INFRASTRUCTURE STRATEGY AND ACTION PLAN** (Pages 7 - 74)

To consider and discuss the Green and Blue Infrastructure, this proposed strategy will, once approved, become part of the Council's Executive Policy Framework.

**4 WHOLE SYSTEM TRANSFERS OF CARE SCRUTINY REVIEW FINAL REPORT** (Pages 75 - 102)

Councillor Hobson, the Chairman of the Adult Social Care and Health Scrutiny Committee has been invited to address the Executive on the Scrutiny Review.

Councillor Cross, Cabinet Member for Adult Services and Health, will then offer a response as the relevant Cabinet Member. The other members of the Executive will then be invited to discuss further the review before confirming the Executive's response to the recommendations outlined in the Scrutiny Review.

**5 SINGLE-USE PLASTICS POLICY** (Pages 103 - 124)

Further to the motion approved at the Council meeting on 27 June 2018, to consider and discuss a proposed policy for reducing the Single Use Plastics within the Council.

**6 FUTURE STRUCTURE OF THE BLACKPOOL LOCAL SAFEGUARDING CHILDREN'S BOARD** (Pages 125 - 144)

To consider and discuss proposals for the future structure of safeguarding boards.

**7 FUNDING FOR BLACKPOOL HOUSING COMPANY** (Pages 145 - 156)

To consider and discuss a loan to Blackpool Housing Company Limited.

The report for this item is public. However Appendix 7a contains information regarding the negotiations and the proposed or potential courses of action and are currently exempt from publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972. It is considered on balance that the public interest would not be served by publishing the information as it could prejudice future development.

**8 CAR PARKING STRATEGY** (Pages 157 - 238)

To consider and discuss the Car Parking Strategy to enable future development in the town centre.

The report for this item is public. However Appendices 8c and 8d contain information

regarding the negotiations and the proposed or potential courses of action and are currently exempt from publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972. It is considered on balance that the public interest would not be served by publishing the information as it could prejudice the proposed development.

**9 BLACKPOOL CENTRAL**

(Pages 239 - 252)

Further to Decision EX57/2019, to consider and discuss next steps in the Blackpool Central project.

The report for this item is public. However Appendices 9a and 9c contain information regarding the negotiations and the proposed or potential courses of action and are currently exempt from publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972. It is considered on balance that the public interest would not be served by publishing the information as it could prejudice the proposed development.

**10 TALBOT GATEWAY OFFICE ACCOMMODATION**

(Pages 253 - 286)

To consider and discuss next steps in the Talbot Gateway project.

The report for this item is public. However Appendices 10a, 10b, 10c and 10 d contain information regarding the negotiations and the proposed or potential courses of action and are currently exempt from publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972. It is considered on balance that the public interest would not be served by publishing the information as it could prejudice the proposed development.

**Venue information:**

First floor meeting room (lift available), accessible toilets (ground floor), no-smoking building.

**Other information:**

For queries regarding this agenda please contact Lennox Beattie, Executive and Regulatory Manager, Tel: (01253) 477157, e-mail [lennox.beattie@blackpool.gov.uk](mailto:lennox.beattie@blackpool.gov.uk)

Copies of agendas and minutes of Council and committee meetings are available on the Council's website at [www.blackpool.gov.uk](http://www.blackpool.gov.uk).

This page is intentionally left blank

<b>Report to:</b>	<b>EXECUTIVE</b>
<b>Relevant Officer:</b>	Steve Thompson, Director of Resources
<b>Relevant Cabinet Member:</b>	Councillor Simon Blackburn, Leader of the Council
<b>Date of Meeting:</b>	25 February 2019

## COUNCIL TAX 2019/20

### 1.0 Purpose of the report:

1.1 Proposals for Blackpool Council's level of Council Tax for 2019/20 and the General Fund Revenue Budget 2019/20.

### 2.0 Recommendation(s):

2.1 To consider all information received since the meeting of the Executive on 4 February 2019 including the Final Settlement Funding Assessment announced on 29 January 2019 and to determine whether or not to confirm the Executive's recommendation to Council regarding the General Fund Revenue Budget 2019/20.

2.2 To recommend to Council approval of a level of Blackpool Council's Council Tax for the year 2019/20 of £1,556.31 at valuation band D equivalent (an increase of 2.99%).

2.3 To recommend to Council the level of net expenditure for the General Fund Revenue Budget 2019/20 of £124,073,000.

2.4 To note that the Police and Crime Commissioner for Lancashire's precept for the financial year 2019/20 at valuation band D equivalent was agreed on the 13 February 2019 as £201.45, an increase of £24.

2.5 To note that the Lancashire Combined Fire Authority will meet on the 18 February 2019 to set its precept for the financial year 2019/20. This again will be reported verbally at this meeting.

### 3.0 Reasons for recommendation(s):

3.1 The Executive is required to consider the outcome of consultation meetings and surveys before finalising its Budget proposals.

The setting of the General Fund Revenue Budget and the level of Council Tax is consistent with the principles approved by the Executive at its meeting on 4 February 2019.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? NO

3.2b Is the recommendation in accordance with the Council's approved budget? Not applicable – the report once approved will become the Council's new approved Budget

3.3 Other alternative options to be considered:

Although one of the eight guiding principles of the Council's Medium-Term Financial Sustainability Strategy 2016/17 – 2021/22 is "to keep Council Tax levels as low as possible", Government funding reductions alongside increasing service demands and inflationary pressures on the Council's Budget in 2019/20, in particular Children's Social Care pressures, prevent a council tax level any lower than the capped level being prudent or practicable.

The council tax level recommended balances all eight principles with the need to fund and maintain core services. Although the level of council tax at valuation band D that is recommended is £1,556.31, the profile of hereditaments in Blackpool with bands A and B comprising 74% of the total means that the average council tax payable per dwelling in 2019/20 is estimated at £804.

#### **4.0 Council Priority:**

4.1 The report covers both of the Council priorities:

- "The economy: Maximising growth and opportunity across Blackpool"
- "Communities: Creating stronger communities and increasing resilience"

#### **5.0 Background Information**

5.1 At its meeting on 4 February 2019, the Executive considered a report of the Director of Resources that recommended to Council approval of a net expenditure for the General Fund Revenue Budget of £124,073,000 that would result in a level of Council Tax for the year 2019/20 of £1,556.31 at valuation band D equivalent. This is an increase of 2.99%.

5.2 The Final Settlement of Blackpool Council's 2019/20 Settlement Funding Assessment was announced by the Ministry of Housing, Communities and Local Government on 29<sup>th</sup> January. There were no changes to the Provisional Settlement Funding Assessment of £62,300,000 for 2019/20.

- 5.3 As part of the Final Local Government Finance Settlement the threshold for 'excessive' Council Tax increases was confirmed at 3%, an increase of 3% or more requiring a local referendum to be held. The level of Council Tax recommended in this report will not invoke this requirement.
- 5.4 In addition to the announcements affecting 2019/20 the Government has published a Fair Funding consultation paper "A review of local authorities' relative needs and resources – Technical consultation on the assessment of local authorities' relative needs, relative resources and transitional arrangements" – closing date 21 February 2019.
- 5.5 A further consultation paper was published on "Business Rates Retention Reform – sharing risk and reward, managing volatility and setting up the reformed system". This consultation seeks views on options for the reform of elements of the business rates retention system in England from 2020/21 onwards – closing date 21 February 2019.
- 5.6 It is the intention to collaborate with SIGOMA (Special Interest Group of Municipal Authorities) on a joint response to these consultations.
- 5.7 Besides the ongoing dialogue with the trade unions throughout the budget-setting process, this year's process saw a departure from the conventional Scrutiny Committee with business ratepayers with instead the Director of Resources' attendance and presentation at the 25 January 2019 meeting of the Blackpool Business Leaders Group, which received an empathetic hearing by the 120 business leaders present.
- 5.8 The precepts of the Police and Crime Commissioner for Lancashire was agreed on the 13 February 2019 and is included at recommendation 2.4 to note the increase as £24 on a Band D property. The Lancashire Combined Fire Authority's precept for the year 2019/20 is due to be agreed on the 18 February 2019 and will be reported verbally to this meeting of the Executive.
- 5.9 Does the information submitted include any exempt information? No
- 5.10 **List of Appendices:**
- None.

**6.0 Legal considerations:**

6.1 There is a duty for major precepting authorities to issue a precept for 2019/20 before 1 March 2019. For other local authorities including Blackpool Council there is a duty to set 2019/20 budgets before 11 March 2019.

**7.0 Human Resources considerations:**

7.1 Human Resources considerations were outlined in the General Fund Revenue Budget 2019/20 report.

**8.0 Equalities considerations:**

8.1 An Equality Analysis was produced for the General Fund Revenue Budget 2019/20 report to the Executive on 4 February 2019 - this remains applicable.

8.2 In making this year's Council Tax proposal particular account has been taken of the impact on vulnerable groups and people who share the protected characteristics under the Equality Act. A full Equality Analysis report into the detailed budget proposals within the Revenue Budget has underpinned this consideration. In terms of impact proposals have been balanced that will protect core services to vulnerable people and communities, together with the need to balance the budget and move to a greater self-sufficiency with regard to income and tax-raising given the future reductions in central government grant support outlined in the Medium-Term Financial Sustainability Strategy 2016/17 – 2021/22.

**9.0 Financial considerations:**

9.1 As outlined in this report.

**10.0 Risk management considerations:**

10.1 A Risk Analysis was produced for the General Fund Revenue Budget 2019/20 report to the Executive on 4 February 2019 - this remains applicable.

**11.0 Ethical considerations:**

11.1 In the context of a budget savings requirement of £9.0m in 2019/20 with inevitable reductions to some services, a Council Tax increase of 2.99% which will yield £1.65m is a necessary contribution to ensure that key Council services are maintained.

**12.0 Internal/ External Consultation undertaken:**

- 12.1 Consultation meetings on the broad budget position facing the Council have always been undertaken with the community equality groups. The Council’s Director of Resources or his representative has often personally attended and briefed a number of these groups over this period.
- 12.2 Wider communication has also taken place via the Council’s extensive corporate communication methods, which include website, social media, media briefings, press statements and interviews.
- 12.3 Once specific proposals were published in December 2018, detailed consultations with all affected stakeholders - amongst them staff, service users and communities of interest / equality groups – have taken place. The outcomes of these consultations have been considered by key decision makers and accordingly have informed the final proposals contained in the budget.
- 12.4 Consultation with the trades unions with regards to staffing issues has been embedded into normal working practices and has also met all formal consultation requirements. In addition and as referred to at paragraph 5.7, business ratepayers were consulted en bloc at the January Blackpool Business Leaders’ Group meeting.

**13.0 Background papers**

- 13.1 Budget working papers and above consultation minutes and feedback.

**14.0 Key decision information:**

- 14.1 Is this a key decision? Yes
- 14.2 If so, Forward Plan reference number: 40/2018
- 14.3 If a key decision, is the decision required in less than five days? No
- 14.4 If **yes**, please describe the reason for urgency:

**15.0 Call-in information:**

- 15.1 Are there any grounds for urgency, which would cause this decision to be exempt from the call-in process? No
- 15.2 If **yes**, please give reason:

**TO BE COMPLETED BY THE HEAD OF DEMOCRATIC GOVERNANCE**

**16.0 Scrutiny Committee Chairman (where appropriate):**

Date informed: 15 February 2019 Date approved:

**17.0 Declarations of interest (if applicable):**

17.1

**18.0 Executive decision:**

18.1

**18.2 Date of Decision:**

**19.0 Reason(s) for decision:**

**19.1 Date Decision published:**

**20.0 Executive Members present:**

20.1

**21.0 Call-in:**

21.1

**22.0 Notes:**

22.1

<b>Report to:</b>	<b>EXECUTIVE</b>
<b>Relevant Officer:</b>	John Blackledge, Director of Community and Environmental Services
<b>Relevant Cabinet Member:</b>	Councillor Graham Cain, Cabinet Secretary (Resilient Communities)
<b>Date of Meeting :</b>	25 February 2019

## GREEN AND BLUE INFRASTRUCTURE STRATEGY AND ACTION PLAN

### 1.0 Purpose of the report:

1.1 To summarise the purpose and the key objectives within the Green and Blue Infrastructure Strategy

### 2.0 Recommendation(s):

2.1 To approve the Green and Blue Infrastructure Strategy and Action Plan for Blackpool as attached at Appendix 3a with effect from 1 March 2019 to 28 February 2029.

### 3.0 Reasons for recommendation(s):

3.1 To ensure that the Green and Blue Infrastructure Strategy is at the heart of the Council's decision making. The Strategy will support the Council's aspirations to tackle the underlying causes of poor health, promote healthier lives and economic development. It will also help to attract tourists as it revitalises the urban environment and provide a higher quality resort offer.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council's approved budget? Yes

3.3 Other alternative options to be considered:

Not to approve the Green and Blue Infrastructure Strategy which would mean that the significant issues identified in the strategy summarised at 5.1 would not be addressed such as the fact that Blackpool has the lowest tree canopy cover in England, with one of the highest densities of housing outside London and limited usable open space.

#### **4.0 Council priority:**

4.1 The relevant Council priorities are both :

“The economy: Maximising growth and opportunity across Blackpool”

“Communities: Creating stronger communities and increasing resilience”

#### **5.0 Background information**

5.1 Green and Blue Infrastructure has been shown to have a large number of health and wellbeing benefits. These include:

- Reduces surface water and flooding and therefore seawater quality
- Reduces the energy we need to spend on managing that water through drains
- Reduces urban heat island effect – green air conditioning
- Removes air pollutants
- Encourages people to play, walk and cycle
- Improves the mental health of adults and children
- Increased employee productivity including reducing sickness absence
- Increases property values
- Attracts inward investment and motivated staff.

Blackpool has lowest tree canopy cover in England, one of the highest densities of housing outside London and limited usable open space.

18,500 Blackpool people use the outdoor environment each week. This is 5,000 people fewer than the national average

This strategy’s aims are to improve the quantity and quality of green space. The Green and Blue Infrastructure Plan aims to tackle some of the underlying causes of poor health, promote healthier lives and economic development. It will also help to attract tourists as it revitalises the urban environment and provide a higher quality resort offer.

5.2 The strategy’s goals are:

1. Engaging people in health and wellbeing, improving the participation of outdoor activities for citizens of all ages, interests, backgrounds and abilities, and transforming Blackpool in a highly walkable and cyclable town.
2. Enhancing the visitor experience, uplifting the presentation and consistency of green infrastructure along the tourist getaway, promoting Stanley Park as it has

been recently recognised as Best Park in the UK.

3. Greener Housing and Infrastructure, improving the quality of new homes and transforming current ones creating pocket parks and other imaginative landscapes.
4. Enabling productive businesses and workers, involving local businesses in redeveloping town centre and leisure quarter, attracting and retaining quality enterprises.
5. Promoting a Green Image and Culture, increasing Blackpool’s culture and creative economy providing a setting for public art, performance, theatre and community activity.
6. Improving Habitats and Benefiting Pollinators, which will help vegetation to grow; filtering pollution, reducing flood risk and improving the quality of water helping maintain the Blue Flag beach status.

### 5.3 Proposed governance Model

It is proposed that the remit and representation on the Corporate Sport and Physical Activity Group is expanded to include Green and Blue Infrastructure.

That the 10 year plan is reviewed annually to agree those actions to be taken forward in that financial year, dependant on the wider Council plans and available external funding sources.

Long term Key Performance Indicators and annual Key Performance Indicators will be agreed by the group.

It will also be a key role of the relevant Scrutiny Committee as part of its workplan to review to progress towards the implementation of the action plan and delivering the strategy’s goals.

5.4 Does the information submitted include any exempt information? No

### 5.5 **List of Appendices:**

Appendix 3a: Green and Blue Infrastructure Strategy and Action Plan.

### 6.0 **Legal considerations:**

6.1 None

**7.0 Human resources considerations:**

7.1 None.

**8.0 Equalities considerations:**

8.1 This strategy takes into consideration mental health and physical wellbeing, aims to reduce inequalities and promote community cohesion.

**9.0 Financial considerations:**

9.1 The Action plan will be reviewed on an annual basis dependent on potential funding streams available.

**10.0 Risk management considerations:**

10.1 None.

**11.0 Ethical considerations:**

11.1 This strategy aims to reduce inequalities and promote community cohesion in line with the Council's ethical policy.

**12.0 Internal/external consultation undertaken:**

- 12.1
1. Interdepartmental steering group
  2. Focus groups and 1 to 1 interviews with key individuals
  3. Councillor information sessions
  4. Attendance at all Scrutiny Committees and special scrutiny committee organised
  5. Attendance at Health and wellbeing Board
  6. Public consultation
  7. Consultation through Open Spaces Network
  8. Local Business Forum
  9. Schools Forum.

**13.0 Key decision information:**

13.1 Is this a key decision? Yes

13.2 If so, Forward Plan reference number: 35/2018

13.3 If a key decision, is the decision required in less than five days? No

13.4 If **yes**, please describe the reason for urgency:

**14.0 Call-in information:**

14.1 Are there any grounds for urgency, which would cause this decision to be exempt from the call-in process?

No

14.2 If **yes**, please give reason:

**TO BE COMPLETED BY THE HEAD OF DEMOCRATIC GOVERNANCE**

**15.0 Scrutiny Committee Chairman (where appropriate):**

Date informed: 15 February 2019 Date approved:

**16.0 Declarations of interest (if applicable):**

16.1

**17.0 Executive decision:**

17.1

**18.0 Date of Decision:**

18.1

**19.0 Reason(s) for decision:**

19.1

**20.0 Date Decision published:**

20.1

**21.0 Executive Members in attendance:**

21.1

**22.0 Call-in:**

22.1

**23.0 Notes:**

23.1

This page is intentionally left blank

# Appendix 3a

## Blackpool's Green and Blue Infrastructure Strategy 2019 – 2029

SUPPORTED BY

**Blackpool Council**





# Contents

---

1.0	Key Message .....	p4
2.0	Vision and Overview .....	p6
3.0	Setting the Scene .....	p10
4.0	Goals .....	p16
5.0	Objectives and Actions .....	p30
6.0	Next Steps .....	p36
7.0	Annex One: Evidence Base .....	p38
8.0	Annex Two: References .....	p40

# 1.0 Key Message

---

## Introduction

Blackpool is looking forward to a period of sustained transformation, with several major regeneration projects started and more are to come. Our housing areas, our town centre and our business areas will be refreshed and rejuvenated with massive public and private sector investment.

We are also piloting innovative social initiatives to improve health, well-being, skills and employability. We are rebuilding Blackpool's brand as "the number one family resort with a thriving economy that supports a happy and healthy community who are proud of this unique town".<sup>1</sup>

This is a ten year strategy to invest in Blackpool's Green and Blue Infrastructure. We will enhance our existing parks and open spaces and deliver new high quality green spaces and public realm. We will see many more residents and visitors experiencing Blackpool's great outdoor spaces.

### What is Green and Blue Infrastructure?<sup>2</sup>

**A network of multifunctional green space, urban and rural, which delivers a wide range of environmental and quality of life benefits for local communities. Green and blue infrastructure is not simply an alternative description for conventional open space. As a network it includes parks, open spaces, playing fields, woodlands, but also street trees, allotments and private gardens. It can also include streams, the sea and other water bodies and features such as green roofs and walls. In Blackpool it also includes our coastline.**

The Strategy will be delivered by Blackpool Council in partnership with its own staff, the community, developers, landowners, schools, healthcare providers and infrastructure managers.

Blackpool faces unique challenges due to poor public health, the intensely urban nature of its built form, poor quality housing stock, and high seasonal unemployment.

Yet Blackpool has a lot to offer. It has enthusiastic, skilled and committed volunteers working in our green spaces. Volunteering in the outdoors builds friendships and civic pride, for example at East Pines Park in Anchorsholme, a group of parents enlisted the help of their local councillor to obtain funding which has rejuvenated the park as a thriving local asset. There are many similar groups across Blackpool. Some completely run by volunteers, others facilitated by the public or voluntary sector.

In 2017, Blackpool's Stanley Park was named as the best park in the UK by Fields in Trust, a national charity which protects open spaces and encourages communities to actively care for them. This is a tribute to the managers and friends of Stanley Park who have invested their time and creativity to make Stanley Park a place valued locally, regionally and nationally.

We are also proud of our coastline with all our beaches having regional Seaside Awards.

Our Green and Blue Infrastructure Strategy builds on these successes. We want the town to be known nationally for the quality and attractiveness of its premier open spaces.

Only a few weeks before Stanley Park received its award, another of our parks, Revoe Park, featured on primetime national TV news, because urban park rangers working in our Better Start programme teach parents how to encourage their infants to play creatively.

The rangers also help with skills and self-esteem amongst people who are looking to rebuild their lives and work prospects after setbacks. There is overwhelming evidence of how green and blue infrastructure is essential to quality of life, and how it can be used as a setting for health-enhancing activity.

It is no secret that Blackpool's Inner Area is short of greenery and attractive open spaces. That is why Revoe Park is so important to its local community who have welcomed the Better Start programme.

A shortage of green infrastructure compounds the public health deficit that affects too many of our population. As we regenerate housing areas and restructure the town centre, we will take opportunities to create pocket parks, plant civic trees and improve greenways so people enjoy spending time outdoors. The promenade and beach are also hugely important assets and we will look to expand the use of them through enhancements and organised activities and events.

Blackpool's wildlife and countryside fringe is also prioritised in this Strategy. Marton Mere is Blackpool's only Site of Special Scientific Interest (SSSI) and Local Nature Reserve (LNR) and acts as a centre for an ecological network connecting coast, countryside and urban areas.

Greening the town centre, principal road and rail corridors and our enterprise zones, using a range of horticultural and artistic techniques, will also give confidence to incoming residents, visitors and investors that Blackpool is a town which is serious about its overall vision.



**Councillor Graham Cain**  
*Cabinet Secretary (Resilient Communities)*

---

## How to Build Blackpool's Green & Blue Infrastructure

### 1 Transform housing quality

New and improved parks and creative greening initiatives in the Inner Area, South Shore and the outer estates will make our housing better for family life.

### 2 More than double tree canopy

Blackpool has the fewest trees of any English town – we will create a legacy for future generations, starting with maintaining our current trees and planting 10,000 trees in the next ten years to more than double our tree canopy from 4% to 10%.

### 3 A greener centre

As the town centre and resort core are regenerated, we will create new pocket parks and an iconic public realm.

### 4 The best in the West

We will celebrate Stanley Park as the best park in the UK so it becomes a must-see for any visitor; and then encourage visitors to explore other parks in the town, Lytham St Annes and Fleetwood.

### 5 Take health seriously

We will help at least 5,000 more local people each week enjoy exercise at our parks and beaches, and we will encourage Forest Schools, Green Gyms and nature-based prescriptions.

### 6 Make it easy to get outdoors

We will establish the "Blackpool Activity Trail", signpost our green spaces better and remind the world that we are a start point for national, coastal and Trans Pennine walking and cycling tours.

### 7 Keep it down to earth

Blackpool has a great backbone of volunteers and can always call on help from businesses, "Blackpool-exiles" and loyal holiday-makers with an affinity for the town. Local park friends, tree wardens, volunteer rangers and councillors are key to delivering and maintaining GBI.

### 8 Always Think for the Future

We will ensure Green and Blue Infrastructure forms part of all our decision-making and supports the future proofing of the town.

The remit of the Strategy is not to safeguard every last bit of existing green space in Blackpool, it is to secure the highest possible quality of spaces. Where a proposed development would result in a green space being reduced in size, the Council will ensure that the remaining green space is a higher quality so that the benefits it provides are more far-reaching than the existing green space.

This Green and Blue Infrastructure Strategy and its accompanying Action Plan have been developed following comprehensive consultation and review of evidence. We will use the Strategy to guide our actions, large and small, to build a town nationally known for the quality of its open spaces.

#### **GBI is delivered through a few flagship schemes and 1001 neighbourhood activities**

We take heart from other northern places, such as Merseyside and Manchester, where sustained environmental regeneration, alongside economic investment and social change has created parks, cycleways, public realm and places where people and businesses thrive. Fears about investment in landscape being wasted due to vandalism, neglect and plant failure are valid but we will study technical evidence to ensure high standards of planting and aftercare are considered from the outset. Investment in GBI is not a "nice to have", we owe it to our townspeople and their children to create a healthy and accessible environment on their doorstep.

#### **As a long-term project, this Strategy is the start of a journey of transformation – success can only be achieved with the continued support and involvement of local residents, landowners, developers and a wide range of partners.**

## 2.0 Vision and Overview

---

### Our Vision - Blackpool in 2029

Blackpool will be experiencing sustained transformation and its parks, green spaces, coastline and public realm will be locally and nationally renowned. Many more people will be enjoying the health and wellbeing benefits of time spent in Blackpool's "great outdoors".

The natural environment will thrive and support Blackpool's physical regeneration, encouraging economic development and attracting new investors, residents and visitors to Blackpool, Wyre and Fylde.

Blackpool's housing areas will be greener and their open spaces will be safe and well-used. The town will be an exemplar of how coastal resorts can turn their fortunes around through social and environmental regeneration.

Blackpool's Green and Blue Infrastructure (GBI) Strategy will protect and enhance the borough's urban, coastal and rural environments to ensure the social, economic and environmental benefits derived from them are maximised.

### Goals and Priorities

Our six strategic goals and implementation priorities for Blackpool's GBI are described in Chapter 4:

- *Engaging People in Health and Wellbeing*
- *Enhancing the Visitor Experience*
- *Greener Housing and Infrastructure*
- *Enabling Productive Businesses and Workers*
- *Promoting a Green Image and Culture*
- *Improving Habitats and Benefitting Pollinators.*

### Objectives

Blackpool's GBI Strategy has the following objectives, which align with Core Strategy Policy CS6:

- *Protect and Enhance GBI i.e. protecting the best and enhancing the rest*
- *Create and Restore GBI i.e. greening the grey and creating new GBI in areas where it is most needed*
- *Connect and Link GBI i.e. making the links, improving connectivity and accessibility of GBI*
- *Promote GBI i.e. changing behaviour, promoting the benefits of GBI and encouraging greater uptake of outdoor activity and volunteering.*

These objectives and a series of headline actions are explained at Chapter 5, along with strategic diagrams and illustrations.

Stanley Park



---

## Policy

The Blackpool Council Plan 2015-2020<sup>1</sup> has two priorities:

- *The Economy: Maximising Growth and Opportunity across Blackpool.*
- *Communities: Creating Stronger Communities & Increasing Resilience.*

The town must reduce economic and health inequalities. It is widely acknowledged that high quality GBI promotes economic growth and investment and health and wellbeing.

Blackpool's Local Plan Core Strategy 2012-2027 includes Green Infrastructure Policy (CS6) which requires planning and development activity to protect, enhance, create and connect networks of GBI. Many other Core Strategy policies (e.g. Housing Provision, Economic Development, Town Centre, Quality of Design, Heritage, Sustainable Neighbourhoods) also rely on GBI to underpin and deliver their aspirations.

On a broader scale, the Government's 25 Year Environment Plan<sup>3</sup> commits to:

- *Making sure that there are high quality, accessible, natural spaces close to where people live and work, particularly in urban areas, and encouraging more people to spend time in them to benefit their health and wellbeing; and,*
- *Focusing on increasing action to improve the environment from all sectors of society.*

## The Need for a GBI Strategy

GBI is multifunctional and consists of many types of open space, with multiple benefits. This means that responsibility for creating, managing, promoting and funding GBI falls to numerous people and organisations, working in partnership. This strategy is a leadership document, setting out a vision, goals, priorities, objectives and actions which will inspire sustained action across the town.

This strategy covers the whole of Blackpool. As GBI does not stop at the borough boundary, the strategy aims to connect with the GBI of the neighbouring authorities, Wyre and Fylde.

Blackpool Promenade



## 2.0 Vision and Overview

### Evidence Base

This Strategy for Blackpool's Green and Blue Infrastructure (GBI) and the associated Action Plan have been drawn up following consultation and detailed review of evidence (in the associated Green and Blue Infrastructure Technical Report<sup>4</sup>) about where investment in GBI will deliver the greatest social benefits, environmental improvements and economic enhancements.

The Blackpool Open Space Assessment<sup>5</sup> was updated in 2018 and provides evidence on the quantity, quality and accessibility of GBI in the borough.

Chapter 3 provides an overview of the town's outdoor environment and key issues identified during consultation and evidence-gathering. It sets the scene for the GBI strategy. Annex One and Two list the policy and best practice referenced in the strategy and to key pieces of evidence available in the GBI Technical Report and the 2018 Open Space Assessment.

### Types of Green and Blue Infrastructure

GBI refers to many different types of green and blue space, in public and private ownership, with and without public access, in urban and rural locations:

Parks and gardens – urban parks, pocket parks, country parks and formal gardens.

Amenity space - play areas, communal gardens, playing fields, civic plazas, street trees, living walls and sustainable drainage installations which rely on vegetation.

Natural and semi-natural green space –Woodland, wetlands, water bodies, nature reserves and other wildlife sites housing a variety of habitats and species.

Beach and Promenade – civic spaces, piers and headlands.

#### Key

- Green Infrastructure
- Blue Infrastructure



Blackpool's Green and Blue Infrastructure



Stanley Park Avenue



Marton Mere Overflow Channel



Stanley Park, Italian Gardens

## Benefits of Green & Blue Infrastructure<sup>6</sup>

### 1. Economic benefits

- *Economic growth and employment*
- *Attraction and retention of businesses to the area - creation of attractive environments*
- *Tourism and recreation - enhancement of economy*
- *Staff health and motivation - greener living and working environments*
- *Increased land and property values*

### 2. Social benefits

- *Place-making for family housing and social cohesion*
- *Increased health and wellbeing*
- *Providing recreation and leisure assets*
- *Creation of community resources and a setting for volunteering*

### 3. Environmental benefits

- *Conservation and enhancement of biodiversity, landscape and geodiversity*
- *Protection and enhancement of cultural heritage and a setting for art*
- *Climate change adaptation and mitigation*

## Action Plan

The GBI Action Plan 2019-2029 is a separate document which provides more detail on the location, content, funding and partnerships needed to implement the Strategy.

## 3.0 Setting the Scene

A useful statistical profile of Blackpool's population, economy, health and wellbeing is regularly updated on the Lancashire County website<sup>7</sup>, allowing comparisons with county and national trends.

### Urban Fabric

Blackpool is intensely urban and compact in form. Almost 75% of land is developed. At its heart is the Town Centre and the adjoining Resort Core. Elsewhere in the Inner Area, there is very little open space apart from the promenade and beach. The following nine wards fall seriously short of the standard of 4 hectares of open space per 1,000 population, as proposed in the emerging Open Space Assessment<sup>8</sup>: Claremont, Talbot, Brunswick, Tyldesley, Victoria, Hawes Side, Waterloo, Highfield and Squires Gate.

Elsewhere, Blackpool is predominantly residential in character and largely built up to its boundaries, apart from small pockets of Green Belt which extend into Fylde and Wyre districts. In Blackpool the designation of Countryside Areas in conjunction with the Green Belt defines the limit of urban development and provides much needed amenity and open space.

Blackpool and Fleetwood have the lowest tree canopy cover in the UK, with only about 4% of the towns supporting trees, compared to a national average of 16%<sup>9</sup>. This is a consequence of exposure to coastal weather, the dense Victorian urban fabric, the extent of privately-rented property and the demand for car parking. Over the past few years, the Council's Parks team have planted 3,000 trees in suburban road verges and some parks, but it will require the planting of tens of thousands of trees to bring the town's cover up to even half the national average.

Key	
	Agricultural Land
	Allotment or Community Garden
	Amenity Greenspace
	Beach
	Cemetery, Churchyard or Burial Ground
	Civic and Market Squares
	Grass Verge
	Grassland or Scrubland
	Institutional Grounds (Health and Education)
	Institutional Grounds (Other)
	Outdoor Sports Facilities
	Parks and Gardens
	Private Domestic Gardens
	Promenade
	Provision for Children and Young People
	Street Trees
	Waterbody
	Watercourses
	Wetland
	Woodland



*Green and Blue Infrastructure Typology*

---

## Seascape

Blackpool's coastline is 7 miles long. Blackpool's promenade and seascape is characterised by coastal defences which have received major investments within the past decade. These give the seafront a characterful urban feel. Whilst the defences limit opportunities for greening the seascape, the designed headlands along the promenade provide civic spaces for congregation and art.

Despite the quality of the seafront, some residents report that they feel somewhat disconnected from the promenade, perhaps because of the stark urban environments in the Inner Area, perhaps because of a perception that the promenade is an area for tourists.

## Green and Blue Infrastructure

A quarter of the town's open space is provided in and around Stanley Park, which is one of the largest parks of its kind in the country. It is historically important and has Grade II\* status on the National Register of Historic Parks and Gardens. It comprises a designed landscape with play areas, a lake and a café. The Park facilitates sport through its provision of outdoor sports space, tennis courts, flat and crown green bowling and all weather pitches. It hosts many regional and national events, for example it is a UK centre of excellence for BMX racing.

Opposite Stanley Park is a commercially-operated zoo directly to the east and is next to Marton Mere, the town's principal wildlife site.

Blackpool has several other principal parks, numerous playing fields and other small recreation grounds, providing important recreational, sports and visual amenity benefits for local communities.

**In 2017, Stanley Park was voted Best UK Park by Fields in Trust. Parks and Green Spaces Minister, Marcus Jones MP, said: "Many congratulations to Stanley Park on being voted the UK's Best Park 2017 in the Fields in Trust Awards. The public support shown for this park highlights just how much the residents of Blackpool care about their treasured green space."**

There is very little GBI in the Inner Area or the Town Centre. Its major GBI resource is the coast and beach.

Route 62 of the National Cycle Network runs the length of the promenade and inland to Stanley Park and Heron's Reach.

## 3.0 Setting the Scene

### Health and Wellbeing

Blackpool has a population of 139,195 and is the seventh most densely populated borough in England and Wales outside Greater London. The population is heavily concentrated in Blackpool's Inner Area which experiences considerable transience as people move in for short-term employment or simply to attempt a new start in life; the inexpensive housing encourages this.

The health of people in Blackpool is generally worse than the national average. The town records one of the lowest life expectancy rates nationally and there are inequalities by deprivation and gender. Problems prevalent in Blackpool include alcohol and drug misuse, poor mental health, smoking and obesity. Blackpool has the fourth highest rate of antidepressant prescriptions in the country, and psychological therapy services are very over-subscribed. A high percentage of working age residents claim Incapacity Benefit (over 12%), almost double the national average.

Improving the public's health is now a clear responsibility for local authorities. Blackpool Council is developing a range of approaches to tackling the underlying causes of poor health and promoting healthier lives. Examples include linking GPs to social prescribing alternatives for patients to improve their health and wellbeing and reduce social isolation; debt counselling; volunteering opportunities; and Living Streets "Walk to" projects in primary schools and workplaces.

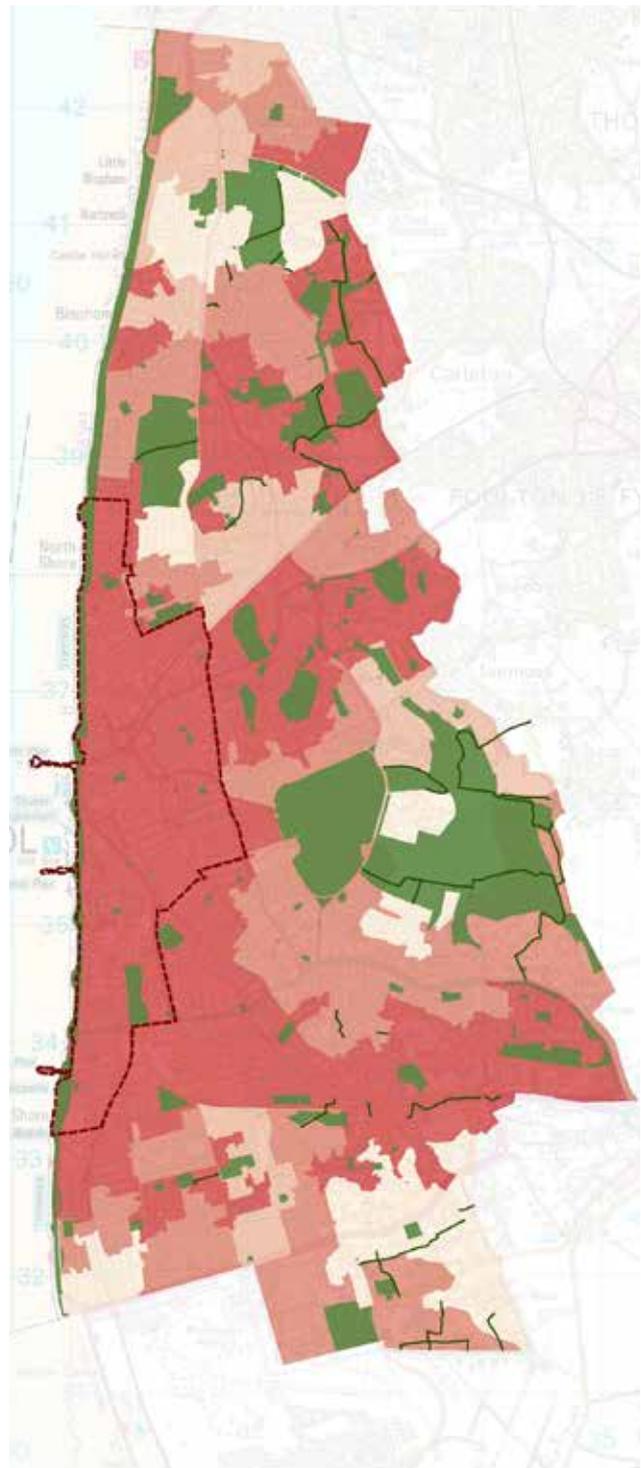
In 2017, Blackpool Council was the first local authority in England to sign a Local Authority Declaration on Healthy Weight. The Declaration includes a commitment to make the most of planning and infrastructure opportunities to positively impact on physical health.

Revoe Park, is one of the key parks for the Defined Inner Area, has undergone a number of improvements to meet the needs of the community, including a community garden using disused bowling greens; renovation of the park buildings using attractive timber cladding (which has withstood vandalism); and natural play. The Park has benefited from financial and human resources provided through the Better Start programme.

**"Revoe Park is a really important green space in the heart of a built up area, which we can use to help develop a local community around. These improvements should help make it a safer place to visit, while the park rangers and community garden will help families to get outside, learn new skills and make new friends" Cllr. Cain, speaking at a Betterstart event in the park in 2016**

**Key**  
Defined Inner Area  
Open Space

**Health Deprivation Score**  
1 - Most Deprived  
2  
3  
4 - Least Deprived



Health Deprivation in Blackpool

---

## Tourism

Blackpool is England's largest and most popular seaside resort attracting 17m tourism visits (13.5 million day visits, 3.5 million staying<sup>11</sup>). Whilst Blackpool remains at the heart of the UK tourism and visitor economy, it has experienced a significant decline in visitor numbers from the 1980's onwards, a consequence of growing consumer affluence, enhanced consumer choice and perceived obsolescence of the town's visitor offer.

In recent years there have been positive signs that Blackpool is beginning to revitalise the visitor economy and attract a new generation of families and visitors. Significant new public sector investment has improved the quality of the resort offer and the urban environment. However, Blackpool still has some way to go in providing a high quality resort offer which appeals to a 21st century tourist market and supports a sustainable visitor economy.



*Blackpool Beach*

## Quality of Place

Blackpool's world renowned British Seaside has developed around its iconic Victorian architecture including Blackpool Tower, Winter Gardens, theatres, hotels and many other civic buildings. The built heritage of Blackpool is something which people are proud of and identify with.

The downside of the intensive development of visitor and residential accommodation is that it has resulted in creating many of Blackpool's low income and vulnerable households, in Blackpool's inner area, which has a negative effect on forming stable and cohesive communities. The high levels of crime, anti-social behaviour, worklessness and low educational attainment coupled with significant transience presents one of the most testing social and economic challenges in the country.

**"You can't do welfare reform separately from having some sort of place-based economic strategy as well" Jonathan Portes, Chief Economist, Dept. of Work and Pensions, 2002-2008, (quoted in "On the Edge", a Financial Times article about Blackpool, November 2017)**



*Queens Park*

Although not always causative, the lack of GBI in the Inner Area correlates strongly with wards suffering lowest levels of mental health and physical wellbeing. The Council has strategies to improve the worst quality housing and promote further family based tourism development, reducing the negative connotations associated with day-tripping.

Blackpool is committed to growth and regeneration in several key areas, as expressed in the Core Strategy Key Diagram<sup>12</sup>. The Town Centre, Resort Core and neighbourhoods within the Inner Area are the primary focus for transformation. In terms of housing, this means restricting multiple occupancy and poor landlord behaviour, with targeted demolition and building of new family homes, such as the new Foxhall Urban Village. Outside the Inner Area, housing estates such as Mereside, Grange Farm and Queens Park will be restructured to improve the quality of the housing offer; and new housing in south Blackpool around Whyndyke Farm and Moss House Road.

## 3.0 Setting the Scene

### Economic Growth and Investment

Blackpool Town Centre is the main retail and cultural centre for the Fylde Coast and employs over 6,000 people, generating a retail turnover of around £300 million per annum. However, the Town Centre is under performing as a sub-regional retail centre. Jobs in Blackpool are generally low skill and low wage and small businesses predominate. Furthermore, reliance on the tourism industry means there is high seasonal unemployment in the winter months.

Blackpool Airport Enterprise Zone (EZ) is a 144ha site incorporating Blackpool Airport which is now in the control of the Council. The EZ is a key employment site with potential to support nearly 140 new businesses and up to 3,000 new jobs over the next 25 years. The EZ has a strong emphasis on creating a green and attractive environment.

Blackpool Council alongside with Blackpool Housing Company and Blackpool Coastal Housing are also pro-actively enabling development and working with developers and investors to shape and facilitate regeneration and new development.

Gateways are a key economic priority and include Yeadon Way, Preston New Road, and Progress Way leading to the Enterprise Zone. The tourist entry points at Blackpool North Station and Central Corridor also provide potential for introducing added value through GBI.

### Land and Biodiversity

Undeveloped open land in the east of the town is made up of protected public open space, sites of nature conservation value, Green Belt and Countryside Areas. Blackpool's intensely built-up urban area means this open land has important landscape, nature conservation and environmental value.

Marton Mere Local Nature Reserve, located on the eastern edge of the town, is one of the few remaining natural freshwater sites in Lancashire covering an area of 39 hectares. The reserve was once associated with a former rubbish tip, but is now a Site of Special Scientific Interest (SSSI) due to its bird populations.

With a wardened visitor centre, Marton Mere is the hub of nature conservation activity and volunteering in the town.



Land and Biodiversity

---

Blackpool has a number of Biological Heritage Sites (BHS); these are part of a network of key wildlife sites across Lancashire. Within Blackpool nearly all the BHS's are ponds which form part of land allocated as open space. The North Blackpool (or Kincaig) Pond Trail is an example of how nature assets are linked together and used as an educational asset.

Fylde's arable growing systems require healthy populations of pollinators and the urban greenspaces within Blackpool can provide a reservoir of plants and habitats suitable for these vital insect species.

Agricultural land on the eastern boundary of Blackpool is level, fertile and open. Extending into neighbouring Wyre and Fylde, the field boundary systems (ditches, hedges and shelterbelts) have become fragmented and have lost distinctiveness due to urbanisation.

Blackpool's urban areas have a very high proportion of hard or 'sealed' surfaces which can cause flash flooding after heavy rain resulting in nuisance, economic damage or pollution.

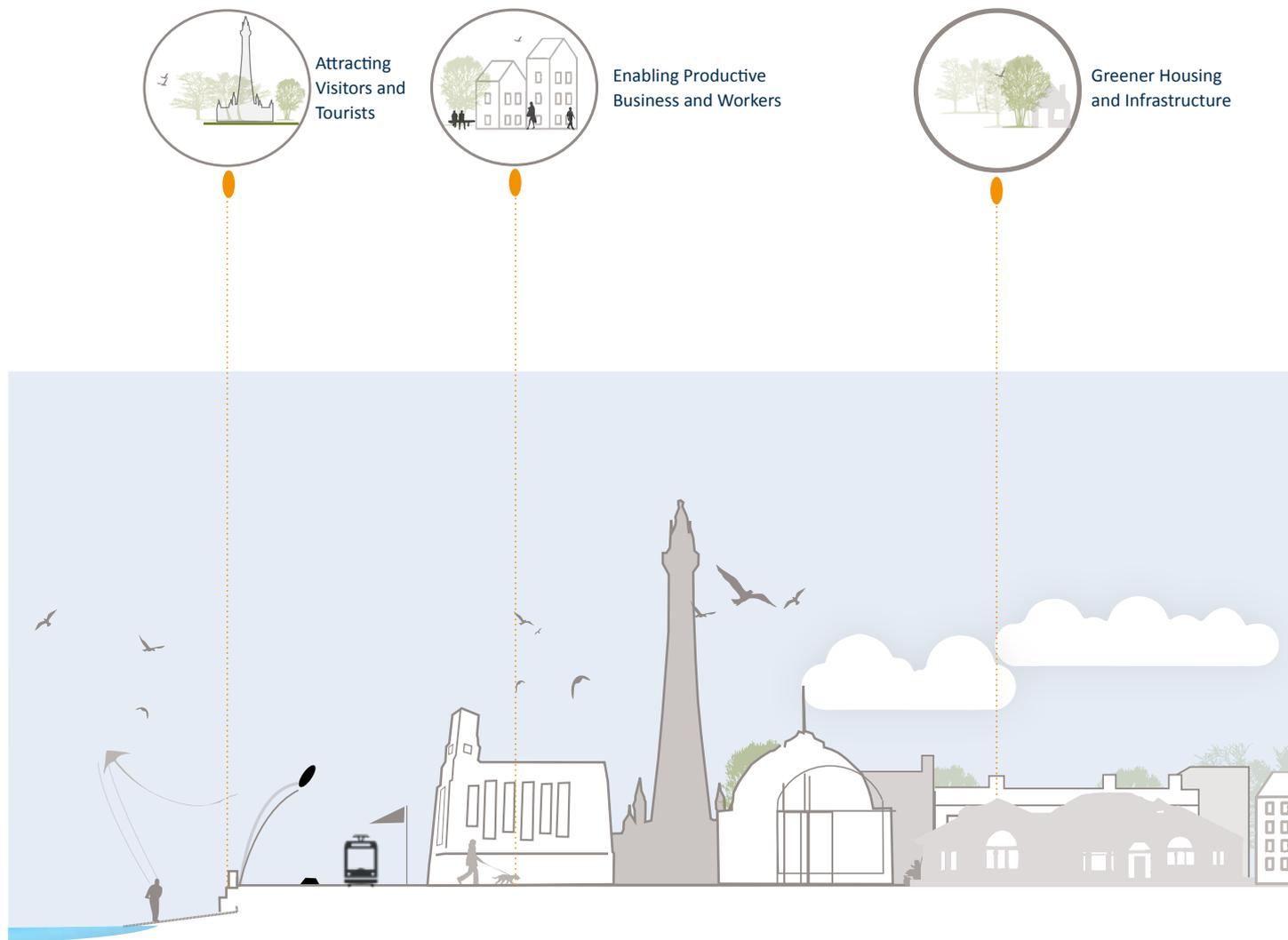


# 4.0 Goals

---

## GBI Goals

The graphic below highlights Blackpool's six main GBI Goals, which have been identified from consultation and a review of evidence. Investment in GBI will of course benefit other areas of public life such as heritage, climatic resilience and education





Engaging people in Health and Well-being

Promoting a Green Image and Culture



Habitats for Wildlife and Pollinators





## Goal 1: Engaging People in Health and Wellbeing

### Our Goal

Blackpool's Green and Blue Infrastructure is the setting for people to meet, exercise, play and recharge their batteries. Contact with the natural world reduces stress, helps recovery and builds community cohesion, particularly through volunteering together. Our Green and Blue Infrastructure can help Blackpool's residents live long, happy and healthy lives.

### Our Priorities

These are our implementation priorities:

#### Early Years and Family Groups

Through initiatives like Better Start, Blackpool is already diversifying its parks to create natural play opportunities which build mental resilience amongst children<sup>13</sup>. Our parks are used by adults learning parenting skills through horticultural and craft activities in family groups.

#### Schools and Routes to Schools

Greener school grounds and well treed routes to school are shown to improve mental health of children using them<sup>14</sup>.

#### Adult Life and Older Years

Urban parks provide a natural health service which is worth many millions to the local economy<sup>15</sup>.

#### Investing in Parks saves Health Service money

**In Sheffield (population 575,000) parks provide a substantial contribution to health, through reduced circulatory disease and reduced burden of depression. In fact, they provide £700 million of savings to the health service through "avoided cost" of physical and mental health treatments. This equates to £1,217 per person. If replicated in Blackpool this is an avoided cost of £173 million. Improving participation levels and investing in measures that encourage people to visit parks and feel secure would result in further savings.**

#### Inner Area

The open space audit shows there are massive deficiencies of accessible greenspace in the Inner Area. This has a particularly negative effect on young families, the elderly and those less mobile who may not be able to easily access the parks and promenade. Planning policy can resist any further losses of vegetation and encourage creation of pocket parks, street trees and doorstep green infrastructure in regeneration and new development proposals.

#### Blackpool Outdoors

Blackpool has a low rate of participation in outdoor activity<sup>16</sup>. About 18,500 Blackpool people use the outdoor environment each week. This is 5,000 people less than the national average for a town of our size. To get another 5000 people outdoors each week in Blackpool would mean:

- 17 more "Parkruns"; or
- 167 school groups; or
- 250 new walking groups; or
- 400 new sports teams; or
- 1,250 more families using our parks.

Quite a challenge! Obviously not all these activities need to happen at the same time – nevertheless our parks and promenade are good enough and big enough to deliver!

#### Cycling and Walking

Blackpool has the opportunity to become a highly walkable and cyclable town. These activities immediately improve health and wellbeing. To encourage more "green travel" for recreation and commuting we can promote:

- *The "Blackpool Activity Trail"; a project to establish walking and cycling routes involving the promenade and a chain of parks and open spaces.*
- *The "Quality Corridors" where investment in public realm, street scene management and street trees will enhance walkability.*
- *New "Greenways" (routes connecting people on foot or bike to facilities and open spaces in and around towns and the countryside, which can encourage people to travel sustainably).*

#### Volunteering and Training

Blackpool has a very active volunteering culture particularly in the fields of social care and rehabilitation. Parks provide excellent volunteering opportunities for businesses and for individuals. GP's can prescribe green gym therapies and participants report the mental health benefits they gain from social contacts.

---

## Case Studies

### Grow Blackpool

Grow Blackpool is a Groundwork led initiative funded by Blackpool Council to promote the benefits of eating fresh fruit and vegetables daily and enabling people to grow it themselves. Saving money, learning new skills, becoming more active and making new friends are all outcomes of the scheme. One of the achievements from Grow Blackpool is the formation of the Friends of Jubilee Gardens. The group care for the 100 year old Promenade Sunken Gardens by Gynn Square in Blackpool. They want the gardens to be well maintained and to play their part in supporting other Agencies and Council Departments in achieving this aim, particularly with cuts to Council budgets and the realisation that the way public spaces are funded and managed in the past has now changed. To make this happen, involvement from the local community is vital and needs to be nurtured and encouraged.

### Revoe Park

Blackpool's Better Start programme has funded Early Years Park Rangers to promote learning through play. The programme has funded works to improve security, create a natural play area and convert disused bowling greens into training areas for woodwork and horticultural skills. These are used by parent and toddler groups and by adults seeking to rebuild their skills and self-esteem following personal difficulties. The park is a vital green lung in the Inner Area.

### East Pines Park, Anchorsholme

This small greenspace had become prone to antisocial behaviour and drug use until parents joined forces officers to improve security, replace hedges with railings and create better managed play facilities. The group made grant applications to local businesses and charities and the park is now an active hub for the local community.

## Key Policy Links and Partnerships

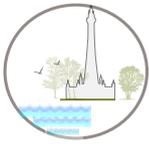
1. Blackpool Council Plan 2015 to 2020, Priority Two: Creating Stronger Communities and Increasing Resilience
2. Local Plan Core Strategy objectives 4, 5, 8, 11, 12.
3. Joint Health and Wellbeing Strategy for Blackpool
4. Blackpool Better Start
5. "Steps to Health" – Blackpool's community health walking scheme and Living Streets: Walk to 2017-2020
6. Blackpool Sport and Physical Activity Strategy
7. Local transport plans and associated the Rights of Way Improvement Plan
8. Solaris Centre and links to nature-based health initiatives explored by Lancaster University

Revoe Park Horticultural Scheme by Better Start



East Pines Park Volunteers





## Goal 2: Enhancing the Visitor Experience

### Our Goal

Blackpool is renowned for the quality of its parks and public realm which have become visitor destinations in their own right. Landscape quality is enhanced along the main road and rail corridors and at gateways into the town centre. The town becomes a hub for coastal walking and cycling tours.

### Our Priorities

These are our implementation priorities:

#### Stanley Park, Zoo and Marton Mere

Now the park is recognised as the Best in the UK we can promote it widely within the town and to broader audiences across the UK. The park development plan will maintain a focus on quality and continuous refreshing of its visitor offer, including events, attractions, festivals, performances, art and horticulture. Connectivity with the town centre, the promenade and other principal parks in Blackpool, Fleetwood and Lytham St Annes will be promoted, which will help visitors navigate throughout Blackpool and encourage a longer visitor stay.

#### Horticultural Excellence

The town's tradition of horticultural excellence has been under threat due to public sector funding cuts but the popularity of Royal Horticultural Society Gardens and the Eden Project shows the economic value of having a horticultural attraction. This could be centred on Stanley Park, but in any case maintaining horticultural excellence is critical for the landscapes of our corridors and gateways.

#### Walking and Cycling

The promenade is already a national cycle route, part of the England coastal path and the Lancashire Coastal Way. Blackpool is a possible Trans Pennine trail starting route and implementation of the Blackpool Activity Trail would add a local element, perhaps encouraging additional bike hire and café businesses. Implementation of greenways along corridors radiating from the town centre would also add to the visitor experience.

#### Beside the Seaside

The Central Business District, the Leisure Quarter and the Resort Core are all areas where green and blue infrastructure would uplift quality and sense of arrival. The dense and compact urban fabric means innovative and sometimes artist-led approaches are needed to ensure street trees, planters and green walls are seen as assets rather than maintenance liabilities.

### Arrival Experience

There is scope for significant uplift in the presentation and consistency of green infrastructure along the tourist getaway and some scope for inserting additional greening within the main parking areas without affecting overall capacity (for example pleached trees). This would improve visual quality, civic pride and sense of arrival.

### Volunteering, Sponsorship and Partnership

We can do more to connect local environmental volunteers with additional human resources, finance and equipment that can be provided by the many businesses, expatriates and groups that have a special affinity with the town.



---

## Case Studies

### Stanley Park and Zoo

As Blackpool's largest and most prestigious Park, Stanley Park provides a wide variety of events and activities throughout the year generating income for the town. In summer 2017 the Park hosted a Dinosaur Festival, the first outdoor festival of its kind in the UK. Life sized replica animatronic dinosaurs were placed around the Park as well as a simulated archaeological dig scene. Other events at Stanley Park and its visitor centre include pumpkin carving, Macmillan coffee mornings, Christmas carols, high ropes course, music events at the bandstand, weekly Parkrun and an annual motorcycle show.

Blackpool Zoo is an award winning zoo housing over 1,500 animals ranging from sea lions to orangutans to giraffes. In 2017, the Zoo celebrated its 45th anniversary which was marked with a number of celebrations including welcoming its 15 millionth visitor.

### Bank Hey Street Improvements

Merlin Entertainments who operate the Blackpool Tower complex, partnered with the Council to fund streetscene enhancements near the Tower.

## Key Policy Links and Partnerships

1. Blackpool Council Plan 2015 to 2020, Priority One: The Economy
2. Local Plan Core Strategy Objectives 14 and 15
3. Town Centre Strategy, 2013
4. Destination Blackpool, Resort Placemaking Prospectus



Public Art St Johns Square

Music event at Stanley Park Band Stand





## Goal 3: Greener Housing and Infrastructure

### Our Goal

New housing has ready access to high-quality green spaces. The historic trend of loss of greenery in the Inner Area and South Shore is reversed and new multifunctional green spaces are opened up for locals to enjoy. Blackpool's transport corridors and built-up areas use green infrastructure to improve the town's resilience to pollution, flooding and climate change.

### Our Priorities

These are our implementation priorities:

#### New Housing

Blackpool is determined to improve the quality of its overall housing offer. Blackpool is to deliver 4,200 new homes between 2012 and 2027. New housing offers opportunities to create pocket parks, play areas, civic trees, community food-growing areas and other imaginative landscapes. Robust arrangements for long-term landscape management are just as important as good design of housing areas. Developer checklists can stimulate creative approaches to GBI provision.

A key development as an exemplar for other housing developments will be the Whyndyke Garden Village, one of NHS England's Healthy New Towns. Where GBI is designed into the masterplan from the beginning to promote health and wellbeing.

#### Housing Area Transformation

Several established residential areas will be renewed over the next decades. Our Core Strategy is clear that the town's housing mix must be rebalanced to make the Inner Area, South Shore and certain other housing estates more attractive for family life. The Inner Area has a significant deficiency in all types of green infrastructure which depresses property values and discourages family life.

The urban fabric can be restructured so it is fit for 21st century family life with new green spaces created in areas of deficiency. Elsewhere new development can release funds to make existing green spaces more versatile and user-friendly. All possible policy instruments and funding streams should be deployed to direct resources towards a comprehensive renewal of these neighbourhoods. Foxhall Village and Queens Park are examples of radical housing transformation resulting in much better GBI.

#### Corridors and Gateways

The three principal road corridors into the town and the designated Quality Corridors into the town centre are our "shop window" and each has scope for tree-planting and green infrastructure enhancement to create a distinctive and mature setting for the town.

#### The "Green Line"

The car parks and public spaces, including George Bancroft Park, that form a pedestrian movement corridor from Blackpool South station towards the town centre could be further enhanced with vegetation, green walls and pleached trees.

#### Weather Proofing

Blackpool's dense urban fabric means we have too many "sealed surfaces" which cause flash flooding after heavy rain. In the public realm, parks and road verges can be remodelled slightly to act as rain gardens, soakaways and swales. Gardeners and landowners can play a part in weather-proofing the town through retaining greenery and planting trees.

#### Involving Residents

Blackpool's people are proud of the town. Alongside physical transformation of our housing areas, we should involve residents in design and management of green infrastructure on their doorstep and in the principal parks.



---

## Case Studies

### Queens Park and Layton Rec.

The redevelopment of Queens Park has enabled the enhancement of Layton Rec, a Blackpool Council owned greenspace. The landscape improvement works are being carried out alongside the second phase of development. Layton Rec now has new pedestrian and cycle paths along with soft and hard landscaping. Within the housing area, quality greenspaces and play facilities are provided.

### West Rhyl Housing Regeneration Project and the Gerddi Heulwen Park

Rhyl's Victorian-era housing in neighbourhoods behind the promenade has similarities to Blackpool in terms of a dense urban fabric, patterns of transient occupancy, and a fierce neighbourhood loyalty amongst long-established residents. In consultation with residents, a new green space, Gerddi Heulwen, was created in 2014 after demolition of a hundred properties, as part of a programme of neighbourhood renewal.

### Manchester City of Trees

Over a sustained period, spanning several transport and public realm projects, Manchester City Council has invested in civic trees, street art and furniture and roadside raingardens to uplift the environmental quality and user-friendliness of Oxford Road and the Town Hall environs.

## Key Policy Links and Partnerships

1. Blackpool Council Plan, Priority One: The Economy and Priority Two: Creating Stronger Communities and Increasing Resilience
2. Core Strategy Objectives 2,5,7,8,9,16,18,19,20,21 and future SPD on design quality
3. Blackpool and the Fylde: Our Strategy for inclusive wealth and prosperity
4. Blackpool's Built Heritage Strategy 2016-2020
5. Lancashire Flood Risk Management Strategy (refreshed 2018 onwards) will promote SuDS



*West Rhyl Housing Regeneration Project (Tobermore Ltd)*

*Layton Recreation Ground Visualisation*





## Goal 4: Enabling Productive Businesses and Workers

### Our Goal

High quality Green Infrastructure adds value to business environments, notably in the Enterprise Zone, the Central Business District and the Leisure Quarter. Our parks are a setting for people to learn skills and gain self-confidence to enter the workplace.

### Our Priorities

These are our implementation priorities:

#### Town Centre and Blackpool Central

In this dense and compact setting, green infrastructure needs to be carefully designed into the public realm and sometimes artist-led approaches can turn street trees and planters into an asset rather than a maintenance liability (see London case study). Comprehensive redevelopment can create an opportunity for a rooftop park which can be a versatile space for events or rest and relaxation (see Chavasse Park case study).

#### Quality Enterprises

Attracting and retaining quality enterprises to Blackpool is an important component of growing and diversifying the local economy. High-value businesses have an expectation of high quality premises and business environments from which to operate, in order to attract the best staff and to project a leading corporate image. Green spaces within a business park is a key component of this, enabling businesses to operate in an attractive setting and staff having an outdoor lunchtime/recreation location.

Attractive business environments can add a premium to the value of business premises, which benefit the economy and help spur investment in development projects that support employment.

#### Enterprise Zone

The Blackpool Airport Enterprise Zone is the principal node for industrial and commercial office growth in Blackpool. This important business park aims to be a leading destination for advanced manufacturing and energy-related businesses. The masterplan for the EZ includes opportunities for green infrastructure along boulevards within the business park and the redevelopment of sporting fields. Using green infrastructure to highlight messages about the circular economy and to create a prestigious environment can attract creative start-ups and mature businesses.

#### Key Corridors and Gateways

Green infrastructure can create a sense of arrival and prestige, important in attracting and retaining businesses. Much depends on the quality of landscape management. Fortunately Blackpool has considerable horticultural expertise and interventions such as wildflower verges, street trees and hedging can all create a sense of destination. Inconsistency of existing roadside landscapes currently creates a slightly disjointed arrival experience.

#### Business Involvement

Volunteering days and corporate social responsibility links can help engage more people in Blackpool's great outdoor spaces. From clean-ups to nature reserve management, volunteering can be promoted widely, to the benefit of the Council and local businesses.

#### Benefits of Employee Volunteering

A well-structured business volunteering programme benefits individuals and employers<sup>18</sup>:

- 97% of volunteers said activities help develop a strong team
- 95% felt that volunteering had a positive influence on them
- 76% said it had a positive influence on how they feel about their employer

#### Skills Development

Working with local colleges, our parks can offer apprenticeships along with horticultural and construction skills training which boost confidence amongst people seeking to re-enter the workplace.



---

## Case Studies

### London: Bringing Creativity and Green Infrastructure Together

In Oxford Street, London some shops have sponsored illuminated tree guards which provide an attractive feature while protecting the tree from vandalism. At London Bridge, a group of young architects designed a pop-up bench/planter system which brought seating and greenery to a busy public space.

### Chavasse Park, Liverpool One

As part of the Liverpool One retail development, a new park was created over an underground carpark. The park features grassed areas for general use along with hard surfaced areas for events, Christmas markets, pop-up restaurants, etc. Situated on rising ground it forms a visual gateway into the retail area from the waterfront and provides vistas over the Albert Dock.

### Business Improvement Districts

Businesses in several towns and cities are establishing Green Infrastructure Strategies for town centres e.g. Northwich, Stockport and Winckley Square, Preston. Greening initiatives, public realm improvements and sustainable drainage schemes are seen as contributing to economic growth and retail footfall.

## Key Policy Links and Partnerships

1. Blackpool Council Plan, Priority One: The Economy
2. Core Strategy Objectives 3,8,15,17,21
3. A Better Blackpool (prospectus for transformation of the Town Centre and transport links)
4. Blackpool and the Fylde: Our Strategy for inclusive wealth and prosperity
5. Walk 2017-2020: Walking and Cycling Access for everyday journeys

Grizedale Forestry Apprenticeship Scheme

London Bridge Planter - WMB Studio





## Goal 5: Promoting a Green Image and Culture

### Our Goal

Blackpool will be known for the quality of its parks and public realm, and they host events and public art of which its townspeople are proud. Green Infrastructure provides a setting for the best of the town's Victorian and Twentieth Century architectural heritage

### Our Priorities

These are our implementation priorities:

#### Parks Development Plans

We are rightly proud of Stanley Park as the Best UK Park in 2017. We can continue to build on its reputation as a centre of excellence through encouraging niche businesses, education facilities, sports and events that add social value, income streams and training opportunities. By linking Stanley Park to other parks in Blackpool, Lytham St Annes and Fleetwood, we will build civic pride. Park Development Plans for all our parks would include attention to boundaries, gateways, railings, civic trees and other measures which enhance their contribution to quality of place.

#### Arts in the Public Realm

Parks, public realm and the promenade headlands can provide a setting for public art, performance, theatre and community activity.

#### Townscape

Particularly in the Inner Area, policy should resist removal of vegetation and encourage new development to incorporate significant green infrastructure and street trees to improve quality of place and contribute to climatic resilience of the urban fabric.

#### Gateways and Transport Corridors

Green infrastructure approaches such as green walls at the main point of arrival and civic trees, hedging and wildflower verges alongside road corridors can enhance the sense of arrival.

#### Exemplary Coastal Regeneration

Blackpool is one of many coastal towns in Britain and Ireland addressing long-term decline through physical re-structuring of the urban environment and building a strong cultural brand. As the UK's leading coastal resort, Blackpool can export its expertise in creating and managing Green and Blue Infrastructure as part of a transformation programme.

#### Blackpool Activity Trail

Despite its name, this is in fact a proposal for series of linked footpaths/cycleways that allow people to explore the coast, the town centre, heritage assets, the countryside and Stanley Park. The route is mapped, but there is still much signposting and surfacing and awareness-raising work to do.

#### Small Town Big Profile

**Blackpool is a small town with a big profile. Millions of people come from all over the United Kingdom every year to enjoy our unique environment and attractions, and tourism continues to dominate our town like no other place in the country. The Council's Plan (2019-2024) embraces this fact, recognising the increasing contribution which our cultural and creative economy can make to pulling in new types of visitor and providing the fun and spectacle for which we are renowned**



---

## Case Studies

### Green Walls

Green walls have been established near two British railway stations, Birmingham New Street and Deansgate, Manchester. These help to obscure some unattractive facades and also create a sense of arrival and a point of interest in a confined urban space.

### Stanley Park

The park is known for its national role in various sports and was voted the Best Field Day 2017. It is served by a management team which actively seeks opportunities for revenue generation and involvement of national sports and leisure bodies. More locally it encourages culture and educational events such as the Wordpool Festival aimed at stimulating children's interest in poetry and reading.

## Key Policy Links and Partnerships

1. Blackpool Council Plan, Priority Two: Creating Stronger Communities and Increasing Resilience
2. Core Strategy Objectives 5,12 and 14
3. A Better Blackpool
4. Blackpool Town Centre Strategy 2013
5. Blackpool's Built Heritage Strategy 2016-2020
6. Fields In Trust

*Birley Street Public Art  
Deansgate, Manchester (AnsGlobal)  
Stanley Park Boating Lake*





## Goal 6: Improving Habitats and Benefiting Pollinators

### Our Goal

Blackpool's Wildlife Sites are well-managed and used by volunteers and wildlife-watchers. Our parks, school grounds and main road verges are biodiverse, supporting bees, butterflies and other pollinators which in turn sustain the Fylde's arable farming economy. Vegetation in the town and rural fringe helps filter pollution and improve quality of water before it reaches the Irish Sea. Our parks have healthy soils. Our townspeople can easily get to the coast and countryside. The rural fringe is of high visual quality, with well-managed field edge ditches, verges and hedges typical of open farmland.

### Our Priorities

These are our implementation priorities:

#### Wildlife Sites and Green Corridors

Marton Mere Local Nature Reserve and Site of Special Scientific Interest is the hub of much nature conservation activity and can act as a centre of excellence to ensure all our Biological Heritage Sites (BHS) are well-managed and linked to community volunteers who help with site stewardship. BHS's, urban wildlife, green corridors and coastal habitats are designated in planning policy and new development ensures that their continuity and educational value is protected.

#### Bugs Life!

We will develop a pollinator strategy with actions for main road verges, parks, school grounds, places of worship, farmland and private gardens. The Fylde's agricultural economy is very important with over 3000ha of arable and cereal crops<sup>19</sup>, all dependent on pollination. The UK agricultural economy receives £430m benefit from bee pollination<sup>20</sup>.

Urban environments and private gardens can be a refuge for bees and butterflies. At a local scale, deficiencies in allotments and community orchards are addressed, particularly in the Inner Area. Stanley Park Zoo and Forest Schools curricula offer the opportunity for learning about invertebrates and their value to society.

#### Fylde Farmland Edge

Blackpool's rural edge is visually disjointed and is losing its distinctive landscape character<sup>21</sup>. Restoring "typical" field boundaries such as ditches, reedbeds, hedges, flower-rich verges and shelterbelts would also improve wildlife connectivity and water quality by filtering diffuse source pollution from farmland and roads.

#### What is Natural Capital?

**Natural capital is 'the stock of our physical natural assets (such as soil, forests, water and biodiversity) which provide flows of services that benefit people (such as pollinating crops, natural hazard protection, climate regulation or the mental health benefits of a walk in the park). Natural capital is valuable to our economy. Some marketable products such as timber have a financial value that has been known for centuries. In other cases (e.g. the role of bees in pollinating crops), we are only just beginning to understand their financial value.'** (Department for the Environment, Food and Rural Affairs, 2011)

#### Retrofitting green and blue infrastructure into the urban fabric

Blackpool has a high proportion of "sealed surface". Development and estate regeneration offers the opportunity to protect existing vegetation and introduce new green infrastructure, swales and soakaways, thus improving biodiversity, reducing local flood risk and improving the quality of water flowing into the Irish Sea, helping maintain our quality beaches.

#### "Meantime Greening"

Short-term greening of vacant urban land can maintain biodiversity and offer temporary allotments and food-growing. At Revoe Park, disused bowling greens have been taken over for skills training and early years play.



---

## Case Studies

### Green Infrastructure Action Plan for Pollinators (GIAPP) in South-east Wales

The GIAPP is a landscape-scale project addressing the decline in biodiversity and providing benefits to the economy and communities through creating the environments that favour the creatures that help to pollinate plants.

The GIAPP produced long term action plans for publicly-owned land, focussing on how public organisations can embed sustainable management principles in their daily activities. The GIAPP places an emphasis on the intrinsic value of pollinators to the public, aiming to provide a more colourful, artistic and functional environment.

### Marton Mere and North Blackpool (Kincaig) Pond Trail

Marton Mere is literally the “natural gateway” to Blackpool. It has a dramatic lake and reedbed with a very diverse birdlife and views of the Tower and the Fylde Countryside. With a Visitor Centre and an adjoining Holiday Park, it is a hub for wildlife-watching and outdoors volunteering. It has walking and cycling links to Stanley Park. With the future development of the nearby Whyndyke urban village its role in the environmental consciousness of the area will increase.

Rangers based at Marton Mere co-ordinate volunteering in many of the town’s other parks and also manage the Kincaig Pond Trail, a locally important wildlife corridor which provides accessible semi-natural greenspace for residents in the north east of Blackpool.

*Marton Mere wading volunteers*

*Bees as pollinators*

*New hedge on arable land near Blackpool*



## Key Policy Links and Partnerships

1. Core Strategy Objectives 5,6,11 and 20
2. National Pollinator Strategy (Defra 2014)
3. A Landscape Strategy for Lancashire (Lancs. County Council, 2000)
4. Federation of City Farms and Community Gardens
5. Lancashire Wildlife Trust (e.g. Living Seas and Living Landscapes projects)
6. Lancashire Ecological Network, 2015
7. Fylde Peninsula Water Management Group



# 5.0 Objectives and Actions

## Introduction

Blackpool is an ambitious place and our Green and Blue Infrastructure Strategy is a “call to arms” for the Council, businesses, the community, funders and landowners to play a role in enhancing, creating, connecting and promoting our GBI.

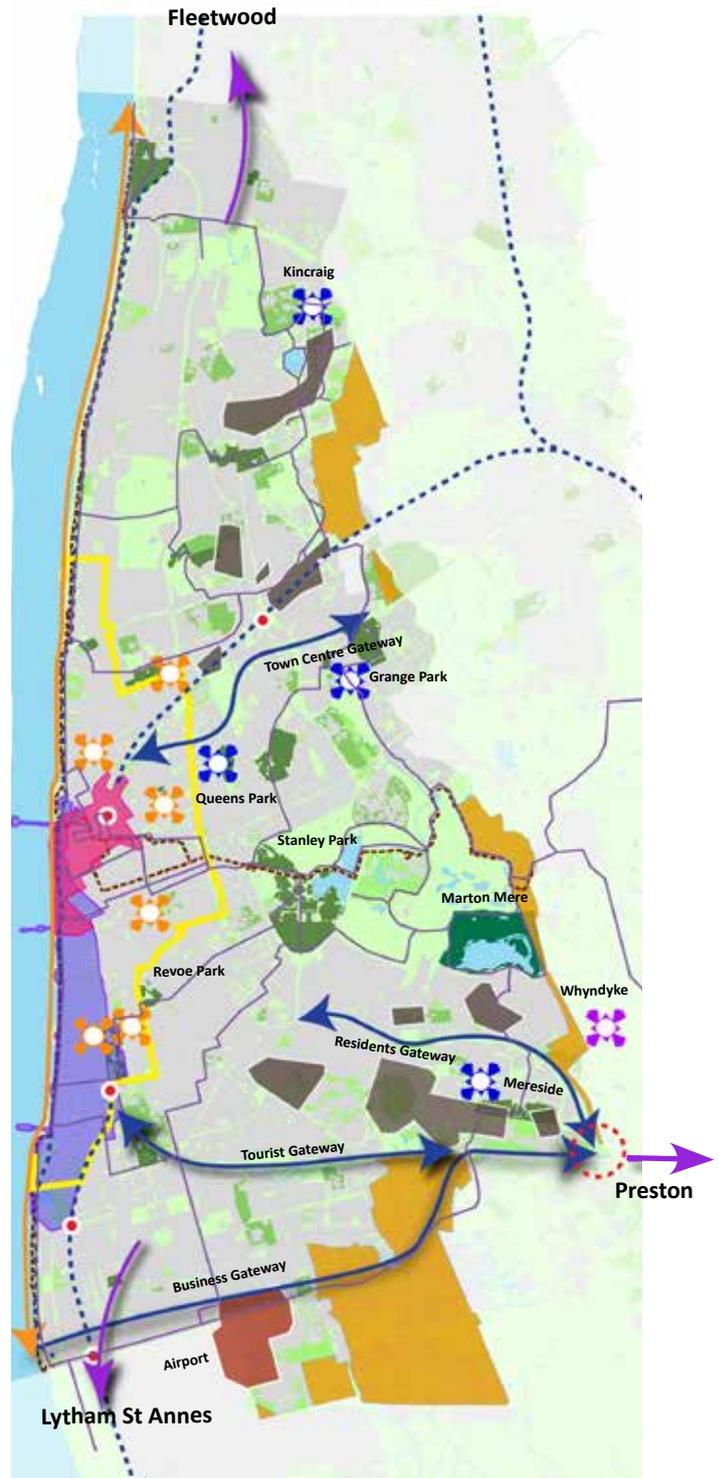
The GBI Strategy aims to create a greener setting for the future growth of Blackpool and address some of the environmental deficiencies which impact on the town’s health, biodiversity and economic performance.

The Key Diagrams for the town and the Inner Area illustrate the principal areas to be affected by the GBI Strategy. The rest of this chapter lists the headline actions, grouped in terms of four objectives:

- *Protect and Enhance GBI*
- *Create and Restore GBI*
- *Connect and Link GBI*
- *Promote GBI and Change Behaviour*

A separate detailed Action Plan sets out our ten-year programme to achieve these objectives.

- Key**
- Inner Area Boundary
  - Town Centre
  - Resort Core
  - Countryside Areas and Greenbelt
  - Parks and Gardens
  - Institutional Grounds
  - Marton Mere SSSI and LNR
  - Other Green Infrastructure
  - Blue Infrastructure
  - Industrial and Business Areas
  - Enterprise Zone
  - Blackpool Activity Trail
  - ↔ Gateways
  - Railway Network & Stations
  - Outer Housing Estates
  - Inner Housing Estates
  - Healthy New Town
  - M55 Junction
  - National Cycle Network
  - ↔ Promenade



Blackpool GBI Key Diagram



Blackpool Inner Area GBI Key Diagram



- Key**
- Inner Area Boundary —
  - Central Business District ■
  - Leisure Quarter ■
  - Winter Garden ■
  - Resort Core ■
  - Town Centre Boundary ■
  - Parks and Gardens ■
  - Institutional Grounds ■
  - Other Green Infrastructure ■
  - Blue Infrastructure ■
  - Piers ★
  - Headlands ▲
  - Potential 'Green Line' ↔
  - Inner Housing Estates ★
  - Local Cycle Route ⋯
  - Quality Corridor →
  - National Cycle Network - - -
  - Promenade ↔

# Objective 1: Protect and Enhance Green and Blue Infrastructure

## 'Protecting the Best, Enhancing the Rest'

### Actions

1. Celebrate Stanley Park, voted the UK's Best Park in 2017, as Blackpool's most prestigious heritage and visitor destination and promote links to other parks in Blackpool, Fleetwood and Lytham St. Annes.
2. Enhance GBI in housing areas, accepting that during housing transformation, greenspaces may be restructured to improve estate design and security, but overall GBI functionality should be enhanced.
3. Invest in Blackpool's parks to acknowledge their importance in each local area, and ensure they are meeting Blackpool's quality benchmark associated with Green Flag criteria.
4. Maintain investment in Marton Mere Site of Special Scientific Interest (SSSI) as the premier site for promoting nature conservation across Blackpool.
5. Ensure all Biological Heritage Sites (BHS) and green corridors are protected for nature conservation, then the planning reference would be appropriate
6. Invest in the promenade and headlands to connect people with the natural seascape.
7. Protect and enhance GBI in streetscapes, quality corridors and the town centre.
8. Safeguard and manage GBI in school, college, hospital and healthcare sites.
9. Protect and manage GBI in corporate, business and industrial settings, enhancing it for biodiversity, sustainable drainage, and to create an attractive setting for the Enterprise Zone, the Town Centre, the Inner Area and other corridors and gateways identified in the GBI Strategy report.

### Key

-  Inner Area Boundary
-  Town Centre
-  Parks and Gardens
-  Institutional Grounds
-  Marton Mere SSSI and LNR
-  Other GBI
-  Biological Heritage Site
-  Promenade
-  Preston New Road
-  Main road networks
-  Piers
-  Railway network and stations
-  Outer Housing Estates
-  Inner Housing Estates



Protecting and Enhancing GBI

## Objective 2: Create and Restore Green and Blue Infrastructure



Creating and Restoring GBI

*'Greening the Grey, and Creating new GBI in areas where it is most needed'*

### Actions

1. Incorporate the creation of new GBI into the Town Centre Strategy Update and emerging Sustainability Strategy to ensure a greener town centre where each part of the public realm is considered as an opportunity for civic GBI.
2. Increase the overall tree canopy in Blackpool to 10%, starting with planting of 10,000 trees in the ten year period 2019 to 2029.
3. Ensure multifunctional GBI is incorporated in new residential developments.
4. Incorporate GBI into the master plan for the Enterprise Zone to create a welcoming place for businesses.
5. Identify opportunities in the Blackpool Central to embed GBI.
6. Use GBI at the gateways and corridors into and around Blackpool (e.g. the 'Green Line') to provide attractive routes for residents, commuters, visitors and tourists and to encourage walking and cycling.
7. Adopt a Planning and Development checklist to ensure GBI is incorporated in all new developments, linked to existing assets, and where on-site provision is not possible, an appropriate contribution is made to off-site GBI assets and networks.
8. In the Green Belt and Countryside Areas, restore elements of the landscape that contribute to character and biodiversity.
9. Continue to expand and support the Allotment Society.

<b>Key</b>	
Inner Area Boundary	
Town Centre	
Potential Green Line	
Enterprise Zone	
Main Industrial and Business Areas	
Central Business	
Leisure Quarter	
Promenade	
Main roads	
Piers	
Headlands	
Railway and stations	
Coutryside Areas and Greenbelt	
Quality Corridor	

## Objective 3: Connect and Link Green and Blue Infrastructure

### *'Making the Links, Improving Connectivity and Accessibility of GBI'*

#### Actions

1. Ensure the Council obtains maximum input to GBI from businesses and services.
2. Create and/or upgrade the Blackpool Activity Trail which incorporates Gateways and Green Corridors to connect key GBI for people and wildlife, including the walking and cycling route from the Town Centre to Stanley Park, Zoo and Marton Mere.
3. Promote and support initiatives that encourage active travel such as 'Steps to Health' and 'Cycle for Health' scheme.
4. Work with neighbouring local authorities to promote links to cross-boundary GBI provision.

#### Key

-  Inner Area Boundary
-  Town Centre
-  Route from Leisure Quarter to Stanley Park and Zoo
-  Whyndyke Healthy New Town
-  Public Right of way Network
-  Gateway to the Countryside
-  National Cycle Route
-  Promenade and Lancashire Coastal Way
-  Piers
-  Headlands
-  Blackpool Activity Trail
-  Biological Heritage Site



Conecting and Linking GBI

## Objective 4: Promote Green and Blue Infrastructure

*‘Changing behaviour, Promoting the benefits of GBI and Encouraging greater uptake of Outdoor Activity and Volunteering’*

### Actions

1. Provide topical and user-friendly information on GBI, parks, open spaces and nature conservation sites, and how to get involved in activities and volunteering.
2. Encourage and support Parks Friends Groups, Beach Guardians, Tree Wardens and other community led environmental stewards.
3. Continue to support and promote the outdoor aspects of the Better Start and HeadStart Programmes and work with health professionals throughout the town to promote “green prescribing”.
4. Appoint a GBI Officer to take ownership and to deliver the GBI Strategy and Action Plan, forming partnerships with health, housing, town centre, schools, cultural and arts specialists.
5. Continue to deliver GI projects that promote food growing, gardening and stewardship of local green spaces.
6. Promote the use of GBI by educational institutions and incorporate GBI into the curriculum e.g. through Forest Schools.
7. Incorporate GBI into the Blackpool Sport and Physical Activity Strategy 2013-2018 when updated.
8. Encourage GBI implementation through the Arts and Culture Strategy.
9. Monitor the outcomes of this Action Plan from the residents perspective.



Promoting GBI

Key	
Green Gym	●
Allotment	●
Urban Farm	■
Children's Centre	■
Schools and Colleges	■
Medical Centre	■
Library	■
Promenade	↔
Main roads	↔
Piers	●

## 6.0 Next Steps

---

### Roles and Responsibilities

The Strategy diagrams in Chapter 5 show the many opportunities for GBI to transform the quality of the urban environment, the seascape and the countryside of Blackpool. The proposed comprehensive and connected networks of GBI will deliver many benefits to residents, employees, investors and visitors to the town. Some actions will be led by the Council, some by the community, some by the third sector, some by developers, some by health and regeneration specialists and all will need partnership working.

### Detailed Action Plan

More detailed actions, funding and stakeholder responsibilities based on the Objectives at Chapter 5 are listed in the GBI Action Plan 2019 - 2029.

### Green and Blue Checklist

We have set out a checklist of requirements for planners and developers to help ensure that GBI is considered in all decisions affecting Blackpool's environment.

GBI should be seen as critical infrastructure in the same way as utilities or local transport networks. If it can be incorporated at the start of a project it is possible to achieve substantial cost savings through combining uses and creating multifunctionality. It can also improve the design, layout and appearance of a scheme.

Developers should be engaged in early discussions with the local authority regarding on site GBI provision so the costs of the expected high standards of quality and quantity of GBI can be accounted for by the developer in their land purchase negotiations.

The checklist provides a summary of the Green Infrastructure (GBI) requirements for development in Blackpool. It consists of strategic and site specific considerations. These requirements will contribute to the greening of the urban area and in particular new development. This will stimulate investment and economic growth; contribute to an attractive and healthy living and working environment; enhance biodiversity; and increase opportunities for tourism leisure and recreation. Maintenance of any new and enhanced GBI is integral to its success and implementation plans need to detail how maintenance will be secured in the long term

### Overseeing the Implementation of the Strategy and Plan

Cllr Graham Cain, Cabinet secretary will oversee the implementation of the strategy through the Health and Wellbeing Board.

### Resourcing the Plan

In such difficult financial times for Local Authorities and other Public Sector bodies, we will need to be innovative and work in partnership with business and other funding bodies to piece together resources, action by action, to deliver the Strategy.



*Victoria Park community involvement, Stafford*



*Solaris Centre Garden Opening*

# Blackpool's Green and Blue Checklist

---

## Step 1: Consider the GBI opportunities and benefits that the proposed development could bring to Blackpool

- It is important to consider the users of the development and the of GBI benefits that could be provided.
- Different types of development provide different opportunities for GBI (including SuDS).
- Residential development provides the opportunity for open space creation for recreation, connectivity to wildlife and flood resilience.
- Other types of development may present opportunities to link to strategic cycle routes and footpaths to encourage visitors and workers to use sustainable modes of transport

## Step 2: Identify the GBI assets within and near the proposed development

- Identify GBI assets within 1km of the proposed development, including aquatic and terrestrial habitats, ecological designated sites, heritage sites, Public Rights of Ways (PRoW), cycle routes.
- Maps of all GBI assets can be found in the GBI Technical Report.

## Step 3: Review the Local Plan and its evidence base e.g. Blackpool GBI Strategy, Blackpool's Open Space Assessment, Supplementary Planning Documents

- Review the Blackpool Council's local plan and evidence base to understand development requirements as well as opportunities to contribute to projects within local plans and strategies.
- Planning policies and strategies can be found here: <https://www.blackpool.gov.uk/Residents/Planning-environment-and-community/Planning/Planning-policy/Planning-policy.aspx>
- The evidence base is saved here: <https://www.blackpool.gov.uk/Residents/Planning-environment-and-community/Planning/Planning-policy/Blackpool-local-plan/Evidence-base.aspx>

## Step 4: Identify opportunities for meeting Blackpool's GBI goals

- Consider the information gathered from Steps 1 - 3 to understand how the proposed development can deliver the GBI goals for Blackpool:
- Engaging People in Health and Wellbeing
- Enhance the Visitor Experience
- Greener Housing and Infrastructure
- Enabling Productive Businesses and Workers
- Promoting a Green Image and Culture
- Habitats for Wildlife and Pollinators

## Step 5: Carry out pre-application discussions with Blackpool Council

- Blackpool Council recommends applicants engage with the Council prior to submitting a planning application so that they can provide feedback and advice regarding the type of development, design and layout. Pre-application discussions provide the setting to discuss opportunities to improve the quality of GBI where low quality GBI assets are reduced in size due to proposed development. Post implementation maintenance arrangements for GBI schemes should be discussed.
- Details about pre-application discussions can be found here: <https://www.blackpool.gov.uk/Residents/Planning-environment-and-community/Planning/Planning-applications/Pre-application.aspx>.

## Step 6: Carry out pre-application community involvement if the proposed development is significant

- Consulting with the local community early in the design stage of significant developments provides the opportunity for feedback about the development and GBI proposals.
- Further details about public consultation can be found here: <https://www.blackpool.gov.uk/Residents/Planning-environment-and-community/Planning/Planning-applications/The-planning-application-process.aspx>

## Step 7: Submit planning application

- GBI proposals should be clearly outlined within the planning application.
- Information about what to submit with your application form is here: <https://www.blackpool.gov.uk/Residents/Planning-environment-and-community/Planning/Planning-applications/Local-validation-checklist.aspx>

# Annex One - Evidence Base

---

This section signposts the reader to relevant maps in the Green and Blue Infrastructure Technical Report (TEP Document Reference 6272.030) and the Updated Open Space Assessment 2018 (TEP Document Reference 6272.067).

The evidence is organised in terms of the goals and priorities described at Chapter 4 of the Strategy. In all cases, the maps should be read alongside all the other maps in the technical report as they form part of a suite of evidence. Decisions should not be based solely on one map, given the nature of GIS data underpinning each map, and the fact that GBI is a multi-functional concept.

Similarly, all the maps should be interpreted alongside the commentary in the Technical Report, especially chapters 4 and 5 which summarise consultations and spatial analysis.

## Goal: Engaging People in Health and Wellbeing

### Evidence Base

Key maps in the technical report are:

- *Need for Aesthetic Function and Aesthetic Assets Map (G6272.004)*
- *Need for Recreation Function and Recreation Assets Map (G6272.005)*
- *Need for Green Travel Route Function and Green Travel Route Assets Map (G6272.006)*
- *Need for Shading Function and Shading Assets Map (G6272.007)*
- *Need for Evaporative Cooling Function and Evaporative Cooling Assets Map (G6272.010)*
- *Need for Trapping Air Pollutants Function and Trapping Air Pollution Assets Map (G6272.009)*
- *Need for Noise Absorption Function and Noise Absorption Assets Map (G6272.012)*
- *Need for Food Production Function and Food Production Assets Map (G6272.017)*
- *Need for Learning Function and Learning Assets Map (G6272.008)*
- *Health and Wellbeing Needs Map (G6272.023)*
- *Recreation and Leisure Needs Map (G6272.025)*

The 2018 open space audit also highlights areas where parks, play and sports facilities fall below standards for quantity, quality and accessibility, which can impact on health and wellbeing. Key maps in the Open Space Assessment are:

- *Open Space Provision by Ward Map (G6272.065)*
- *Quality of Open Space Spaces (G6272.057)*
- *Play Area Quality Scores (G6272.060)*
- *Accessibility to Parks and Gardens (G6272.055)*
- *Accessibility to Provision for Children and Young People (G6272.056)*
- *Accessibility to Outdoor Sports Facilities (G6272.054)*

## Goal: Enhancing the Visitor Experience

### Evidence Base

Key maps in the technical report are:

- *Need for Aesthetic Function and Aesthetic Assets Map (G6272.004)*
- *Need for Recreation Function and Recreation Assets Map (G6272.005)*
- *Need for Green Travel Route Function and Green Travel Route Assets Map (G6272.006)*
- *Need for Heritage Function and Heritage Assets Map (G6272.015)*
- *Need for Culture Function and Culture Assets Map (G6272.016)*
- *Tourism Needs Map (G6272.029)*

The 2018 open space audit also highlights areas where parks, play and sports facilities fall below standards for quantity, quality and accessibility, which can impact on health and wellbeing. Key maps in the Open Space Assessment are:

- *Open Space Provision by Ward Map (G6272.065)*
- *Quality of Open Space Spaces (G6272.057)*
- *Play Area Quality Scores (G6272.060)*
- *Accessibility Maps (G6272.048-55)*

## Goal: Greener Housing and Infrastructure

### Evidence Base

Key maps in the technical report are:

- *Need for Aesthetic Function and Aesthetic Assets Map (G6272.004)*
- *Need for Shading Function and Shading Assets Map (G6272.007)*
- *Need for Evaporative Cooling Function and Evaporative Cooling Assets Map (G6272.010)*
- *Need for Trapping Air Pollutants Function and Trapping Air Pollution Assets Map (G6272.009)*
- *Need for Noise Absorption Function and Noise Absorption Assets Map (G6272.012)*
- *Need for Heritage Function and Heritage Assets Map (G6272.015)*
- *Need for Culture Function and Culture Assets Map (G6272.016)*
- *Need for Wind Shelter Function and Wind Shelter Assets Map (G6272.018)*
- *Quality of Place Needs Map (G6272.024)*

# Annex One - Evidence Base

---

The 2018 open space audit also highlights areas where open spaces fall below standards for quantity, quality and accessibility, which can impact on Quality of Place. Key maps in the Open Space Assessment are:

- *Open Space Provision by Ward Map (G6272.065)*
- *Quality of Open Space Spaces (G6272.057)*
- *Play Area Quality Scores (G6272.060)*
- *Accessibility Maps (G6272.048-56)*
- *Accessibility to Natural Green Space Over 2ha (G6272.058)*
- *Accessibility to Natural Green Spaces Over 20ha (G6272.059)*

## Goal: Enabling Productive Businesses and Workers

### Evidence Base

Key maps in the technical report are:

- *Need for Aesthetic Function and Aesthetic Assets Map (G6272.004)*
- *Need for Recreation Function and Recreation Assets Map (G6272.005)*
- *Need for Learning Function and Function Assets Map (G6272.008)*
- *Economic Growth and Investment Needs Map (G6272.026)*
- *Labour Productivity Needs Map (G6272.028)*

The 2018 open space audit also highlights areas where open spaces fall below standards for quantity, quality and accessibility, which can impact on Productive Businesses and Workers. Key maps in the Open Space Assessment are:

- *Open Space Provision by Ward Map (G6272.065)*
- *Quality of Open Space Spaces (G6272.057)*
- *Play Area Quality Scores (G6272.060)*
- *Accessibility Maps (G6272.048-56)*

## Goal: Promoting a Greener Image and Culture

### Evidence Base

Key maps in the technical report are:

- *Need for Recreation Function and Recreation Assets (G6272.004)*
- *Need for Aesthetic Function and Aesthetic Assets Map (G6272.005)*
- *Need for Heritage Function and Heritage Assets Map (G6272.015)*
- *Need for Culture Function and Culture Assets Map (G6272.016)*
- *Need for Green Travel Route Function and Green Travel Route Assets Map (G6272.006)*
- *Quality of Place Needs Map (G6272.024)*
- *Recreation and Leisure Needs Map (G6272.025)*
- *Tourism Needs Map (G6272.029)*

The 2018 open space audit also highlights areas where open spaces fall below standards for quantity, quality and accessibility, which can impact on Image and Culture. Key maps in the Open Space Assessment are:

- *Open Space Provision by Ward Map (G6272.065)*
- *Quality of Open Space Spaces (G6272.057)*
- *Play Area Quality Scores (G6272.060)*
- *Accessibility Maps (G6272.048-56)*

## Goal: Improving Habitats and Benefitting Pollinators

### Evidence Base

Key maps in the technical report are:

- *Need for Trapping Air Pollution Function and Trapping Air Pollution Assets Map (G6272.009)*
- *Need for Habitat for Wildlife Function and Habitat for Wildlife Assets Map (G6272.013)*
- *Need for Connectivity for Wildlife Function and Connectivity for Wildlife Assets Map (G6272.014)*
- *Need for Food Production Function and Food Production Assets Map (G6272.017)*
- *Need for Water Infiltration Function and Water Infiltration Assets Map (G6272.021)*
- *Products from the Land Needs Map (G6272.030)*
- *Land and Biodiversity Needs Map (G6272.031)*

The 2018 open space audit also highlights areas where parks, play and sports facilities fall below standards for quantity, quality and accessibility, which can impact on health and wellbeing. Key maps in the Open Space Assessment are:

- *Open Space Provision by Ward Map (G6272.065)*
- *Quality of Open Space Spaces (G6272.057)*
- *Accessibility Maps (G6272.048-56)*

## Annex Two: References

---

1. Blackpool Council Plan 2015 to 2020
2. Department for Communities and Local Government, Planning Practice Guidance on the Natural Environment (Paragraph: 027 Reference ID: 8-027-2160211)
3. HM Government (2018), A Green Future, our 25 year plan to improve the environment. Defra.
4. TEP (2017) Blackpool's Green and Blue Infrastructure Strategy: Technical Report (report reference 6272.030) produced for Blackpool Council)
5. TEP (2018) Updated Open Space Assessment (report reference 6272.067) produced for Blackpool Council)
6. Adapted from Department for Communities and Local Government, Planning Practice Guidance on the Natural Environment (Paragraph: 030 Reference ID: 8-030-20160211)
7. Lancashire County Council Local Authority profiles, at <http://www.lancashire.gov.uk/lancashire-insight/area-profiles/local-authority-profiles/blackpool.aspx>
8. TEP (2018) Updated Open Space Assessment – as reference 4 above
9. Forest Research and Treeconomics (2017) <http://www.urbantreecover.org/comparison-table/>
10. [www.blackpoolbetterstart.org.uk](http://www.blackpoolbetterstart.org.uk)
11. Destination Blackpool: Resort Place-Making 2015-2017
12. Blackpool Local Plan: Core Strategy (2012 to 2027): Policy CS1 Strategic Location of Development
13. Dadvand, P. et. al. Green Spaces and Cognitive Development in Primary Schoolchildren <http://www.pnas.org/content/112/26/7937.full.pdf>
14. Sustrans has collected a review of evidence in <https://www.sustrans.org.uk/policy-evidence/related-academic-research/health-and-active-travel>
15. Vivid Economics (2017) Natural Capital Accounting in Urban Parks. <http://www.vivideconomics.com/publications/natural-capital-accounting-in-urban-parks>
16. Blackpool Council (2016) Public Health Annual Report 2016
17. Blackpool Council Local Plan Core Strategy Policy CS2 (Housing Provision)
18. Data from Employee Volunteering (a Community Interest Company) <http://www.employeevolunteering.co.uk/benefits-to-business.html>
19. Lancashire County Council (2016) Summary of the County Agricultural Sector
20. Defra (2014) National Pollinator Strategy
21. Lancashire County Council (2000) A landscape strategy for Lancashire







## Green and Blue Infrastructure Action Plan

This Action Plan:

- Sets out the actions to realise the vision and meet the objectives over the next 10 years;
- Identifies priority sites against each action; and
- Identifies key stakeholders and deliverers against each action.

The 10 year action plan when approved, will be reviewed to create an annual action plan.

### Funding

Funding to implement this long-term action plan will in the main come from external sources. Therefore the annual plan will include, the actions for that year based on priorities, opportunities and availability of funding sources.

### Performance Monitoring

The annual Action Plan will generate a small number of Key Performance Indicators for that year. The long term indicators will be linked to the high level objectives of doubling the tree canopy and 5000 people involved in green initiatives in addition to enter Blackpool into Britain in Bloom.

Headline Actions (from GBI Strategy)	Projects/Programmes	Stakeholders	Lead Department/ Team
<b>Objective 1 Protect and Enhance Green and Blue Infrastructure ‘Protecting the Best, Enhancing the Rest’</b>			
1.1 Celebrate Stanley Park, voted the UK’s Best Park in 2017, as Blackpool’s most prestigious heritage and visitor destination and promote links to other parks in Blackpool, Fleetwood and Lytham St. Annes.	1.1.1 Achieve the Green Flag Award, and Green Flag Heritage Accreditation. Stanley Park was previously a Green Flag Award winner, and the application should be reinstated to promote the benefits that green spaces provide to the local community and visitors to Blackpool.	Parks & Leisure  Friends of Stanley Park	Parks & Leisure

Headline Actions (from GBI Strategy)	Projects/Programmes	Stakeholders	Lead Department/ Team
<b>Objective 1 Protect and Enhance Green and Blue Infrastructure 'Protecting the Best, Enhancing the Rest'</b>			
	1.1.2 Heritage Lottery Bid for further restoration of Stanley Park following previous successful bids.	Parks & Leisure  Friends of Stanley Park Blackpool Conservation Officer	Parks & Leisure
	1.1.3 Use the park as a training centre for council led services and third sectors. Particular focus on apprenticeships and skills training.	Parks & Leisure PRU/Education Diversity	Parks & Leisure
	1.1.4 Continue and enhance the promotion of Stanley Park to the visitor market, including highlighting events and attractions directly to visitors, as well as travel agencies, visitor information services, on social media, etc.	Visit Blackpool	Visit Blackpool
1.2 Enhance GBI in housing areas, accepting that during housing transformation, greenspaces may be restructured to improve estate design and security, but overall GBI functionality should be enhanced.	1.2.1 Explore the aspiration to enhance the open space at Mereside in conjunction with the development of the western part of the open space so that it is of a higher quality than is there currently.	M.A.F.I.A Mereside and Friends in Action, LeftCoast and Blackpool Coastal Housing Better Start Planning Team	Mereside M.A.F.I.A
	1.2.2 Through the master planning process ensure that Whyndyke Garden Village delivers innovation in GBI design to promote physical activity and wellbeing.	Whyndyke Partnership Board Fylde Borough and Blackpool Councils Planning Team	Whyndyke Partnership Board

Headline Actions (from GBI Strategy)	Projects/Programmes	Stakeholders	Lead Department/ Team
<b>Objective 1 Protect and Enhance Green and Blue Infrastructure 'Protecting the Best, Enhancing the Rest'</b>			
	1.2.3 Complete the housing development on the site of the Queens Park flats including GBI plan.	My Blackpool Home Blackpool Coastal Housing Blackpool Council - Housing	Blackpool Council – Housing
	1.2.4 Through community consultation and involvement the potential for rationalising and enhancing existing open space within Grange Park should be reviewed and implemented.	Blackpool Council including Housing, and Planning BCH, @the Grange development group My Blackpool Home	Blackpool Council – Housing
1.3 Invest in Blackpool's parks to acknowledge their importance in each local area, and ensure they are meeting Blackpool's quality benchmark associated with Green Flag criteria.	1.3.1 There are 16 other parks in Blackpool which, along with Stanley Park, need to be recognised for the role they play in providing multiple GBI functions crossing environmental, social and economic benefits.	Parks & Leisure Stakeholder Open Space Network	Parks and Leisure
	1.3.2 Develop a Parks Development Plan informed by the Open Space Assessment 2018 which included quality audits for each park (and other open spaces across Blackpool).		
	1.3.3 Consider crowd funding and alternative funding sources.		
1.4 Maintain investment in Marton Mere Site of Special Scientific Interest (SSSI) as the premier site for promoting nature conservation across Blackpool.	1.4.1 Use Marton Mere as a nature conservation hub to promote other nature conservation.	Lancashire Wildlife Trust and Lancashire County Council Parks & Leisure	Parks & Leisure

Headline Actions (from GBI Strategy)	Projects/Programmes	Stakeholders	Lead Department/ Team
<b>Objective 1 Protect and Enhance Green and Blue Infrastructure ‘Protecting the Best, Enhancing the Rest’</b>			
	1.4.2 Continue and enhance the promotion of Marton Mere to the visitor market, including highlighting events and attractions directly to visitors, as well as travel agencies, visitor information services, on social media, environmental groups, birdwatching clubs, etc.	Visit Blackpool Parks & Leisure	Visit Blackpool
1.5 Ensure all Biological Heritage Sites (BHS) and green corridors are protected for nature conservation, then the planning reference would be appropriate.	1.5.1 There are currently 13 Biological Heritage Sites within the Blackpool Local Authority area identified and safeguarded by the Blackpool Local Plan Part 1 Core Strategy (adopted 2016).  The Council is committed to maintaining the biodiversity and local distinctiveness of sites of nature conservation interest and will endeavour to safeguard, conserve and enhance any further sites that are identified as adding to the wildlife and amenity value of the network of Biological Heritage Sites.	Lancashire Wildlife Trust and Lancashire County Council Blackpool Council Planning Team	Planning
1.6 Invest in the promenade and headlands to connect people with the natural seascape.	1.6.1 Enhance the headlands for the local community. Facilities such as toilets should also be considered on the promenade.	Fylde Peninsula Bathing Water Management Partnership Planning Team	Blackpool Council – Environmental Services
	1.6.2 Investigate options to introduce GBI to the promenade.	Parks & Leisure Planning Team	Parks & Leisure
	1.6.3 Consider ways of enhancing the disused crazy golf area, North Pier.	Parks & Leisure	Parks & Leisure
1.7 Protect and enhance GBI in streetscapes, quality corridors and the town centre.	1.7.1 Enhance road verges along key gateways, including Preston New Road, by introducing stretches of wildflower to provide an attractive setting for residents, commuters and visitors.	Parks & Leisure	Parks & Leisure

Headline Actions (from GBI Strategy)	Projects/Programmes	Stakeholders	Lead Department/ Team
<b>Objective 1 Protect and Enhance Green and Blue Infrastructure 'Protecting the Best, Enhancing the Rest'</b>			
	1.7.2 Work with the Conference Centre contractor to plant trees to enhance existing green space in the town centre.	Leisure assets	Leisure assets
	1.7.3 Cease further use of artificial grass on roundabouts and verges and instead introduce stretches of wildflower to provide an attractive setting for residents, commuters and visitors. Identify funders for the works and ongoing maintenance through sponsorship.	Parks & Leisure	Parks & Leisure
	1.7.4 Protect the existing number of street trees and hedgerows/shrubs in the Defined Inner Area from development and highway works through planning policy. Put Tree Preservation Orders in place where appropriate to protect the best trees in Blackpool.	Planning Parks & Leisure Planning Team	Planning
	1.7.5 Investigate the options for greening Bloomfield Road. This road forms part of the 'Wildlife Cycle Route' on the Blackpool, Fylde and Wyre Cycle Map (2015).	Transport Strategy Parks & Leisure	Transport Strategy
	1.7.6 Introduce a Supplementary Planning Document (SPD) policy whereby any trees and hedgerows/shrubs lost through development in the Defined Inner Area must be replaced with an agreed ratio.	Planning Team	Planning Team
	1.7.7 Encourage hedgerows or shrubs in place of fences and railings to the front of properties within proposed developments during pre-application discussions.	Blackpool Council – Planning Team and Blackpool Coastal Housing Council Environmental Partnership Planning Team	Planning

Headline Actions (from GBI Strategy)	Projects/Programmes	Stakeholders	Lead Department/ Team
<b>Objective 1 Protect and Enhance Green and Blue Infrastructure 'Protecting the Best, Enhancing the Rest'</b>			
1.8 Protect and manage GBI in corporate, business and industrial settings, enhancing it for biodiversity, sustainable drainage, and to create an attractive setting for the Enterprise Zone, the Town Centre, the Inner Area and other corridors and gateways identified in the GBI Strategy report.	1.8.1 Protect and enhance GBI associated with business parks, retail parks and other commercial settings and ensure they are adequately safeguarded from development wherever practicable.	Planning Team Growth and Prosperity Team Business Town Centre BID	Planning

Headline Actions (from GBI Strategy)	Projects/Programmes	Stakeholders	Lead Department/ Team
<b>Objective 2 Create and Restore Green and Blue Infrastructure ‘Greening the Grey, and Creating new GBI in areas where it is most needed’</b>			
2.1 Incorporate the creation of new GBI into the Town Centre Strategy Update and emerging Sustainability Strategy to ensure a greener town centre where each part of the public realm is considered as an opportunity for civic GBI.	2.1.1 Embed GBI such as trees, planters, groundcover and hedges into the Business Improvement District with long-term plans for management and maintenance.	Business Improvement District Team Planning Team	BID
	2.1.2 Work with Network Rail to incorporate GBI into the design of the planned tram extension at Blackpool North Station and the tram route to North Pier. This could include greening the tracks and creating green walls.	Network Rail, Transport Planners and Corporate Leadership Team could advocate. Growth & Prosperity Team Planning Team	Growth & Prosperity
	2.1.3 Incorporate GBI into the external spaces at the Conference Centre using civic space.	Leisure Assets Planning team	Leisure Assets
	2.1.4 Identify opportunities to green the Winter Gardens by approaching local businesses for funding for projects.	Leisure Assets Blackpool Conservation Team	Leisure Assets
	2.1.5 Work with local businesses owners to encourage and support the retrofitting of GI to their buildings using green walls and green roofs.	Business in the Community Business & Enterprise BID	Business & Enterprise
	2.1.6 Incorporate GBI into the Talbot Gateway Phase 2 planning.	Growth & Prosperity Planning Team	Growth & Prosperity

Headline Actions (from GBI Strategy)	Projects/Programmes	Stakeholders	Lead Department/ Team
<b>Objective 2 Create and Restore Green and Blue Infrastructure ‘Greening the Grey, and Creating new GBI in areas where it is most needed’</b>			
	2.1.7 Consider the green within the town centre as an urban community park and create a town centre friends group.	BID Planning Parks	Growth & Prosperity
2.2 Increase the overall tree canopy in Blackpool to 10%, starting with planting of 10,000 trees in the ten year period 2019 to 2029.	2.2.1 Develop a tree planting plan for Blackpool which addresses a range of priorities including air quality.	City of Trees Parks & Leisure Highways Transport Planning Growth & Prosperity Environmental Health Public Health	Environmental Health
	2.2.2 Develop a business plan for the full implementation of the community project to give every child at school a tree to plant.	The Green Team St Georges High School Lancaster University Schools Forum Parks and Leisure Adult social care	Adult social care
2.3 Ensure multifunctional GBI is incorporated in new residential developments.	2.3.1 Create new open spaces in the Defined Inner Area as part of regeneration projects e.g. Rigby Road.	My Blackpool Home Planning Parks & Leisure Housing Strategy	My Blackpool Home

Headline Actions (from GBI Strategy)	Projects/Programmes	Stakeholders	Lead Department/ Team
<b>Objective 2 Create and Restore Green and Blue Infrastructure ‘Greening the Grey, and Creating new GBI in areas where it is most needed’</b>			
2.4 Incorporate GBI into the master plan for the Enterprise Zone to create a welcoming place for businesses.	2.4.1 Create open spaces within the Enterprise Zone for workers as well as being accessible to local residents. Open spaces could include Sustainable Drainage System (SUDS), perimeter planting, measured walking and running routes. Explore opportunities for local businesses to implement GBI and take stewardship of the GBI by delivering long term maintenance. Encourage innovative green elements in building design (e.g. roof-top planting, green walls, etc).	Growth & Prosperity Leisure Team. Planning Team	Growth & Prosperity
	2.4.2 Deliver the Common Edge Sports Village Project.	Growth & Prosperity Parks & Leisure Planning Team	Parks & Leisure
2.5 Identify opportunities in the Leisure Quarter to embed GBI.	2.5.1 Explore opportunities to incorporate GBI within the Blackpool Central development. Explore opportunities for local businesses to take stewardship of the GBI by delivering long term maintenance.	Developers Place Department, Economic development team to advocate and business owners. Planning Team	Growth & Prosperity
	2.5.2 Explore opportunities to expand the Illuminations through the use of lit trees potentially linking to LightPool.	BID Communications and Regeneration	Communications and Regeneration
2.6 Use GBI at the gateways and corridors into and around Blackpool (e.g. the ‘Green Line’) to provide attractive routes for residents, commuters, visitors and tourists and to encourage walking and cycling.	2.6.1 Explore the opportunity to create a ‘Green Line’ along the central corridor from south Station to the Town Centre, comprising a continuous green space/series of green spaces that facilitates walking, running and cycling.	Enterprise Partnerships Highways Transport Strategy Parks & Leisure	Transport Strategy

Headline Actions (from GBI Strategy)	Projects/Programmes	Stakeholders	Lead Department/ Team
<b>Objective 2 Create and Restore Green and Blue Infrastructure ‘Greening the Grey, and Creating new GBI in areas where it is most needed’</b>			
	2.6.2 Plant street trees on key transport gateways from the M55, including Yeadon Way, Progress Way and Westcliffe Drive/Talbot Road.	City of Trees Enterprise Partnerships Highways Transport Strategy	Transport Strategy
	2.6.3 Encourage Sustainable Drainage System (SUDS) in proposed residential developments as per Policy CS9: Water Management and with a new Supplementary Planning Document (SPD).	United Utilities and Environment Agency Coastal & Environmental Investments Planning Team	Coastal & Environmental Investments
2.7 Adopt a Planning and Development checklist to ensure GBI is incorporated in all new developments, linked to existing assets, and where on-site provision is not possible, an appropriate contribution is made to off-site GBI assets and networks.	2.7.1 Create a GBI design checklist to be included in the updated SPD for Open Space Provision for New Residential Development.	Planning Team	Planning
	2.7.2 Explore the opportunities to create and deliver new GBI provision for children and young people in Hawes Side and Common Edge where there is currently a deficiency.	BID Places	Places
	2.7.3 Temporarily green vacant sites in the Town Centre e.g. Bank Street Car Park prior to their development. Seek the support of local business to fund and manage such sites.	BID Places Planning	Places
2.8 In the Green Belt and Countryside Areas, restore elements of the landscape that contribute to character and biodiversity.	2.8.1 Develop a cemetery extension planting scheme.	Democratic Services Parks & Leisure	Democratic Services

Headline Actions (from GBI Strategy)	Projects/Programmes	Stakeholders	Lead Department/ Team
<b>Objective 2 Create and Restore Green and Blue Infrastructure ‘Greening the Grey, and Creating new GBI in areas where it is most needed’</b>			
2.9 Continue to expand and support the Allotment Society.	2.9.1 Create allotments in the north of Blackpool where there is currently a deficiency.	Parks & Leisure Planning Team	Parks & Leisure Planning

Headline Actions (from GBI Strategy)	Projects/Programmes	Stakeholders	Lead Department/ Team
<b>Objective 3 Connect Green and Blue Infrastructure 'Making the Links, Improving Connectivity and Accessibility of GBI'</b>			
3.1 Ensure the Council obtains maximum input to GBI from businesses and services.	3.1.1 Include specific GBI opportunities in Social Value element of tendering for contracts.	Procurement Parks & Leisure Public Health	Procurement
3.2 Create and/or upgrade the Blackpool Activity Trail which incorporates Gateways and Green Corridors to connect key GBI for people and wildlife, including the walking and cycling route from the Town Centre to Stanley Park, Zoo and Marton Mere.	3.2.1 Develop the Blackpool Activity Trail – cycling, walking, and nature trails. A vision for the Trail has been previously explored and should be implemented to widen opportunities for cycling, walking and nature trails.  The Activity Trail links the National Cycle Route, Heron's Reach Footpath Trail, Blackpool Heritage Trail, North Blackpool Pond Trail, and Blackpool Promenade.	HLF, SITA, Sport England and National Governing Bodies Parks & Leisure Transport Policy Planning Team,	Parks & Leisure
3.3 Promote and support initiatives that encourage active travel such as 'Steps to Health' and 'Cycle for Health' scheme.	3.3.1 Further develop the Living Streets: Walk to 2017-2020 programme.	Living Streets, Modeshift, Cycling UK, Active Blackpool Team and Heartwize Public Health	Public Health
3.4 Work with neighbouring local authorities to promote links to cross-boundary GBI provision.	3.4.1 Continue to work with Fylde Borough Council, Wyre Borough Council and Lancashire County Council in accordance with the Memorandum of Understanding on promoting cross-boundary GBI provision.	Blackpool Council, Fylde Borough Council, Wyre Borough Council, Lancashire County Council Planning Teams and Fylde Peninsula Bathing Water Management Partnership	Blackpool Council Planning

Headline Actions (from GBI Strategy)	Projects/Programmes	Stakeholders	Lead Department/ Team
<b>Objective 3 Connect Green and Blue Infrastructure 'Making the Links, Improving Connectivity and Accessibility of GBI'</b>			
	3.4.2 Work with Fylde Borough Council to create links from the outer housing estate at Mereside to the Whyndyke Garden Village and Marton Mere.	NHS and Fylde Borough Council (lead applicant) Blackpool Council Whyndyke Board	Whyndyke Board
	3.4.3 Promote the Lancashire Coastal Way (137 mile footpath following the coastline between Merseyside and Cumbria) to connect residents to neighbouring GBI and visitors and tourists to Blackpool.	Visit Blackpool	Visit Blackpool

Headline Actions (from GBI Strategy)	Projects/Programmes	Stakeholders	Lead Department/ Team
<b>Objective 4 Promote the Benefits of GBI ‘Changing Behaviour’</b>			
4.1 Provide topical and user-friendly information on GBI, parks, open spaces and nature conservation sites, and how to get involved in activities and volunteering.	4.1.1 Create information packs for community hubs on the importance of their gardens and local green spaces for the benefit of people and wildlife. Information pack could include information about their local green spaces e.g. beach, Marton Mere, Kincaig Pond Trail. Also how to get involved and how to go about maintaining or improving the public realm.	Internal Communications Team, Friends of Groups, Parks Department and Groundwork Cheshire, Lancashire and Merseyside Open Space Network	Parks & Leisure
	4.1.2 Through planning policies where residents apply to change front gardens into car parking on a classified road or conservation area, ensure that plans maintain green wherever possible and facilitate drainage.	Planning Team	Planning
	4.1.3 Identify roads that could be closed at an agreed time and day each week/month to provide informal play space for children as part of Playing Out.	Playing Out Childrens Services – Early Intervention Highways	Childrens Services
	4.1.4 Encourage park led volunteering to engage residents with GBI for the benefit of physical and mental health and to promote stewardship of local spaces including junior park wardens.	Head Start and Better Start Parks & Leisure	Parks & Leisure

Headline Actions (from GBI Strategy)	Projects/Programmes	Stakeholders	Lead Department/ Team
<b>Objective 4 Promote the Benefits of GBI 'Changing Behaviour'</b>			
	4.1.5 Encourage local businesses to take stewardship of local green spaces by allowing staff to undertake Corporate Social Responsibility (CSR) volunteering.	Business in the Community Parks & Leisure Business & Enterprise BID	Blackpool Council – Business & Enterprise
	4.1.6 Ensure that the new Integrated Neighbourhood Teams identify green gyms and cook and eat opportunities in next area and actively refer patients.	Public Health CCG Blackpool Council – Adults Services Blackpool Council – Childrens Services	CCG
	4.1.7 Establish a Men in Sheds Network for Blackpool, to co-ordinate GBI projects.	UK Men's Shed's Association Fulfilling Lives Public Health	Public Health
	4.1.8 Consider incentive scheme for green volunteering.	Growth and Prosperity Volunteer centre	Growth and prosperity
	4.1.9 Consider a focal point on a website to inform the public of all the volunteering opportunities available.	Growth and Prosperity Public Health FYI Volunteer centre	Growth and Prosperity

Headline Actions (from GBI Strategy)	Projects/Programmes	Stakeholders	Lead Department/ Team
<b>Objective 4 Promote the Benefits of GBI 'Changing Behaviour'</b>			
	4.1.10 Expand the remit of Street Scene workers to include stewardship of the green environment, working with volunteer groups to make the most of the public realm.	Friends Group Street Scene	Street Scene
4.2 Encourage and support Parks Friends Groups, Beach Guardians, Tree Wardens and other community led environmental stewards.	4.2.1 Identify further opportunities to support Friends of Groups to ensure their continuation and to increase members.	Keep Britain Tidy and Groundwork Cheshire, Lancashire and Merseyside Parks & Leisure	Parks & Leisure
	4.2.2 Beach Guardians to promote the educational and recreational value of the beach and sea.	Turning Tides Public Health	Public Health
	4.2.3 Further expand the work of the Council's Adult Services Green Team.	Adult services	Adult services
	4.2.4 Support and empower street drinkers and others to become stewards of the town centre green space and help with its maintenance as part of their journey to recovery.	BID Community Safety Horizon Fulfilling Lives	Fulfilling Lives
	4.2.5 Consider the creation of Community Greenhouse Project whereby residents can contribute to the greening of Blackpool to growing plants at home.	Grow Blackpool Growth & Prosperity Parks	Growth & Prosperity
	4.2.6 Work with Highways and Blackpool Transport to consider the creation of a pilot green/growing bus shelter, to bring green into Street Scene.	Blackpool Transport	@ the Grange

Headline Actions (from GBI Strategy)	Projects/Programmes	Stakeholders	Lead Department/ Team
<b>Objective 4 Promote the Benefits of GBI 'Changing Behaviour'</b>			
4.3 Continue to support and promote the outdoor aspects of the Better Start and HeadStart Programmes and work with health professionals throughout the town to promote "green prescribing".	4.3.1 Continue to promote and support the Better Start and HeadStart Programmes with the aim of building capacity for developing community skills and social mobility.	Better Start, National Lottery Programme, Parents of 0-3 year olds and Community Connectors Parks & Leisure	Parks & Leisure
4.4. Appoint a GBI Officer to take ownership and to deliver the GBI Strategy and Action Plan, forming partnerships with health, housing, town centre, schools, cultural and arts specialists.	4.4.1 GBI Officer to drive change in policy and delivery of GBI through new development, including developer contributions and bid writing.	Growth and Prosperity Public Health	Growth and Prosperity
4.5 Continue to deliver GI projects that promote food growing, gardening and stewardship of local green spaces.	4.5.1 Link Grow Blackpool @ The Grange, Grange Park, Cherry Tree Allotments, Allotment Federation and the Better Start programme to provide a network of sites.	Allotment Federation, Better Start and Groundwork Cheshire, Lancashire and Merseyside	Groundwork
	4.5.2 Fully implement an Urban Farm @ The Grange with Groundwork Cheshire, Lancashire and Merseyside.	Groundwork Cheshire, Lancashire and Merseyside	Groundwork

Headline Actions (from GBI Strategy)	Projects/Programmes	Stakeholders	Lead Department/ Team
<b>Objective 4 Promote the Benefits of GBI 'Changing Behaviour'</b>			
4.6 Promote the use of GBI by educational institutions and incorporate GBI into the curriculum e.g. through Forest Schools.	4.6.1 Engage with the Schools Forum and colleges to encourage educational trips to local green spaces. Where the school has limited space, encourage schools to partner with local public green space in the delivery of GBI activities.	Curious Minds Blackpool Council – Childrens Services	Blackpool Council – Childrens Services
4.7 Incorporate GBI into the Blackpool Sport and Physical Activity Strategy 2013-2018 when updated.	4.7.1 During the update of the Blackpool Sport and Physical Activity Strategy ensure GBI and its benefits are highlighted by targeting specific sports that use outdoor space.	Football Foundation, Sport England and National Governing Bodies.	Parks & Leisure
4.8 Encourage GBI implementation through the Arts and Culture Strategy.	4.8.1 Identify opportunities to create pop-up public art/temporary GBI around Blackpool in isolation of or in conjunction with other events in Blackpool.	Arts Award Program, Urban Splash Program and Visit Blackpool	Blackpool Council – Culture
	4.8.2 Create an Arts Trail and promote it to residents, workers, visitors and tourists.	Grundy Art Gallery, Arts Award Program, Visit Blackpool and Urban Splash Program	Blackpool Council – Culture

Headline Actions (from GBI Strategy)	Projects/Programmes	Stakeholders	Lead Department/ Team
<b>Objective 4 Promote the Benefits of GBI 'Changing Behaviour'</b>			
4.9 Leadership of the GBI agenda.	4.9.1 Obtain a personal commitment to GBI from Councillors and senior Officers of the Council.	Cabinet Secretary Director of Adult services Director of Public Health Director of Community and Environmental services	Director of Community and Environ- mental services
4.10 Create a social movement of residents and businesses to maintain and improve GBI in Blackpool.	4.10.1 Develop and implement a social marketing strategy for GBI.	Blackpool Sixth Form College Public Health	Public Health
4.11 Monitor the outcomes of this Action Plan from the residents' perspective.	4.11.1 Ensure GBI and its use, is included in future residents surveys.	Blackpool Council – Research	Blackpool Council - Research
4.12 Incorporate GBI in all strategies for the built environment.	4.12.1 GBI impact assessment to be included in all Council policy and strategy papers.	CLT	CLT
4.13 Inspire Local Business – Promote GBI activities by Blackpool Council staff.	4.13.1 Consider the potential for employees to volunteer on green and blue projects in order to lead from the front as a Council and inspire businesses.	CLT	CLT

<b>Report to:</b>	<b>EXECUTIVE</b>
<b>Relevant Officer:</b>	Sharon Davis, Scrutiny Manager
<b>Relevant Cabinet Member</b>	Councillor Amy Cross, Cabinet Member for Adult Services and Health
<b>Date of Decision</b>	25 February 2019

## WHOLE SYSTEM TRANSFERS OF CARE SCRUTINY REVIEW FINAL REPORT

### 1.0 Purpose of the report:

1.1 To consider the Whole System Transfers of Care Scrutiny Review final report.

### 2.0 Recommendation(s):

2.1 To consider the report and offer a response to the recommendations contained within the Action Plan, forwarding the recommendations to the relevant organisation for consideration and implementation.

### 3.0 Reasons for recommendation(s):

3.1 The recommendations contained within final report seek to deliver improvements in service.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council's approved budget? Yes

3.3 Other alternative options to be considered:

The Executive must consider the recommendations outlined in the Scrutiny Review but may accept them, reject them or vary them.

### 4.0 Council Priority:

4.1 The relevant Council priority is: "Creating stronger communities and increasing resilience".

## **5.0 Background Information**

- 5.1 The Adult Social Care and Health Scrutiny Committee on 11 July 2018 agreed to establish two scrutiny reviews on delayed transfers of care and bed shortages, and accident and emergency waiting times and ambulance handovers.
- 5.2 Following the scoping of the reviews and further discussions with relevant officers, it was determined that one review considering the whole system would be more appropriate. There is a strong correlation between each delay and each stage of a care pathway from an ambulance handover through to delays at accident and emergency, transfers between hospital wards and through to discharge from hospital either to home or to care in the community.
- 5.3 The impact of Winter Planning was also considered to be an issue of key importance and the correlation between winter pressures and delays in the system year round. It was therefore agreed with the Chairman that Winter Planning would also form a key consideration of the review.
- 5.4 The final report details the findings and recommendations of the Panel and is attached at Appendix 4(a).
- 5.5 In accordance with the Overview and Scrutiny / Cabinet Member Relations Protocol, the final report has been considered by the Adult Social Care and Health Scrutiny Committee, which approved the report for consideration by the Executive, and subsequently relevant partners. Councillor Amy Cross as the relevant Cabinet Member, has met with Councillor Jim Hobson, Chairman of the review, to discuss her comments on the recommendations contained within the report.
- 5.5 Does the information submitted include any exempt information? No

## **5.6 List of Appendices:**

Appendix 4a: Whole System Transfers of Care Review final report.

## **6.0 Legal considerations:**

- 6.1 Contained within the body of the report.

## **7.0 Human Resources considerations:**

- 7.1 Not applicable.

**8.0 Equalities considerations:**

8.1 Not applicable.

**9.0 Financial considerations:**

9.1 Contained within the body of the report.

**10.0 Risk management considerations:**

10.1 Contained within the body of the report.

**11.0 Ethical considerations:**

11.1 Not applicable.

**12.0 Internal/ External Consultation undertaken:**

12.1 Contained within the body of the report.

**13.0 Background papers:**

13.1 None.

**14.0 Key decision information:**

14.1 Is this a key decision? No

14.2 If so, Forward Plan reference number:

14.3 If a key decision, is the decision required in less than five days? No

14.4 If **yes**, please describe the reason for urgency:

**15.0 Call-in information:**

15.1 Are there any grounds for urgency, which would cause this decision to be exempt from the call-in process? No

15.2 If **yes**, please give reason:

**TO BE COMPLETED BY THE HEAD OF DEMOCRATIC GOVERNANCE**

**16.0 Scrutiny Committee Chairman (where appropriate):**

Date informed:

Date approved:

**17.0 Declarations of interest (if applicable):**

17.1

**18.0 Executive decision:**

18.1

**18.2 Date of Decision:**

**19.0 Reason(s) for decision:**

**19.1 Date Decision published:**

**20.0 Executive Members present:**

20.1

**21.0 Call-in:**

21.1

**22.0 Notes :**

22.1



**WHOLE SYSTEM TRANSFERS OF CARE  
SCRUTINY REVIEW  
FINAL REPORT**

<b>CONTENTS</b>	<b>PAGE</b>
<b>1.0 Foreword by Chairman</b>	<b>3</b>
<b>2.0 Background Information</b>	<b>4</b>
<b>3.0 Methodology</b>	<b>5</b>
<b>4.0 Detailed Findings and Recommendations</b>	<b>6</b>
<b>5.0 Summary of Recommendations</b>	<b>17</b>
<b>6.0 Financial and Legal Considerations</b>	<b>19</b>

## 1.0 Foreword

- 1.1 The Committee made the decision to undertake this review based on a number of concerns raised during consideration of Blackpool Clinical Commissioning Group key performance data. Following investigation it was considered that the key issues identified for review of accident and emergency waiting times, ambulance handovers, delayed transfers of care and bed shortages were all interlinked together and that the most appropriate approach would be to undertake a review of the Whole System.
- 1.2 The importance of the Winter Plan was also revealed when it was shown that the increased demand on services during winter had a knock on effect throughout the year and services were often playing 'catch up'.
- 1.3 This was the first scrutiny review undertaken since I became Chairman of the Adult Social Care and Health Scrutiny Committee and the subject matter was wide ranging and has such a significant impact on patients and their families that I was keen to ensure that a thorough approach was taken.
- 1.4 I would like to thank my fellow Members who participated in the review and asked thoughtful and challenging questions, all the officers from partner NHS organisations and Adult Services at the Council who attended to answer the questions and Sharon Davis, Scrutiny Manager who supported the review.
- 1.5 I would also like to highlight the hard working frontline Adult Social Care and NHS staff who work in often difficult and challenging roles and often receive limited praise for their dedication.

Councillor Hobson  
Chairman, Adult Social Care and Health Scrutiny Committee

## 2.0 Background Information

- 2.1 At the Adult Social Care and Health Scrutiny Committee on 11 July 2018, Members agreed to establish two scrutiny reviews on delayed transfers of care and bed shortages and accident and emergency waiting times and ambulance handovers.
- 2.2 Following the scoping of the reviews and further discussions with relevant officers, it was determined that one review considering the whole system would be more appropriate. There is a strong correlation between each delay and each stage of a care pathway from an ambulance handover through to delays at accident and emergency, transfers between hospital wards and through to discharge from hospital either to home or to care in the community.
- 2.3 The impact of Winter Planning was also considered to be an issue of key importance and the correlation between winter pressures and delays in the system year round. It was therefore agreed with the Chairman that Winter Planning would also form a key consideration of the review.
- 2.4 A large amount of preparatory work was undertaken to identify the following key areas for consideration in the review:
- Winter Plan
  - Demonstration of patient flow
  - Key data demonstrating bed shortages and delays
  - Plans already put in place and the impact of those plans
- 2.5 The ways in which the service user's perspective were considered in detail by Members and it was noted that a gap remained in the links between the Committee and patient groups other than Healthwatch. It was noted that work was ongoing to strengthen these relationships and that for this review the view of the service user would be reflected through stories in the local press, anecdotal evidence presented by members of the public to Members of the Panel and personal experience of service use.
- 2.6 This review relates to the following priority of the Council:
- Communities: Creating stronger communities and increasing resilience.

### 3.0 Methodology

3.1 The Review Panel used an in a day approach to scrutiny and held one meeting to consider Whole System Transfers of Care, as follows:

Date	Attendees	Purpose
12 November 2018	<p>Councillors Hobson (in the Chair), Mrs Callow, Callow, Elmes, Humphreys, Hutton, O'Hara and Mrs Scott.</p> <p>Kate Aldridge, Head of Delivery and Performance, Blackpool Council</p> <p>David Bonson, Chief Operating Officer, Blackpool Clinical Commissioning Group</p> <p>Victor Crumbleholme, Commissioning Officer, Fylde and Wyre Clinical Commissioning Group</p> <p>Suzanne Endersby, Interim Programme Manager, Urgent Care – Fylde Coast</p> <p>Katharine Goldthorpe, Head of Quality Improvement, North West Ambulance Service</p> <p>Berenice Groves, Interim Director of Operations for Unscheduled Care, Blackpool Teaching Hospitals NHS Foundation Trust</p> <p>Phil Horner, Deputy Head of Operations, Lancashire Care Foundation Trust</p> <p>Les Marshall, Head of Adult Services, Blackpool Council</p> <p>Charmaine McElroy, Business Manager, Blackpool Clinical Commissioning Group</p> <p>Gill Nixon-Smith, Adult Social Care Service Manager, Blackpool Council</p> <p>Maxine Power, Executive Director of Quality, Innovation and Improvement, North West Ambulance Service</p> <p>David Rigby, Sector Manager West, North West Ambulance Service</p> <p>Karen Smith, Director of Adult Services, Blackpool Council</p> <p>Wendy Swift, Chief Executive, Blackpool Teaching Hospitals NHS Foundation Trust</p> <p>Heather Tierney-Moore, Chief Executive, Lancashire Care Foundation Trust</p> <p>Sharon Davis, Scrutiny Manager</p>	<p>To receive information relating to Whole System Transfers of Care including Winter Planning, Accident and Emergency waiting times and discharges.</p> <p>To identify recommendations and next steps.</p>

## **4.0 Detailed Findings and Recommendation**

### **4.1 Context of the Review**

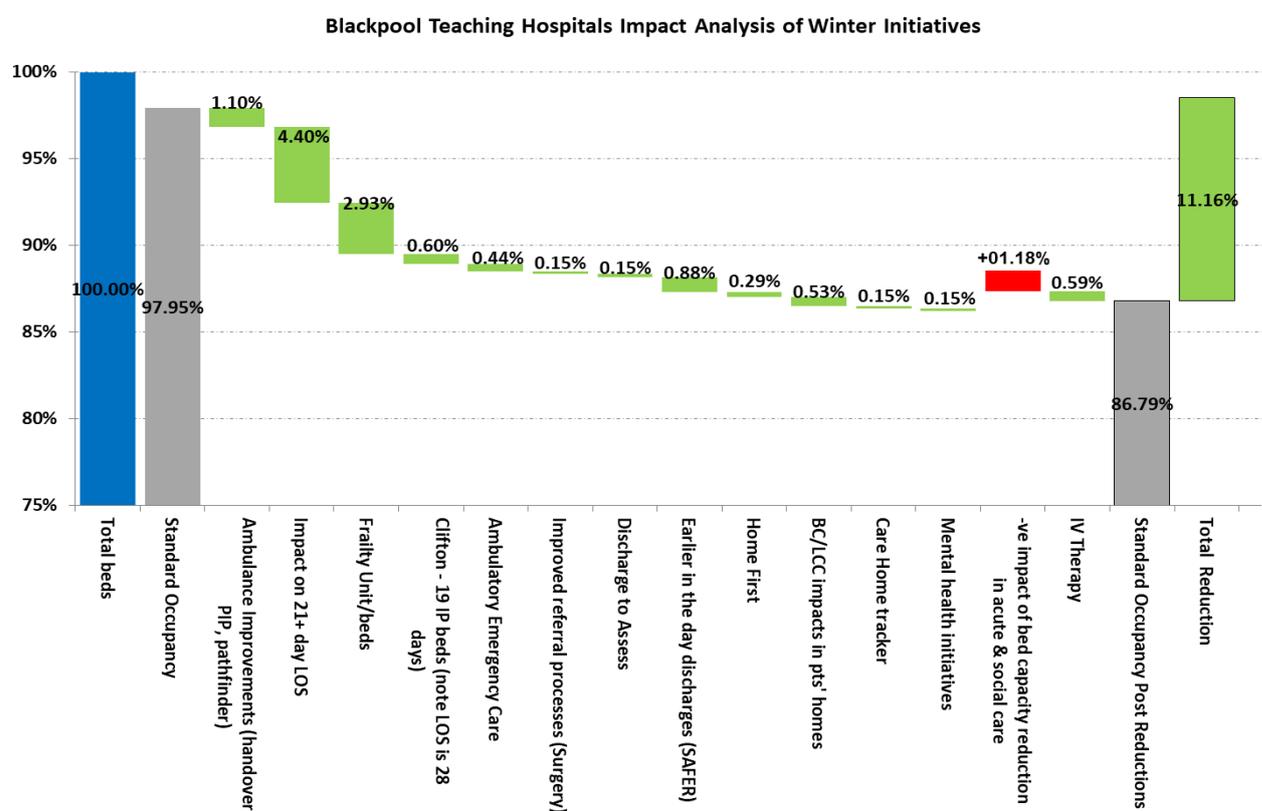
- 4.1.1 At its meeting in July 2018, the Adult Social Care and Health Scrutiny Committee considered Blackpool Clinical Commissioning Group Performance and noted a number of key concerns including the number of patients waiting more than four hours in accident and emergency, full bed occupancy and patient flow from the hospital to other facilities such as Lancashire Care Foundation Trust's (LCFT's) Harbour facility and residential care.
- 4.1.2 The review panel meeting was set up to provide an opportunity for Members of the Committee to discuss the key issues with a range of NHS providers and Commissioners in order to make recommendations for improvement.
- 4.1.3 During the course of the review, Members recognised that NHS and Social Care frontline staff needed support during difficult times and noted their hard work and dedication.

### **4.2 Winter Planning**

- 4.2.1 The Panel recognised the impact of the winter season on transfers of care throughout the year and received a copy of the 2018/2019 Fylde Coast Winter Plan. The Plan had been jointly written by NHS organisations, Blackpool Council, Lancashire County Council and the Fylde Coast Integrated Care System, and organisations had challenged each other to achieve the best plans possible. Berenice Groves, Interim Executive Director, Fylde Coast Integrated Care Partnership, Blackpool Teaching Hospitals NHS Foundation Trust presented the key aspects of the Plan to Members.
- 4.2.2 The key aims of the Plan included:
- Reducing the numbers of stranded (seven – 20 days) and super stranded (21+ days) patients
  - Reducing the number of delayed transfers of care
  - Reducing the length of patient stay
  - Providing additional and escalation capacity
  - Achieving national ambulance, accident and emergency and scheduled activity standards
- 4.2.3 In order to achieve the key aims of the Plan, three workstreams had been identified around admission avoidance, care and treatment and return to home and a series of 'winter programmes' had been developed for implementation in quarter three of the year.
- 4.2.4 Members particularly noted the following 'winter programmes':

- Additional staffing to provide a minor injuries service 24/7 external to the emergency department.
- The introduction of a patient flow team and process including a head of department. The new team provides a corporate function and will be able to oversee all patient pathways.
- An additional 19 escalation beds at Clifton Hospital from the 6 November 2018 to support the frailty pathway from the front door.
- The change of Ward 24 at Blackpool Victoria Hospital to an acute medical ward from the 6 November 2018 to provide an increased number of beds in acute medical, the type of bed needed the most.
- A threshold and trigger process to utilise Ward 39 at Blackpool Victoria Hospital as a further acute medical ward when necessary.
- The expansion of the Mental Health Liaison Team nurse levels and consultant psychiatry including the use of the Psynergy vehicle.

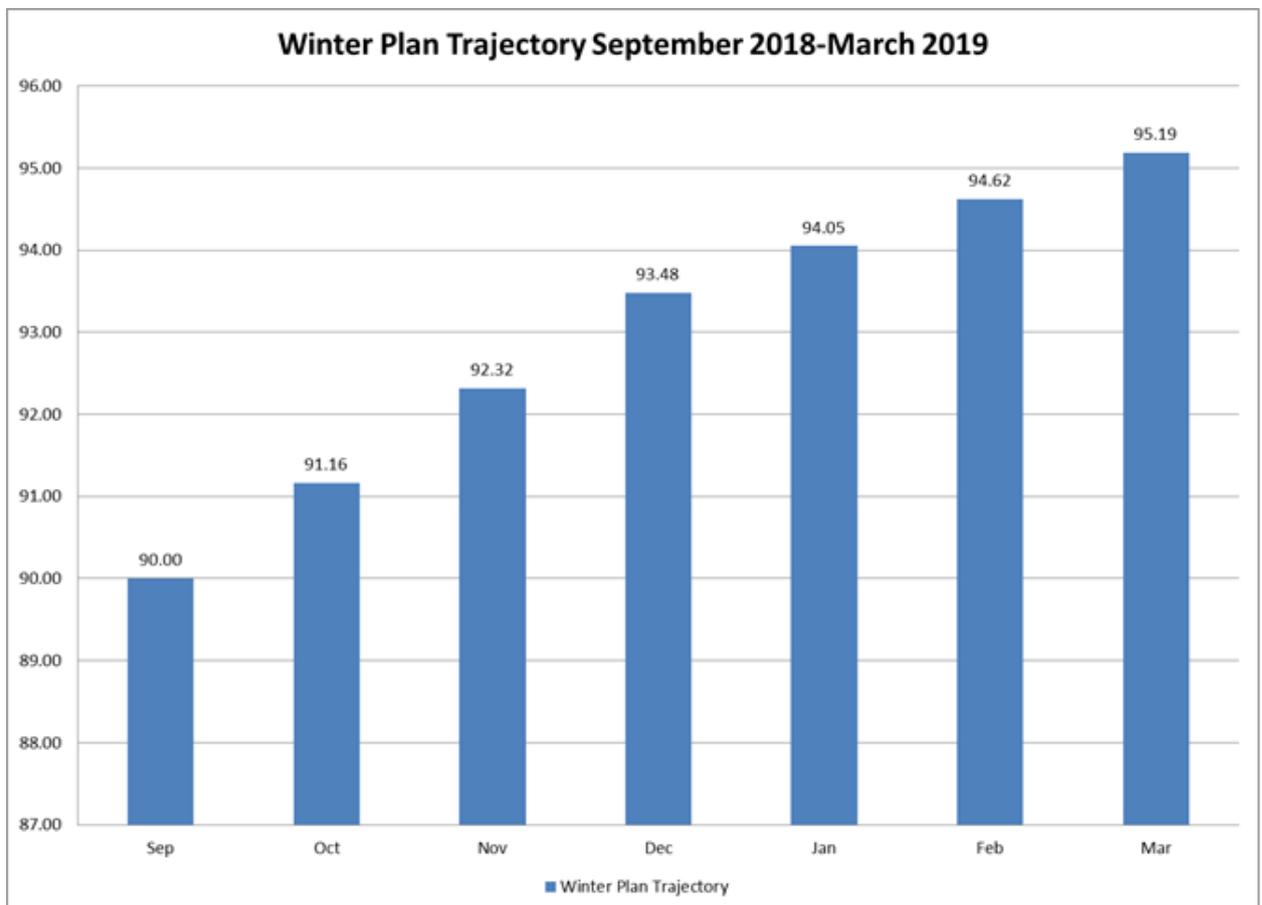
4.2.5 Members were informed that an analysis had been undertaken of the impact of the implementation of all of the initiatives and that a total reduction in bed occupancy of 11.16% had been predicted if all were achieved as demonstrated in the chart below.



4.2.6 In order to monitor the success of the Winter Plan a series of monitoring indicators had been developed and would be considered and reviewed on a daily basis. These indicators included Accident and Emergency Performance, Bed Occupancy, Average Length of Stay,

Ambulance Handovers and Delayed Transfers of Care amongst others. The Trust would be proactive and react accordingly, using escalation procedures where required to address concerns identified.

- 4.2.7 The additional investment required to implement all of the winter programmes was estimated to be £3.5million. It was noted that a system investment of £2.5million had been achieved, leaving an additional £1million required, but that there had been no impact on delivery caused by the deficit.
- 4.2.8 The risks that might prevent delivery of the winter plan were considered to be getting the discharge process right, recruitment of workforce for both hospital beds, accident and emergency and North West Ambulance Service and for social and primary care capacity. In addition, another harsh winter was a concern as well as a number of 'what ifs', including the potential closure of a care provider, the flu being worse than expected and unknown additional incidents.
- 4.2.9 The Winter Plan performance trajectory was considered to date and it was noted that performance had not met targets in September 2018. In order to achieve a performance of 95% at the end of March 2019, 92% must be achieved in November 2018. It was noted, however, than any performance over 90% would be an improvement.



- 4.2.10 An overview of the winter communications to members of the public was provided including the national campaign for Self Care Week. Other communications regarding the flu vaccination, staying well, extended access and NHS 111 were all planned. The Panel was also informed by Wendy Swift, Chief Executive, Blackpool Teaching Hospitals NHS Foundation Trust that she had undertaken an interview with the Blackpool Gazette in order to raise public awareness regarding accident and emergency and the right time to attend. The Gazette would be running a number of stories over the winter highlighting the pressures and promoting key issues to the public.
- 4.2.11 Speaking of winter 2017/2018, David Bonson, Chief Operating Officer, Blackpool Clinical Commissioning Group reported that all partners were committed to ensuring previous mistakes were not repeated. He reported that the Accident and Emergency Delivery Board was monitoring the implementation of the plan and partners were challenging each other.
- 4.2.12 The Panel commented that despite reassurances that previous winter plans had been robust they had not had the desired impact. The Chairman highlighted that accident and emergency waiting times had instead continued to significantly increase each winter leading to negative front page reports in the local newspaper. He queried why the 2018/2019 Plan would be different. In response, Mr Bonson advised that winter plans in previous years had not been as robust as the plan for 2018/2019. He reported that services were more prepared, had undertaken more analysis and put in place 'real' plans which they were taking accountability for.
- 4.2.13 All partners would be accountable for the provision of services and were holding each other collectively responsible. Each organisation had their own specific winter plan and had also contributed to and signed off the overarching plan. Implementation and success measures would be positively monitored within a no blame culture.

### **4.3 Ambulance Handovers**

- 4.3.1 The speed of ambulance handovers at Blackpool Victoria Hospital had reduced by approximately seven minutes in the space of a few months in autumn 2018 due to the implementation of new initiatives. David Rigby, Service Delivery Manager, North West Ambulance Services (NWAS) reported that there was a group working across Lancashire on the improvement of ambulance handovers. In order to achieve the improvement, focus was being placed on the quicker assessment of patients and streamlining the information transferred to the staff in the emergency department.
- 4.3.2 Despite the reduction in handover time, the performance at Blackpool of 28 minutes was a long way off the best performing handovers which were around 12 minutes. The Panel noted that the number of ambulance attendances at the emergency department in Blackpool was significantly higher than in other areas and considered the additional pressures on the ambulance service during the many events held in Blackpool.

- 4.3.3 The working relationship between the Council and NWAS during events was described as good. However, Mr Rigby did express concern that the Ambulance Service had to cover all additional costs of servicing large scale events. He also added that the roadworks carried out had a significant impact on the speed at which ambulances could reach patients. NWAS was a contributor to the Safety Advisory Group that discussed such issues.
- 4.3.4 He added that approximately 35% of all patients attended to by NWAS were now left at home with appropriate care, which was making a valuable contribution to 'attendance avoidances' in the emergency department. It was considered that any contribution to alleviate the pressure of attendance at the hospital would contribute to alleviating the pressures in the discharge process. As a result of the reduction in the number of attendances, the patients that were transferred to the emergency department tended to be difficult and serious cases.
- 4.3.5 Maxine Power, Executive Director of Quality, Innovation and Improvement, NWAS added that further work would be undertaken to focus on the handover process by looking at it through the eyes of a patient. Interviews were being carried out with friends, family members and patients in order to find improvements. She added that the reduction of seven minutes per ambulance handover resulted in an additional eleven hours of ambulance time in the community a day based on an approximate 100 handovers undertaken each day. This demonstrated that small changes could equate to a big change.

#### **4.4 Delays at Accident and Emergency**

- 4.4.1 It was reported that an additional 1,000 attendees at accident and emergency and urgent care facilities were expected in November 2018. The increased attendances at certain times of the year ultimately had an impact on services year round. However, Members were assured that the additional attendances had been anticipated fully and services were ready. As mentioned during the information provided on 'winter programmes' additional beds have been made available.
- 4.4.2 It was noted that an additional 19 beds would be provided at Clifton Hospital from 6 November 2018, with a further 24 provided at Blackpool Victoria Hospital on Ward 24. If thresholds were met, Ward 39 at the hospital would also be converted to provide an additional 30 beds. The Panel queried if the impact of the additional beds to be provided was optimistic based on the scenario planning<sup>1</sup> that had been undertaken and was advised that the Estates Team at the hospital had been tasked with identifying any potential locations from extra beds and the required oxygen points. It was considered that acute medical beds were most required and the use of modular wards had been considered. However, the introduction of modular wards would not have been

---

<sup>1</sup> Scenario Planning, Fylde Coast Winter Plan, NHS, Blackpool Council, Lancashire County Council, Fylde Coast Integrated Care System, Section 3.2

achievable in the timescale required. It was suggested that if all the initiatives to prevent attendances at accident and emergency had the desired impact then the additional number of beds would be enough.

- 4.4.3 When discussing the information received at the meeting, Members considered the arrangements in place for visitors to hospital wards and the discord with 'visitors' to accident and emergency. It was suggested that guidance be considered to ease the appearance of a full department in the same way that access to wards was limited. It was considered that the feelings of congestion within accident and emergency exacerbated the situation and attendance by whole families created a feeling of services being overburdened even when there were no issues with over-demand.

#### **Recommendation One**

**That Blackpool Hospitals NHS Foundation Trust consider introducing a policy to limit the number of family and friends attending the emergency department to one/two associates at a time as per the policy on Wards at the hospital in order to reduce the appearance of a full department and to free up seating for patients.**

#### **4.5 Mental Health in Accident and Emergency**

- 4.5.1 Phil Horner, Deputy Head of Operations, Lancashire Care Foundation Trust, expanded on the use of the Psynergy vehicle as a preventative tool for reducing the number of inappropriate mental health attendances at Accident and Emergency. He reported that the vehicle was in use in Blackpool and operated by the North West Ambulance Service (NWAS) and Lancashire Constabulary. A local team was providing the service and had built relationships with regular service users. He reported that a pilot of the project had taken place in June 2018 and during that month, when every other accident and emergency department had witnesses and increase in mental health attendances, the number in Blackpool had reduced.
- 4.5.2 At the time of writing the report, night time cover provided by Psynergy was more limited, however, recruitment had recently concluded in order to provide a 24 hour service. The vehicle responded to people in crisis and was quite often use to pick up those patients that might otherwise have been transferred to accident and emergency. When mental health patients were transferred to accident and emergency they were often the patients experiencing the '12 hour breaches' of patient waiting time as the emergency department was not equipped to deal with mental health patients suffering from a crisis. It was reported that early indications demonstrated that the service was having an impact and was allowing more timely intervention by mental health professionals in a better environment than the emergency department.
- 4.5.3 The Mental Health Liaison Team was considering how to improve mental health triaging in the accident and emergency department. It was noted that there was often a

presentation of mental illness caused by alcohol and drug misuse that required alternative service provision. It was noted that the Richmond Fellowship provided social support in the mental health decision unit.

#### **4.6 Primary Care and NHS 111**

- 4.6.1 Members discussed the effectiveness of the NHS 111 service in preventing attendances at accident and emergency. Wendy Swift, Chief Executive, Blackpool Teaching Hospitals NHS Foundation Trust advised that there were no real statistics to demonstrate the impact of NHS 111.
- 4.6.2 Maxine Power, North West Ambulance Service (operators of NHS 111) reported that there was a clear increase in usage of NHS 111 when primary care alternatives were closed such as evenings and weekends. She added that NHS 111 referred fewer patients to accident and emergency than was often perceived. The key to providing a good service to patients using NHS 111 was an up to date and complete directory of services.
- 4.6.3 The route a patient may take was discussed in detail, from calling NHS 111, making a GP appointment, attending an extended access appointment, attending a walk in centre to attendance at accident and emergency.
- 4.6.4 The breadth of appointment type and option was cited as a potential problem. It was considered that there was a fine line between giving patients more choice and so much choice that it became confusing. It was also suggested that whilst accident and emergency provided solutions for patients there was no reason for them to stop attending the emergency department for issues that could and should be treated elsewhere.
- 4.6.5 The extended access appointments were also an area of concern for Members. The appointments were only available at three venues across the Fylde Coast and it was suggested only 65% of all available appointments were utilised. Patients trying to access services who were unable to get a same day GP appointment were more likely to attend the walk in centre and may also contribute to inappropriate attendances at accident and emergency.
- 4.6.6 The role of the Neighbourhood Hubs was considered in supporting a single point of access to services. It was noted that the hubs were operational and included social workers, voluntary sector representatives and were becoming more multi-disciplinary. It was noted that NWAS was considering opportunities to refer patients directly to the Neighbourhood Hubs, which if implemented would be a positive outcome.

#### **Recommendation Two**

**That Blackpool Clinical Commissioning Group review extended access appointments to look at usage, the reasons why the service is not more widely used and how to improve use of**

**appointments to report back to the Adult Social Care and Health Scrutiny Committee in July 2019.**

**4.7 Discharge from Hospital**

- 4.7.1 A key initiative of the winter plan was to improve **patient flow** through the hospital through the introduction of a new team that would bring together knowledge of all patients in the hospital and their pathway through services. The new team had sight of all systems, knew the location of all available beds and were able to oversee all patient pathways. It was hoped that the team would have a significant impact on delayed transfers of care throughout the hospital.
- 4.7.2 The focus on patient flow, in a complex building would ensure that better systems could be introduced where required and that the hospital was more prepared to take action to further a patient's journey. It was noted that a wide range of data was available and the hospital knew which days were busier than others and the team could prepare accordingly.
- 4.7.3 Victor Crumbleholme, Commissioning Manager, Fylde and Wyre Clinical Commissioning Group added that beds could be freed up in advance of busy times based on the data collected and 'red days'<sup>2</sup> could be planned and anticipated for.
- 4.7.4 It was recognised that discharge processes required improvement and the Patient Flow Team would address discharges as another step in the patient's pathway. The Team was providing a greater visibility and constant knowledge of patients. When a patient was first admitted, it should be clear what their pathway was, the clinical care required and when they would be discharged, all contributing to more expedient discharge processes.
- 4.7.5 Karen Smith, Director of Adult Services, Blackpool Council advised that additional social care staff had been provided to assist improvements in discharge systems. She spoke about the problems that staff had in parking at the hospital, among other small issues, highlighting that the issues were preventing workers from carrying out their roles effectively.
- 4.7.6 The Panel provided anecdotal evidence that a large number of delayed discharges from hospital were caused by delays in receiving prescriptions from the pharmacy. It was accepted that this was the case and Blackpool Teaching Hospitals NHS Foundation Trust advised that the main contributors to delays were known and were being looked at, citing delays caused by diagnostics and the plans put in place to increase provision.

---

<sup>2</sup> 'Red day' – A red day is a day of no added value for a patient. A Green day is when a patient receives value adding acute care that progresses their progress towards discharge. A Green day is a day when everything planned or requested gets done.

- 4.7.7 The Panel also considered the discharge of patients who did not live in Blackpool. It was reported that similar arrangements were in place in Lancashire to those in Blackpool. Fylde and Wyre Clinical Commissioning Group was one of the highest performing in this area. It was noted that 'border issues' were experienced by all Trusts, however, that 85% of all patients at the hospital were from Blackpool, Fylde or Wyre. She added that communication and negotiation did take place amongst areas to repatriate patients.
- 4.7.8 The Panel went on to consider the relationships between the Trust and Care Homes and the level of repeat attendances from care home residents. It was suggested that stronger, more robust relationships between care homes and the Hospitals Trust would be of benefit to patients and ensure that care plans were kept up to date and communication was improved. It could also speed up discharges to care homes.

**Recommendation Three**

**Blackpool Teaching Hospitals NHS Foundation Trust to explore the impact of delayed receipt of prescriptions from the pharmacy on discharges from hospital and report back to the Adult Social Care and Health Scrutiny Committee with the reasons for pharmacy delays and a course of action to address those delays at the Committee meeting in July 2019.**

**Recommendation Four**

**That Blackpool Teaching Hospitals NHS Foundation Trust identify ways to offer facilitated parking for discharge staff (either Council or NHS), to report back at the meeting in July 2019.**

**Recommendation Five**

**That Blackpool Teaching Hospitals NHS Foundation Trust work with all relevant partners to review discharge processes and ensure they are efficient, effective and to identify if any parts of the processes could be carried out after the patient has left the hospital. To report back to the Committee meeting in July 2019.**

**Recommendation Six**

**That Blackpool Teaching Hospitals NHS Foundation Trust work to improve relationships and communications with care homes. To report back to the Committee meeting in July 2019.**

**4.8 Funding**

- 4.8.1 The Department of Health and Social Care had provided additional funding for councils to spend on adult social care services to help alleviate winter pressures on the NHS. The funds given to Blackpool totalled £903,685.

- 4.8.2 Karen Smith, Director of Adult Services, Blackpool Council advised that the money had been spent to ensure that existing schemes continued. If the additional funding had not been received it might have been necessary to withdraw some service provision.
- 4.8.3 Members noted that during the presentation on the winter plan it had been indicated that there was a £1million shortage of funding. David Bonson, Chief Operating Officer, Blackpool Clinical Commissioning Group advised that contracts had been amended from payment for activity to an amount based on the level of funding required to run services effectively. Although the winter plan programmes had been originally costed at £3.5million, the cost was being revisited and refined to ensure value for money. All organisations had committed to funding the initiatives and they would all be implemented.

#### **4.9 Communication**

- 4.9.1 It was accepted that more people were using the internet and social media both to inform themselves regarding potential conditions and to receive information regarding service provision. It was reported that NHS 111 was developing an online portal and that pilots had been undertaken. It was further noted that online service provision would not suit all patients.
- 4.9.2 The NHS website contained a lot of information relating to symptoms and conditions and could be promoted as a reliable way to access information about potential health problems.
- 4.9.3 Despite daily messages in GP surgeries relating to the number of missed appointments, there continued to be a large number of 'did not attends' to both GP and outpatient appointments. Ways of escalating reminders to prevent the waste of resources were considered including not bringing patients back for automatic follow up appointments.
- 4.9.4 Despite a good level of communication, uptake of the flu vaccine had remained low.
- 4.9.5 Members noted that patients often deferred appointments or missed appointments due to a 'fear' of finding out that something might be wrong with them. It was considered that this needed to be addressed through positive promotion.
- 4.9.6 It was also considered that a lot of the language used by the press such as 'failure', 'crisis' and 'drowning' sent the wrong message to residents and a more positive communication was required. Reference was made again to the weekly press interviews that Wendy Swift had arranged and Members considered their own role in communication and ensuring that residents had improved knowledge.
- 4.9.7 Members did consider that partners could improve the use of their own social media in order to raise awareness of waiting times at accident and emergency and walk in centres and the number of available GP appointments available that same day. When a patient

arrived at the emergency department it was unusual for them to leave again to find an alternative despite long waiting times. It was suggested therefore that the onus must be on preventing the patient from arriving at the hospital. To that end Members made a number of recommendations.

**Recommendation Seven**

**That all partners use social media to send out alerts relating to accident and emergency waiting times, walk in centre waiting times and available GP appointments on a day. Each partner organisation to assist the others in disseminating the information.**

**Recommendation Eight**

**That Blackpool Teaching Hospitals NHS Foundation Trust install signage at an appropriate point prior to the car park entrance alerting people to current waiting times.**

**Recommendation Nine**

**That Blackpool Teaching Hospitals NHS Foundation Trust consider offering parking refunds to patients attending accident and emergency inappropriately to leave again, preventing having paid for parking being the only reason why a person would wait and not try an alternative, more appropriate avenue.**

**Recommendation Ten**

**That Blackpool Council consider how available marketing signage around the town can be used to promote positive NHS messages.**

## 5.0 Summary of Recommendations

### Recommendation One

That Blackpool Hospitals NHS Foundation Trust consider introducing a policy to limit the number of family and friends attending the emergency department to one/two associates at a time as per the policy on Wards at the hospital in order to reduce the appearance of a full department and to free up seating for patients.

### Recommendation Two

That Blackpool Clinical Commissioning Group review extended access appointments to look at usage, the reasons why the service is not more widely used and how to improve use of appointments to report back to the Adult Social Care and Health Scrutiny Committee in July 2019.

### Recommendation Three

Blackpool Teaching Hospitals NHS Foundation Trust to explore the impact of delayed receipt of prescriptions from the pharmacy on discharges from hospital and report back to the Adult Social Care and Health Scrutiny Committee with the reasons for pharmacy delays and a course of action to address those delays at the Committee meeting in July 2019.

### Recommendation Four

That Blackpool Teaching Hospitals NHS Foundation Trust identify ways to offer facilitated parking for discharge staff (either Council or NHS), to report back at the meeting in July 2019.

### Recommendation Five

That Blackpool Teaching Hospitals NHS Foundation Trust work with all relevant partners to review discharge processes and ensure they are efficient, effective and to identify if any parts of the processes could be carried out after the patient has left the hospital. To report back to the Committee meeting in July 2019.

### Recommendation Six

That Blackpool Teaching Hospitals NHS Foundation Trust work to improve relationships and communications with care homes. To report back to the Committee meeting in July 2019.

**Recommendation Seven**

That all partners use social media to send out alerts relating to accident and emergency waiting times, walk in centre waiting times and available GP appointments on a day. Each partner organisation to assist the others in disseminating the information.

**Recommendation Eight**

That Blackpool Teaching Hospitals NHS Foundation Trust install signage at an appropriate point prior to the car park entrance alerting people to current waiting times.

**Recommendation Nine**

That Blackpool Teaching Hospitals NHS Foundation Trust consider offering parking refunds to patients attending accident and emergency inappropriately to leave again, preventing having paid for parking being the only reason why a person would wait and not try an alternative, more appropriate avenue.

**Recommendation Ten**

That Blackpool Council consider how available marketing signage around the town can be used to promote positive NHS messages.

## **6.0 Financial and Legal Considerations**

### **6.1 Financial**

6.1.1 With regard to the financial implications for Blackpool Council, the Adults Directorate have invested “at risk” in services supporting the Fylde Coast Winter Plan as National Government funding has only been confirmed until 31 March 2020. Some recommendations would have financial implications for NHS organisations and these implications would need to be considered by the relevant organisation prior to implementing any of the recommendations

### **6.2 Legal**

6.2.1 NHS organisations are required by regulations to respond to health scrutiny reports and recommendations within 28 days of the request. Respondents should take the evidence presented seriously, giving a considered and meaningful response about how they intend to take forward recommendations.

**Whole System Transfers of Care Scrutiny Review Action Plan**

Recommendation	Councillor Cross, Cabinet Member's Comments	Rec Accepted by Executive?	Target Date for Action	Lead Officer	Committee Update	Notes
<p>That Blackpool Hospitals NHS Foundation Trust consider introducing a policy to limit the number of family and friends attending the emergency department to one/two associates at a time as per the policy on Wards at the hospital in order to reduce the appearance of a full department and to free up seating for patients.</p>	<p>Agreed in principle, giving allowances for difficult situations.</p>		<p>July 2019</p>	<p>Wendy Swift</p>		

<p>That Blackpool Clinical Commissioning Group review extended access appointments to look at usage, the reasons why the service is not more widely used and how to improve use of appointments to report back to the Adult Social Care and Health Scrutiny Committee in July 2019.</p>	<p>Agreed. Suggest that the recommendation goes further to include immediately increasing advertising of extended access appointments in the local population and training staff to make sure they make people aware of appointment availability.</p>		<p>July 2019</p>	<p>David Bonson</p>		
<p>Blackpool Teaching Hospitals NHS Foundation Trust to explore the impact of delayed receipt of prescriptions from the pharmacy on discharges from hospital and report back to the Adult Social Care and Health Scrutiny Committee with the reasons for pharmacy delays and a course of action to address those delays at the Committee meeting in July 2019.</p>	<p>Agreed, with an emphasis on what actions can be taken to address the delays.</p>		<p>July 2019</p>	<p>Wendy Swift</p>		

<p>That Blackpool Teaching Hospitals NHS Foundation Trust identify ways to offer facilitated parking for discharge staff (either Council or NHS), to report back at the meeting in July 2019.</p>	<p>The moves made to date to accommodate Council staff parking at the hospital are welcomed. In addition, the Cabinet Member would like discussion to see if the offer extended to others such as residential care workers who facilitate discharge of residents.</p>		<p>July 2019</p>	<p>Wendy Swift</p>		
<p>That Blackpool Teaching Hospitals NHS Foundation Trust work with all relevant partners to review discharge processes and ensure they are efficient, effective and to identify if any parts of the processes could be carried out after the patient has left the hospital. To report back to the Committee meeting in July 2019.</p>	<p>It is recognised that conversations have already taken place about the issue and an update on progress in July 2019 would be appreciated.</p>		<p>July 2019</p>	<p>Wendy Swift          Karen Smith</p>		

<p>That Blackpool Teaching Hospitals NHS Foundation Trust work to improve relationships and communications with care homes. To report back to the Committee meeting in July 2019.</p>	<p>Agreed. In particular better notice provided of discharge to allow residential and domiciliary care staff to better plan for discharge of their residents and patients.</p>		<p>July 2019</p>	<p>Wendy Swift</p>		
<p>That all partners use social media to send out alerts relating to accident and emergency waiting times, walk in centre waiting times and available GP appointments on a day. Each partner organisation to assist the others in disseminating the information.</p>	<p>Agreed and would support use of the Council's Communications Team to support in delivering the recommendation as a partner.</p>		<p>July 2019</p>	<p>Wendy Swift David Bonson Karen Smith</p>		
<p>That Blackpool Teaching Hospitals NHS Foundation Trust install signage at an appropriate point prior to the car park entrance alerting people to current waiting times.</p>	<p>Agreed.</p>		<p>July 2019</p>	<p>Wendy Swift</p>		

<p>That Blackpool Teaching Hospitals NHS Foundation Trust consider offering parking refunds to patients attending accident and emergency inappropriately to leave again, preventing having paid for parking being the only reason why a person would wait and not try an alternative, more appropriate avenue.</p>	<p>It is understood that the recommendation would be difficult to police and implement, however, any consideration that could be given to this scenario would be appreciated.</p>		<p>July 2019</p>	<p>Wendy Swift</p>		
<p>That Blackpool Council consider how available marketing signage around the town can be used to promote positive NHS messages.</p>	<p>Public Health already takes responsibility for generalised health messaging. It is not considered appropriate for the Council to become involved in any NHS messaging in order to avoid confusion over governance surrounding Council and the NHS.</p>		<p>July 2019</p>	<p>Arif Rajpura</p>		

<b>Report to:</b>	<b>EXECUTIVE</b>
<b>Relevant Officer:</b>	John Blackledge, Director of Community and Environmental Services
<b>Relevant Cabinet Member:</b>	Councillor Fred Jackson, Cabinet Member for Environmental Services and Highways
<b>Date of Meeting :</b>	25 February 2019

## SINGLE USE PLASTICS POLICY

### 1.0 Purpose of the report:

- 1.1 The purpose of the report is to seek approval for the adoption and implementation of a Single-Use Plastic Policy for the Council and recommend adoption to the Council's wholly owned companies.

The proposed policy outlines issues relating to Council use of non-recyclable and Single Use Plastics (SUP) (including wholly owned companies) and seeks to examine the potential to make key changes to processes and procedures, including throughout the Council's supply chain, to reduce the use of Single Use Plastics where possible and implement more sustainable alternative options.

### 2.0 Recommendation(s):

- 2.1 To adopt the Single Use Plastics policy attached at Appendix 5a and the Draft Action Plan attached at Appendix 5d.
- 2.2 To request the Chief Executive to sign the charter attached at Appendix 5b on behalf of the Council.
- 2.3 To approve the Communications Programme attached at Appendix 5c.
- 2.4 That subject to 2.1 above, to recommend that the Council's wholly owned companies adopt the policy and charter for Single Use Plastics.

### **3.0 Reasons for recommendation(s):**

3.1 Reducing Single Use Plastics is something the Council stated they expect and value through the approval of a motion at the Council meeting. As a seaside tourist destination, the Council recognises that poorly managed waste plastics pose a threat to the global marine environment. Therefore, within the context of this Policy the Council will commit to minimising its use of plastics, in particular Single Use Plastics and therefore to reducing its impact on the environment.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council's approved budget? Yes

3.3 Other alternative options to be considered:

Not to approve the proposed policy which would mean that the Council did not address the issue of Single Use Plastics which has been identified through a motion at its Council meeting.

### **4.0 Council priority:**

4.1 The relevant Council priorities are both:

- "The economy: Maximising growth and opportunity across Blackpool"
- "Communities: Creating stronger communities and increasing resilience"

### **5.0 Background information**

5.1 A notice of motion proposed by Councillor Humphreys was approved at the Council meeting held on the 27 June 2018, stating that the Council should develop and implement a policy in relation to the reduction of Single Use Plastics. It was also stated that a charter version be developed and recommended that the Council's wholly owned companies also adopt the policy. The proposed policy has also been considered by the Tourism, Economy and Resources Scrutiny Committee at its meeting on the 23 January 2019 which also agreed to receive further updates on the policy as it was implemented.

5.2 An estimated eight million tonnes of plastic waste enter the sea each year. As previously highlighted in this report, devastating evidence of the damage to wildlife and habitats has been shown in programmes such as Blue Planet II on the BBC and Sky's Ocean Rescue campaign. The use of non-recyclable products, in particular Single Use Plastics, is now a prominent issue and one that the Council should be leading the way in minimising its impact where possible.

- 5.3 The Council by its very nature delivers a large number of diverse services from School Breakfasts and Leisure Services to Social Care and Bereavement Services. All these services will make use of Single Use Plastics in carrying out its day-to-day operations.
- 5.4 Items such as coffee cups, plastic stirrers and plastic cups are commonplace among all meeting rooms, schools and leisure centres in most locations across the Council and the policy seeks to address the use of such items. These items can quickly and easily be substituted for more sustainable options, for example, bio-degradable (paper-based) coffee/water cups and wooden stirrers.
- 5.5 Now that Single Use Plastics have been elevated to the level of international concern that it has, this is an ideal time to take action and effect large-scale behavioural change programmes and policies to drive forward positive change and perceptions in relation to how the Council reduces its use, reuse and ultimately recycling or disposal of single-use plastics.
- 5.6 Moving forward, the Council policy seeks to reduce its own use first. The policy will then seek to solicit the co-operation and commitment of local businesses, schools and the community and will be supported by a dedicated media and communications programme.
- 5.7 The Council introduced a corporate recycling scheme in 2007 which is still in place today to separate out recyclable material for collection. These streams are: paper/card, mixed plastic bottles, tins/cans, glass jars/bottles and batteries. There are currently no approved work streams focusing specifically on the issue of Single Use Plastics internally although it is something that is being considered by the wider Lancashire Waste Partnership (LWP) with Lancashire County Council, of which Blackpool Council is a partner in the waste treatment and disposal company, Lancashire Renewables Limited.
- 5.8 Equally, Blackpool Council has been actively working with national charity Keep Britain Tidy. The *“Keep Blackpool Tidy”* campaign focuses on engaging with volunteers from local residents, businesses and community groups with the aspiration of becoming the cleanest seaside resort by 2020. This is extended to the Keep Britain Tidy *“LoveMyBeach”* campaign and the associated Blue Flag status at South Beach.
- 5.9 In addition to the above the Council is also actively supporting the ReFILL scheme, another initiative by *“LoveMyBeach”*. This is specifically aimed at reducing plastic bottles by encouraging free tap water refills of bottles instead of purchasing new, single use bottles. This is a Fylde Coast initiative, which involves participating businesses, who display the *“Re-FILL”* sticker in their window, inviting passers-by to come in and fill up their water bottle free of charge with no pressure to purchase anything. Participating *“Re-FILL Stations”* already include a number of local hotels,

guesthouses, businesses and including a McDonalds. Full details and a list of stations can be found using the “Re-FILL” App.

- 5.10 The above scheme highlights the potential possibilities of involving local businesses in any single-use plastic policies that the Council may consider going forward.
- 5.11 It is worth noting that some of the wholly owned companies have already made significant advancements in this area. For example, Blackpool Operating Company Limited has already replaced all plastic cutlery with wooden and card alternatives, including paper straws. It is proposed to draw on the experiences of where successful implementation of sustainable alternatives have already taken place, in delivering the Council’s solution.
- 5.12 The EU’s Circular Economy Package, which is likely to be transposed in to UK law, is also a key driver in winning the war on plastics. Key issues in relation to Extended Producer Responsibility (EPR) regulations and, on a local level, organisational Procurement Policies will also play a major role going forward.
- 5.13 Central Government’s much anticipated Resources and Waste Strategy (RAWS) was finally published in late December, following a lengthy delay due to Brexit. In support of the Government’s 25 year Environment Plan, the strategy provides a clear focus on plastics, in particular Single Use Plastics.
- 5.14 By introducing new incentives – regulatory and economic, along with better infrastructure and information, these measures help people do the right thing. Moreover, by protecting the natural world, and leaving it in a healthier state for the next generation, it will help uphold the core pledge of the 25 Year Environment Plan. The Government’s Strategy reflects that ambition and cites leaving the European Union is an opportunity to refresh and renew environmental policy, and show domestic and international leadership.
- 5.15 Secondly these new measures support the commitments, in the Industrial and Clean Growth Strategies, to double resource productivity and eliminate avoidable waste, both by 2050.
- 5.16 Thirdly and as importantly, the strategy acknowledges that there is an urgent need for new thinking to tackle avoidable waste, particularly plastic.
- 5.17 The government will consult on increasing the successful 5p plastic bag charge to 10p, and extending the scheme to small retailers. It will also consult on introducing a deposit return scheme for drinks containers, to reward people for bringing back bottles and encourage them not to litter their empties. Government has also consulted on banning plastic straws (except for medical use), stirrers and cotton buds.

5.18 However in advance of in any possible changes in primary legislation, the adoption of a Single Use Plastics Policy will allow the Council and its wholly owned companies to take a lead to addressing the issue of Single Use Plastics in the more immediate short-term.

5.19 Does the information submitted include any exempt information? No

**5.20 List of Appendices:**

Appendix 5a– Single Use Plastics Policy

Appendix 5b – Draft Charter

Appendix 5c – Draft Work/Communications Programme

Appendix 5d – Draft Action Plan

**6.0 Legal considerations:**

6.1 None.

**7.0 Human resources considerations:**

7.1 Implementing the policy and charter will require the co-operation and co-ordination of service heads across the organisation, particularly Procurement and Waste Management as well as the directors of the wholly owned companies.

**8.0 Equalities considerations:**

8.1 In the course of developing this policy, the Council has considered whether there could be unintended adverse impacts on people because of shared characteristics protected by the Equality Act. The policy will not have any indirectly discriminatory effects.

**9.0 Financial considerations:**

9.1 There may be potential additional costs associated with sourcing suitable sustainable alternative products.

**10.0 Risk management considerations:**

10.1 Potential reputational damage due to continued use of Single Use Plastics.

**11.0 Ethical considerations:**

11.1 The policy and charter supports the Council’s ethical pursuit of corporate social responsibility and sustainability (including organisational resilience) as well as the Council’s core values.

**12.0 Internal/external consultation undertaken:**

12.1 None at this stage but may involve further consultations as the policy develops, including wider engagement with the wholly owned companies. The Tourism, Economy and Resources Scrutiny Committee has considered the policy, has recommended its approval and will monitor its implementation.

**13.0 Background papers:**

13.1 None.

**14.0 Key decision information:**

14.1 Is this a key decision? No

14.2 If so, Forward Plan reference number:

14.3 If a key decision, is the decision required in less than five days? No

14.4 If **yes**, please describe the reason for urgency:

**15.0 Call-in information:**

15.1 Are there any grounds for urgency, which would cause this decision to be exempt from the call-in process? No

15.2 If **yes**, please give reason:

**TO BE COMPLETED BY THE HEAD OF DEMOCRATIC GOVERNANCE**

**16.0 Scrutiny Committee Chairman (where appropriate):**

Date informed:

Date approved:

**17.0 Declarations of interest (if applicable):**

17.1

**18.0 Executive decision:**

18.1

**19.0 Date of Decision:**

19.1

**20.0 Reason(s) for decision:**

20.1

**21.0 Date Decision published:**

21.1

**22.0 Executive Members in attendance:**

22.1

**23.0 Call-in:**

23.1

**24.0 Notes:**

24.1

This page is intentionally left blank

Appendix 5a  
**Blackpool Council**  
**Draft Reduction of Single-use Plastics Policy**

### **Our Commitment**

*Blackpool Council is committed to environmental protection, including supporting the circular economy, preventing pollution arising from our activities and embedding best practices for corporate sustainability. Our message is simple: we want to reduce, reuse and recycle.*

### **Our Policy**

The Head of Waste Policy is responsible for this policy. All employees share responsibility for its delivery. To achieve this, we have set out a number of commitments:

1. We will minimise the use of SUP's to the point where they become unnecessary, supported by recyclable and compostable alternatives.
2. We will work with our employees, supply chain and companies to use suitable alternatives where practicable and encourage and enable them to take practical steps to reduce the use of single-use plastic.
3. We will seek innovative recycling opportunities for the plastic waste we, our companies and our supply chain partners produce in our offices, buildings and daily operations.
4. We will remove disposable cups at locations where it is most practical with the aim of expanding this throughout all of our buildings where disposable cups are used. We will investigate alternatives to the composite coffee cups.
5. We will support and encourage employee and community initiatives to remove plastic waste and litter from the local environment through the **Keep Blackpool Tidy Campaign** and expect the same from our wholly owned companies.
6. We will expect all members of this Charter to publish key achievable milestones in their journey to becoming plastic-free.

This page is intentionally left blank

## Appendix 5b Blackpool Council Reduction of Single-use Plastics Charter

This charter is a declaration of our organisation’s commitment to environmental protection, including supporting the circular economy, preventing pollution arising from our activities and embedding best practices for corporate sustainability. We acknowledge that significant progress has been made in achieving greater levels of reuse and recycling over recent years. We also acknowledge that further progress is required to achieve better national and local outcomes. Our message is simple: we want to reduce, reuse and recycle.

We, Blackpool Council and our wholly owned companies, commit to:

- Minimise the use of SUP’s wherever possible. Only after all efforts have been exhausted to reduce our use of SUPs will we then look to use recyclable / compostable alternatives.
- Work with our employees to raise awareness of their responsibility to reduce their use of SUPs.
- Work with our supply chains and partners to minimise the use of SUPs wherever possible. This will mean including environmental standards, specifically focused on reducing SUPs, into our procurement criteria.
- Find innovative recycling opportunities for the plastic waste we, our companies and our supply chain partners are unable to eradicate from offices, buildings and daily operations.
- We will support and encourage employee and community initiatives to remove plastic waste and litter from the local environment through the **Keep Blackpool Tidy Campaign** and expect the same from our wholly owned companies.
- We will expect all members of this Charter to publish key achievable milestones in their journey to becoming plastic-free.

### Signatories

..... (Blackpool Council Chief Executive)

.....

.....

.....

Date: .....

This page is intentionally left blank

Appendix 5c

# Single Use Plastics

Communications plan  
January 2019



# Single Use Plastics Policy – Communications Plan

---

## Contents

<b>Introduction</b>	<b>3</b>
<b>Aim</b>	<b>3</b>
<b>Objectives</b>	<b>3</b>
<b>Target audience</b>	<b>4</b>
<b>Budget</b>	<b>5</b>
<b>Branding</b>	<b>5</b>
<b>Key messages</b>	<b>5</b>
<b>Communications schedule</b>	<b>5</b>

DRAFT

# Single Use Plastics Policy – Communications Plan

---

## Introduction

Plastic waste is one of the greatest environmental challenges facing the world today.

Blackpool Council is committed to environmental protection, including supporting the circular economy, preventing pollution arising from our activities and embedding best practices for corporate sustainability.

The council, by its very nature delivers a large number of diverse services – from School Breakfasts and Leisure Services to Social Care and Bereavement Services. All these services will, inadvertently, make use of SUP's in carrying out their day-to-day operations.

The council plans to make key changes to processes and procedures, including throughout the council's supply chain, to reduce the use of SUP's where possible and implement more sustainable alternative options.

The use of single-use plastic will be reduced to the point where they become unnecessary, supported by recyclable and compostable alternatives.

## Aim

The aim of the communications activity is to raise awareness of the council's plan to become free of single-use plastic by 2020 and engaging staff and key stakeholders.

Key stakeholders will be kept informed on how the council plans to eliminate single-use plastic products.

A communications plan has been developed to outline how we will do this.

## Objectives

Objective	Aims	Target/deliverable	Evaluation
Raise awareness of the council's aim to become free of single-use	Communicate with all Blackpool Council employees Recruit ambassadors/case studies from across the council	Recruit at least two positive spokespeople At least one piece of positive press coverage in print	Monitor internal comms analytics/social media reach/engagement

## Single Use Plastics Policy – Communications Plan

plastic by 2020	Better informed staff able to promote key campaign messages  Liaise with print and broadcast media		Monitor press coverage  Monitor opening rate of e-newsletter
Raise Blackpool Council's profile in terms of leading the way in reducing SUP usage	Generate interest from regional and national media	At least one article in trade press  Publish LinkedIn posts for each phase of plan	Monitor press coverage  Monitor follower numbers
Increase staff pride	Ensure the campaign narrative informs key internal comms messages	Include campaign narrative on every channel and keep this on SLT agenda  Include campaign narrative in monthly staff e-newsletters distributed to 2,100 and quarterly printed magazine to 380 staff	Monitor opening rate of staff e-newsletter, Hub posts and spot check staff

The performance of activity will be monitored and evaluated as part of the campaign to determine which measures have been successful.

### Primary audience and stakeholders

It is important to consider the following stakeholders in our communications:

- Blackpool Council employees (primary audience)
- Wholly owned companies
- Other council services e.g. property services
- All Councillors
- Blackpool residents

# Single Use Plastics Policy – Communications Plan

---

- Sport Blackpool members
- Schools
- Local businesses
- Media

## Budget/funding

Most internal communication channels will be free. Once a full plan is developed potential costs will be agreed with Waste Services.

## Branding

Blackpool Council's branding guidelines will be followed for all communication. Where appropriate, reference to partners will feature in artwork or communication

## Key messages

The key messages that will be used across all communications include:

**The message is simple: we want to reduce, reuse and recycle.**

- Reduce your plastic footprint
- Join the reuse revolution
- Recycle at work
- Take action to stop plastic-pollution
- Keep up-to-date by following updates on the Hub
- Thanks for supporting a good cause

## Communications schedule

### Channels

The following channels will be used:

- Staff Intranet – Hub
- Monthly newsletter

## Single Use Plastics Policy – Communications Plan

- Digital screens
- Poster holders
- 1Quarter staff magazine
- Website
- Film
- Local media/trade media
- Your Blackpool council newspaper – print and e-version
- Staff as ambassadors

**Initial communications plan to be developed once timescales are agreed**

Date	Action	Supporting Comms Activity	Officers
Dec 18	<ul style="list-style-type: none"> <li>• Draft policy developed for approval</li> <li>• Charter version for signing developed</li> </ul>	Proof draft of charter	<ul style="list-style-type: none"> <li>• JPL</li> <li>• SB/Comms</li> </ul>
Jan 19	<ul style="list-style-type: none"> <li>• Charter approved at CLT and signed</li> <li>• Source availability and supply of suitable alternatives to plastic stirrers, milk pots, composite coffee cups and water cups</li> </ul>	Internal comms launch via Hub and January e-newsletter. Using photo from charter signing and supporting artwork. Press release to local media	<ul style="list-style-type: none"> <li>• CLT</li> <li>• JPL</li> <li>• Comms</li> </ul>
Feb 19	<ul style="list-style-type: none"> <li>• Campaign launched to remove and replace the above with suitable alternatives.</li> <li>• Review of Procurement policies to build in sustainability with a focus on SUP</li> </ul>	Internal campaign Hub, screens and poster holders	<ul style="list-style-type: none"> <li>• Comms</li> <li>• JPL/KF (JB)</li> </ul>

## Single Use Plastics Policy – Communications Plan

	****Pre-election period starts on March 12 ****		
March 19	<ul style="list-style-type: none"> <li>Plan Easter 'beach-clean' with Keep Blackpool Tidy volunteers</li> <li>Easter recycling campaign</li> </ul>	Internal promotion via Neil Jack's blog and usual channels. Create content for social media for beach clean. Promote via local press	<ul style="list-style-type: none"> <li>JPL/Comms/JE</li> <li>Comms</li> </ul>
April 19	<ul style="list-style-type: none"> <li>Engage with Blackpool Business Leadership Group to seek buy-in from local businesses and extend the policy.</li> </ul>	Presentation at next BBLG meeting	<ul style="list-style-type: none"> <li>PW/JPL</li> </ul>
May 19	<ul style="list-style-type: none"> <li>Progress report (including wholly owned companies)</li> <li>Publish milestones</li> </ul>	Updates to local media. Release to trade press on achievements so far. Update to staff via usual channels	<ul style="list-style-type: none"> <li>JPL</li> <li>Comms</li> </ul>

This page is intentionally left blank

## Appendix 5d Single Use Plastics Policy Draft Action Plan

Date	Action	Supporting Communications Activity	Responsible officers
Sept 18	<ul style="list-style-type: none"> <li>Scrutiny Report on SUP</li> <li>Review council use of SUP's</li> </ul>	<ul style="list-style-type: none"> <li>n/a</li> <li>n/a</li> </ul>	<ul style="list-style-type: none"> <li>JPL</li> <li>JPL</li> </ul>
Dec 19	<ul style="list-style-type: none"> <li>Draft policy developed for approval</li> <li>Charter version for signing developed</li> </ul>	<ul style="list-style-type: none"> <li>n/a</li> <li>Review and proof draft charter</li> </ul>	<ul style="list-style-type: none"> <li>JPL</li> <li>SB/Comms</li> </ul>
Jan 19	<ul style="list-style-type: none"> <li>Charter signed</li> <li>Source availability and supply of suitable alternatives to plastic stirrers, milk pots, composite coffee cups and water cups</li> </ul>	<ul style="list-style-type: none"> <li>Internal comms launch via Hub and January e-newsletter. Using photo from charter signing and supporting artwork.</li> <li>Press release to local media</li> </ul>	<ul style="list-style-type: none"> <li>JPL</li> </ul>
Feb 19	<ul style="list-style-type: none"> <li>Campaign launched to remove and replace the above with suitable alternatives.</li> <li>Review of Procurement policies to build in environmental sustainability with a focus on SUP</li> </ul>	<ul style="list-style-type: none"> <li>Internal campaign Hub, screens and poster holders</li> </ul>	<ul style="list-style-type: none"> <li>Comms</li> <li>JPL/KF (JB)</li> </ul>
March 19	<ul style="list-style-type: none"> <li>Plan Easter 'beach-clean' with Keep Blackpool Tidy volunteers</li> <li>Easter recycling campaign</li> </ul>	<ul style="list-style-type: none"> <li>Internal promotion via Neil Jack's blog and usual channels.</li> <li>Create content for social media for beach clean. Promote via local press</li> </ul>	<ul style="list-style-type: none"> <li>JPL/Comms/JE</li> <li>Comms</li> </ul>
April 19	<ul style="list-style-type: none"> <li>Engage with Blackpool Business Leadership Group to further roll-out and extend the policy.</li> </ul>		
May 19	<ul style="list-style-type: none"> <li>Progress report (including wholly owned companies)</li> <li>Publish milestones</li> </ul>	<ul style="list-style-type: none"> <li>Updates to local media. Release to trade press on achievements so far.</li> <li>Update to staff via usual channels</li> </ul>	<ul style="list-style-type: none"> <li>JPL</li> <li>Comms</li> </ul>

June 19	<ul style="list-style-type: none"><li>Engage with schools</li></ul>	<ul style="list-style-type: none"><li>Campaign TBC</li></ul>	<ul style="list-style-type: none"><li>Comms</li></ul>

DRAFT

<b>Report to:</b>	<b>EXECUTIVE</b>
<b>Relevant Officer:</b>	Diane Booth, Director of Children's Services
<b>Relevant Cabinet Member:</b>	Councillor Graham Cain, Cabinet Secretary (Resilient Communities)
<b>Date of Meeting:</b>	25 February 2019

## **FUTURE STRUCTURE OF THE BLACKPOOL LOCAL SAFEGUARDING CHILDREN'S BOARD**

### **1.0 Purpose of the report:**

- 1.1 To present the option proposed for the replacement of the Local Safeguarding Children's Board (LSCB) to comply with the new area children's safeguarding arrangements.

### **2.0 Recommendation(s):**

- 2.1 To approve in principle the revised arrangements for the Blackpool, Blackburn with Darwen and Lancashire Safeguarding Children Strategic Partnership Board to replace the Blackpool Local Safeguarding Children's Board in line with the Statement of Principles outlined in the report.
- 2.2 To note that the current Serious Case Review arrangements will be replaced by Child Safeguarding Practice Reviews.
- 2.3 To note that the existing Child Death Overview Panel will continue to exist in the form outlined in paragraph 5.2.
- 2.4 To delegate to the Director of Governance and Partnerships to sign off the final terms of reference and memberships on behalf of the Council and note that these will also be approved at the first meeting of the bodies and by the Police and Clinical Commissioning Groups.

### **3.0 Reasons for recommendation(s):**

- 3.1 This will provide a consistent vision and overarching strategic direction for safeguarding children across Blackpool, Blackburn with Darwen and Lancashire which the three safeguarding partners (Local Authority, Police and Clinical Commissioning Groups) are agreed.

It also continues to provide local area operational delivery based on local need, vulnerability and risk.

The proposed new arrangements clearly meet the Association of Independent Chairs of Local Safeguarding Children Boards' published set of overarching principles (reference paragraph 5.5). The proposals are also supported by designated representatives at Lancashire County Council and Blackburn with Darwen Council.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council's approved budget? Yes

3.3 Other alternative options to be considered:

Other alternatives structures would in effect see the arrangements continue with three safeguarding arrangements established in each local authority. It is not considered that this will be effective and would reduce the opportunity to establish a consistent vision, thresholds and strategic direction for safeguarding children across the Pan Lancashire footprint. It is recognised that there is a need for local area operational groups to drive forward local issues/need and the proposed structure below and attached addresses this.

#### **4.0 Council priority:**

4.1 The relevant Council priority is: "Communities: Creating stronger communities and increasing resilience".

#### **5.0 Background information**

5.1 Under the Children Act 2004, as amended by the Children and Social Work Act 2017, Local Safeguarding Children Boards (LSCBs), set up by local authorities, will be replaced. Under the new legislation, the three safeguarding partners (Local Authorities, Chief Officers of Police and Clinical Commissioning Groups (CCGs) must make arrangements to work together with relevant agencies (as they consider appropriate) to safeguard and protect the welfare of children in the area.

5.2 Also under the new guidance following from the Act, the child death review partners (Local Authorities and Clinical Commissioning Groups and relevant partners) must set up child death review arrangements. These will remain the Child Death Overview Panels with consideration given to future options for a model of delivery as other partnerships mature. It will have specific responsibilities for:

- reviewing all deaths of children normally resident in the local area and, if they

- consider it appropriate, for any non-resident child who has died in their area;
- analysing of information from all deaths reviewed;
- identifying any matters relating to the death, or deaths, that are relevant to the welfare of children in the area or to public health and safety and to consider whether action should be taken in relation to any matters identified;
- preparing and publishing reports on:
  - what they have done as a result of the child death review arrangements in their area, and
  - how effective the arrangements have been in practice.

In the interim the Council is suggesting the status quo remain in respect to the Child Death Overview Panel.

- 5.3 The current Serious Case Review arrangements will be replaced by Child Safeguarding Practice Reviews, which may be conducted at local or national level. The National Child Safeguarding Practice Review Panel was established on 29 June 2018 and transitional guidance has been published setting out the responsibility of safeguarding partners when a serious incident occurs from that date onwards. This arrangement will remain until such time as the new safeguarding arrangements are implemented locally. [Working Together to Safeguard Children](#) (July 2018), sets out the statutory guidance to which all new safeguarding arrangements must adhere. This guidance sets out specific detail of the functions to be carried out by new arrangements. Alongside this transitional guidance was published. These proposals have been reviewed to ensure specific compliance with the responsibilities set out in these guidance documents.
- 5.4 Under the guidance it is permissible for the new arrangements to cover more than one local authority area with the same principle applying for the arrangements agreed by Clinical Commissioning Groups and Chief Officers of Police in their role as one of the three safeguarding partners.
- 5.5 The Association of Independent Chairs of Local Safeguarding Children Boards has published a set of overarching principles to guide the establishment of new safeguarding arrangements. These principles are:
- Inclusive arrangements
  - Strong oversight of performance and practice
  - Listening to children and championing their rights and interests
  - Adequate resources and expertise to hold all to account
  - Focus on learning and improvement
  - Facilitating leadership and safeguarding in the face of competing priorities
  - Prevalence, pathways and gaps.

- 5.6 This report sets out a recommended course of action for the three Local Safeguarding Children Boards in Blackpool, Blackburn with Darwen and Lancashire to be replaced by new arrangements that will cover all areas. It is proposed that the new arrangements are called the Blackpool, Blackburn with Darwen and Lancashire Safeguarding Children Strategic Partnership Board.
- 5.7 Alongside the approval of the framework for the new arrangements by Blackpool, Blackburn with Darwen and Lancashire Council's full detailed arrangements for this partnership will be agreed by the governance boards of the police and Clinical Commissioning Groups as set out earlier in this report.
- 5.8 Following agreement, arrangements for internal partnership governance and the business support functions will be completed by the relevant chief officers of each of the named safeguarding partners as required.
- 5.9 To inform these proposals, representatives from each council and representatives from other safeguarding partners have been in discussions by way of a working group. Other partners have been kept informed that discussions were ongoing but they do not have a decision making role in how the arrangements are established.
- 5.10 The working group has agreed proposals set out in this paper for the new arrangements based on guidance good practice and lessons learned from other authorities, outlined in Appendix 6a.
- 5.11 To be effective, the new arrangements will link to other strategic partnership work happening locally to support children and families. This will include other public boards including Health and Wellbeing Boards, Safeguarding Adult Boards, Channel Panels, Improvement Boards, Community Safety Partnerships, the Local Family Justice Board and Multi-Agency Public Protection Arrangements (MAPPAs).
- 5.12 To achieve these requirements Blackpool, Blackburn with Darwen and Lancashire Safeguarding Children Strategic Partnership Board will bring together agencies under a new local framework which organises the safeguarding work of partner agencies across all areas.
- 5.13 The main alternative is for each local authority area to develop their own safeguarding arrangements as is the case now. However, this would mean there being three separate strategic partnerships and would reduce the opportunity to establish a consistent vision, thresholds and strategic direction for safeguarding children across the Pan-Lancashire footprint. It was recognised that there was a need for local area operational groups to drive forward local issues and the future structure is outlined.

## 5.14 Geographical Area

- The Blackpool, Blackburn with Darwen and Lancashire Safeguarding Children Strategic Partnership Board will co-ordinate safeguarding services and act as a strategic leadership group across the towns and county. Activity by the partnership will incorporate identifying the needs of children and young people living in diverse urban and rural areas and ensuring that effective action is taken to safeguard them.
- The Strategic Partnership Board will also include those Relevant Agencies that the local authorities, Police and Clinical Commissioning Groups see as important to drive forward the safeguarding arrangements of children in these areas.
- Driving forward effective local arrangements requires attention to the detail of what works and where improvement is needed. In order to achieve this level of detail across the diverse areas of need, the new arrangements will be supported by joint thematic sub groups and will include reporting and scrutiny of some key functions in particular geographical areas, or in themes, for example similar ward characteristics on deprivation.
- The new arrangements will be subject of review and this will include analysis of future opportunities to bring together any of the groups to establish a joint group where the effectiveness of the co-ordination and scrutiny of arrangements across the three geographical council areas can be sustained and improved.
- In order to ensure clarity about the accountability and governance for the Clinical Commissioning Groups covering the area, a Memorandum of Understanding will include arrangements between Blackpool, Blackburn with Darwen and Lancashire Safeguarding Children Strategic Partnership Board.
- Each local authority will remain responsible for fulfilling its own statutory and legislative duties to safeguard and promote the welfare of children.
- The District Councils in Lancashire will continue to have essential safeguarding responsibilities. In order to uphold their responsibilities safeguarding arrangements will be developed for the District Councils to actively participate in their existing joint arrangements to co-ordinate their safeguarding duties.

### 5.15 **Independent Scrutiny and Role of Lay Members**

- The role of independent scrutiny is to provide assurance in judging the effectiveness of multi-agency arrangements to safeguard and promote the welfare of all children in a local area, including arrangements to identify and review serious incidents and conduct child safeguarding practice reviews, (previously known as serious case reviews).
- It is proposed that there is ongoing independent scrutiny delivered through the role of an independent chair of the Strategic Partnership. A key feature of effective Local Safeguarding Children's Centre the role of the independent chair will provide the opportunity for the scrutiny across the three combined local authority areas with demonstrable independence and a sufficient degree of authority to ensure that the agencies respond positively and work to address areas of weaker practice.
- Young people and members of the community will have an essential role in shaping service development across all agencies and contributing to the scrutiny processes that hold agencies to account.
- It is proposed that the role of other existing partners and lay members, including the involvement of young people, is incorporated within the work of the partnership groups so that their influence, challenge and contributions can impact directly on specific areas of work delivered by the partnership. It will be important also that the voice of the child is heard through practice audit, in order to inform strategic development.

### 5.16 **Chief Officer Group/Strategic Partnership**

- Strong leadership is critical for the new arrangements to be effective in bringing together the various organisations and agencies within the partnership. The statutory safeguarding partners across Blackpool, Blackburn with Darwen and Lancashire have equal and joint responsibility for local safeguarding arrangements.
- In order to ensure that the responsibilities of the partnership are being effectively discharged, it is proposed that the Chief Officer Group includes representation from the following (including all areas covered by different organisations listed below):
- Blackpool and Blackburn with Darwen and Lancashire County Council: Chief Executives (or their nominee);
- Blackpool and Blackburn with Darwen and Lancashire County Council: Elected

Member for Children and Young People;

- Blackpool and Blackburn with Darwen and Lancashire County Council Director of Children's Services (statutory role);
- All Clinical Commissioning Group from the Lancashire 14 areas Chief Executive (or their nominee);
- Lancashire Constabulary Chief Constable (or their nominee);
- Lancashire Police and Crime Commissioner (or their nominee).

The Chief Officer Group will:

- speak with authority for the safeguarding partner they represent, take decisions on behalf of their organisation or agency and be empowered to commit them on policy, resourcing and practice matters;
- hold their own organisation or agency to account on how effectively they participate in and implement the local arrangements;
- play an active role, facilitating and driving action beyond institutional constraints and boundaries.
- In situations that require a clear, single point of leadership, all safeguarding partners will decide who would take the lead on issues that arise. The detailed governance arrangements will explicitly set out how this will be achieved, mindful of the ongoing responsibilities for each Director of Children's Services for the safety of children in their area (as set out in section 18 of the Children Act 2004).

The Chief Officer Group will:

- publish a Memorandum of Understanding to ensure that there are transparent governance arrangements and decision making processes;
- publish a plan setting out local arrangements and how they will be implemented;
- ensure that the new arrangements are implemented within the prescribed timescales and meet the requirements of national guidance;
- publish a business plan to monitor the effectiveness and drive forward improvements in local safeguarding arrangements across the area;
- review and report on the effectiveness of the implementation of the new arrangements, including the effectiveness of any sub groups;
- review and report on the effectiveness of local safeguarding arrangements to drive forward improvement with other public boards including Health and Wellbeing Boards, Safeguarding Adult Boards, Channel Panels, Improvement Boards, Community Safety Partnerships, the Local Family Justice Board and Multi-Agency Public Protection Arrangements (MAPPAs);
- publish an annual report;
- respond to recommendations from local and/or national child safeguarding practice reviews;
- drive forward learning and organisational development to improve

safeguarding arrangements.

- In the event that Chief Officers (of the three statutory partners) are unable to reach agreement, it is proposed that each agency be allowed to record a single vote to obtain a majority decision. In the event that deadlock is reached the Independent Chair shall have the casting vote.
- Agree which Relevant Agencies will be members of the strategic partnership

#### 5.17 **Support for the Chief Officer Group /Strategic Partnership**

- The Chief Officer Group will establish its own arrangements within available budget but local area operational groups will be required to co-ordinate the business plan and the work of the partnership groups to improve safeguarding arrangements and to inform the Chief Officer Group/strategic partnership.
- The local area operational groups will drive the agenda for the stakeholder events and ensure that partner agencies and members of the community are active participants in improving safeguarding arrangements. The voice of the child and engagement with the many varied communities across Blackpool, Blackburn with Darwen and Lancashire are essential elements for improving practice.

#### 5.18 **Local Area Operational Groups**

It is suggested that there are also Local Area Operational groups reflecting the following three geographical areas:

- Blackpool and North Lancashire (Blackpool, Fylde, Lancaster and Wyre Council areas)
- Central and South Lancashire (Chorley, Preston, South Ribble and West Lancashire Council areas)
- Blackburn with Darwen and East Lancashire (Blackburn with Darwen, Burnley, Hyndburn, Pendle, Ribble Valley and Rossendale Council areas).

It is suggested that these groups are also chaired by the independent chair of the Strategic Partnership. This will provide a consistent approach and ensure a golden thread of independent scrutiny across the safeguarding agenda. These groups will have local representation to from the three key partners as well as any other relevant agencies the groups feel are necessary to discharge their function in best safeguarding children and young people.

#### 5.19 **Established Sub Groups**

In considering the efficiency and effectiveness of sub groups to support the Strategic Partnership and Local Area Operational Groups some already operate on a Pan

Lancashire and Joint Children's and Adult footprint and it is felt this is the most effective way to continue. Appendix 6b outlines the proposed sub groups to support the children's safeguarding partnerships.

## 5.20 **Implementation**

### **Publication of a local plan**

Once agreed, local safeguarding arrangements must be published and include:

- arrangements for the safeguarding partners to work together to identify and respond to the needs of children in the area;
- arrangements for commissioning and publishing local child safeguarding practice reviews;
- arrangements for independent scrutiny of the effectiveness of the arrangements.

The plan must also include:

- who the three local safeguarding partners are, especially if the arrangements cover more than one local authority area;
- geographical boundaries (especially if the arrangements operate across more than one local authority area);
- the relevant agencies the safeguarding partners will work with; why these organisations and agencies have been chosen; and how they will collaborate and work together to improve outcomes for children and families;
- how all early years settings, schools (including independent schools, academies and free schools) and other educational establishments will be included in the safeguarding arrangements;
- how any youth custody and residential homes for children will be included in the safeguarding arrangements;
- how the safeguarding partners will use data and intelligence to assess the effectiveness of the help being provided to children and families, including early help;
- how inter-agency training will be commissioned, delivered and monitored for impact and how they will undertake any multiagency and interagency audits;
- how the arrangements will be funded;
- the process for undertaking local child safeguarding practice reviews, setting out the arrangements for embedding learning across organisations and agencies;
- how the arrangements will include the voice of children and families;
- how the threshold document setting out the local criteria for action aligns with the arrangements.

### 5.21 **Timescale for publication of the plan**

Safeguarding partners have up to 12 months, from 29 June 2018, to agree their local arrangements and which relevant agencies they consider appropriate should work with them to safeguard and promote the welfare of children in their area.

They must have published their arrangements by 29 June 2019, but may do so at any time before the end of that period.

### 5.22 **Implementation of the new arrangements**

The three chief officers will agree a publication date for the new arrangements. Following publication of arrangements, safeguarding partners have up to three months from the date of publication to implement the arrangements. The implementation date should be made clear in the published arrangements. All new local arrangements must have been implemented by 29 September 2019.

If the safeguarding partner arrangements are in place and ready to operate before the child death review partner arrangements for a local area, the safeguarding partners may begin work, without waiting for the child death review partner arrangements to begin.

Once the arrangements have been published and implemented, the three Local Safeguarding Children Boards in Blackpool, Blackburn with Darwen and Lancashire will cease to exist.

5.23 Does the information submitted include any exempt information? No

### 5.24 **List of Appendices:**

Appendix 6a: Principles for Decision Making  
Appendix 6b: Proposed Sub Groups

### 6.0 **Legal considerations:**

6.1 As set out in the report

### 7.0 **Human resources considerations:**

7.1 There may be Human Resource implications and these are being considered as the staffing structure to support these arrangements are finalised. Work with human resources support teams across all three local authorities will take place.

**8.0 Equalities considerations:**

8.1 None.

**9.0 Financial considerations:**

9.1 While the costs of the revised arrangements and the split of those costs between three individual Councils and the budgets of partner establishments have not yet been confirmed, it is anticipated that no additional costs will be required to implement the model. In fact it is likely that there will be financial savings or additional work for the same cost arising from the development of the Pan-Lancashire model. Part of the future development of the new model will involve discussions regarding the split of costs and these will involve the Council's finance team. If the costs are greater than the existing model then the Council would need to consider withdrawing its involvement.

**10.0 Risk management considerations:**

10.1 There is a risk to child protection and safeguarding if the change to these arrangements is not made effectively. Key steps in this report seek to minimise that risk.

**11.0 Ethical considerations:**

11.1 None.

**12.0 Internal/external consultation undertaken:**

12.1 No specific consultations have taken other than with the three responsible agencies as part of the multi-agency working group outlined above who have considered these options

**13.0 Background papers:**

13.1 Working Together to Safeguard Children 2014 Act.

**14.0 Key decision information:**

14.1 Is this a key decision? No

14.2 If so, Forward Plan reference number:

14.3 If a key decision, is the decision required in less than five days? No

14.4 If **yes**, please describe the reason for urgency:

**15.0 Call-in information:**

15.1 Are there any grounds for urgency, which would cause this decision to be exempt from the call-in process? No

15.2 If **yes**, please give reason:

**TO BE COMPLETED BY THE HEAD OF DEMOCRATIC GOVERNANCE**

**16.0 Scrutiny Committee Chairman (where appropriate):**

Date informed:

Date approved:

**17.0 Declarations of interest (if applicable):**

17.1

**18.0 Executive decision:**

18.1

**19.0 Date of Decision:**

19.1

**20.0 Reason(s) for decision:**

20.1

**21.0 Date Decision published:**

21.1

**22.0 Executive Members in attendance:**

22.1

**23.0 Call-in:**

23.1

**24.0 Notes:**

24.1

This page is intentionally left blank

## Principles for Decision Making

- The parameters set out by the Children and Social Work Act 2017;
- Analysis of the effectiveness of outstanding Local Safeguarding Children Board functions reviewed by Ofsted;
- Analysis of published reports of Multi-Agency Joint Targeted Area Inspections;
- Commentary from existing Local Safeguarding Children's Partnership partner agencies in the working group when they have considered the effectiveness of local arrangements.

Following publication of *Working Together to Safeguard Children*, Ofsted's National Director of Social Care, Yvette Stanley, set out the important elements for effective multi-agency working and the standards set out on *Working Together to Safeguard Children* (2018), these are:

- wide and active engagement in multi-agency safeguarding with the right shared priorities;
- effective, ambitious child-focused leadership within and across partnership;
- agencies understanding their respective roles and thresholds;
- an environment in which effective multi-agency practice can flourish;
- good systems for information sharing, which professionals are confident and knowledgeable about;
- support and challenge within the multi-agency system;
- continuous learning and development.

Key responsibilities of the safeguarding partners are:

- children are safeguarded and their welfare promoted;
- partner organisations and agencies collaborate, share and co-own the vision for how to achieve improved outcomes for vulnerable children;
- organisations and agencies challenge appropriately and hold one another to account effectively;
- there is early identification and analysis of new safeguarding issues and emerging threats;
- learning is promoted and embedded in a way that local services for children and families can become more reflective and implement changes to practice;
- information is shared effectively to facilitate more accurate and timely decision making for children and families.

This page is intentionally left blank

## Proposed Sub Groups

### Quality Assurance Group

To influence practice most effectively there will be a need for a Quality Assurance Group to receive timely and accurate information from across different agencies, including from multi-agency audits, Sec 11 & 157 Audits, multi-professional discussion forums, data and intelligence including JSNA to fully understand overall and local prevalence/context of need, vulnerability and risks from abuse and neglect which they will analyse to:

- understand local need overall and against specific demand areas;
- build an understanding of frontline practice;
- develop well-informed priorities;
- decide what action to take to improve frontline services;
- review and monitor actions from serious case reviews/safeguarding practice reviews.
- learning from local and national safeguarding practice reviews will be used along with single and multi-agency case file audits to improve safeguarding practice and in the development of multi-agency policies. They will provide assurance of the quality and impact of safeguarding practice and enable decisive action to be taken to drive improvement.
- early identification and analysis of new safeguarding issues and emerging threats impacting on vulnerable young people;
- ensure that the role of community safety is fully embedded in arrangements to safeguard vulnerable young people;
- ensuring that local arrangements to safeguard young people vulnerable to child sexual exploitation and other vulnerabilities are effective;
- ensuring information is shared and transition arrangements are effective for vulnerable young people who are becoming adults to facilitate more accurate and timely decision making.

### Policy and Planning Group

This group will have responsibility for:

- developing, reviewing and updating essential multi-agency safeguarding policies, procedures and guidance that is consistent with national guidance and available for all staff;
- development of information sharing protocols and escalation processes;
- scoping, developing, reviewing and updating strategies/action planning in respect to specific and new emerging safeguarding areas;
- ownership of contextual safeguarding with the potential for task and finish groups;
- maintaining threshold guidance that clearly defines levels of needs and the responsibilities of agencies to take action;
- promoting and embedding the use of policies and procedures in a way that local practice improves services for young people and families;
- Development of plans to drive various areas of safeguarding practice.

## **Districts Safeguarding Group**

In two-tier Council areas District Councils also play a significant role in a 'whole system' approach to safeguarding. When considering the key areas and 'reach' of the District Councils' business, services and workforce e.g: housing, benefits, environmental health, licensing, community safety, leisure services, it is imperative that District Council safeguarding arrangements are in place, robust and up to date. The group will allow District Council representatives to consider shared approaches to safeguarding and where appropriate make referrals to the Pan-Lancashire Group.

As the new arrangements are developed consultation with District Councils will make arrangements to ensure that they can:

- provide essential strategic assurance of safeguarding arrangements in their areas;
- provide a conduit from the other partnership groups to the District agencies and networks;
- collaborate across the Districts to identify, share and develop best practice in safeguarding children and young people;
- ensuring the Districts and their agencies are fully embedded in arrangements for safeguarding children and young people.

## **Joint Sub Groups**

### **Safeguarding Practice Review Groups**

- Communicating a decision to the (national) Child Safeguarding Practice Review Panel ('the Panel') about whether a local or national child safeguarding practice review is appropriate for cases considered locally.

The Local Area Operational Groups will be responsible for the:

- Commissioning and completing local child safeguarding practice reviews.
- Co-operating and supporting the work of the Panel to complete national child safeguarding practice reviews.

## **Learning and Development Group**

Good quality and innovative training, along with effective supervision, needs to be in place for the whole multi-agency partnership to create an environment in which practice can flourish. A culture of continuous development and improvement will draw from the learning arising from the other partnership groups to improve safeguarding practice. This group will commission and monitor the impact of training on practice.

## **Communication and Engagement Group**

The communication and engagement group will be responsible for looking at innovative ways of communication and engaging with children and young people, families, communities and practitioners in communicating:

- the vision, role and responsibilities of the Strategic Partnership and Local Area Operational Groups
- obtaining the voice of children and young people, families and communities in influencing safeguarding arrangements
- publishing, promoting learning from local child safeguarding practice reviews in a way that local services for children and families can become more reflective and implement changes to practice.
- promoting and embedding learning in a way that local services for young people and families can become more reflective and implement changes to practice;
- disseminating messages from participation activities across sub groups for inclusion in their outputs;
- facilitating participation/co-production in the meetings of the strategic partnership/local area operational groups/quality assurance and policy and planning groups

### **Task and Finish Groups**

As and when needed a partnership group will be convened in a 'task and finish way' if there are issues in a particular area or to address a theme.

Examples may be to:

- obtaining and evaluate performance data, evidence from single and multi-agency audit and feedback from children and young people;
- ensuring that the voice of the child is heard through practice audit and this informs strategic development;
- providing analysis about the effectiveness of local safeguarding arrangements and areas for improvement;
- early identification and analysis of new safeguarding issues and emerging trends and threats;
- promoting and embedding learning in a way that local services for children and families can become more reflective and implement changes to practice;
- evaluating the impact of the work of the partnership to demonstrate improvement arising from audit and assurance activity.

This page is intentionally left blank

<b>Report to:</b>	<b>EXECUTIVE</b>
<b>Relevant Officer:</b>	Antony Lockley, Director of Strategy and Assistant Chief Executive
<b>Relevant Cabinet Member:</b>	Councillor Mrs Christine Wright, Cabinet Member for Housing
<b>Date of Meeting:</b>	25 February 2019

## FUNDING FOR BLACKPOOL HOUSING COMPANY

### 1.0 Purpose of the report:

- 1.1 In July 2015, the Executive made a decision (EX32/2015) to provide an initial tranche of funding to the newly established Blackpool Housing Company - now more widely known as My Blackpool Home. This initial funding totalled £27.6m. At the current rate of delivery the initial tranche of funding is forecast to run out during the second half of 2019, and the Company requires a committed level of funding to build on its success to date and to continue to deliver on the objectives set for the Company by the Council.
- 1.2 The primary focus of the Company is to gain a significant portfolio of property such that it has a critical mass and can therefore directly influence the standards of accommodation and management in the private rented sector. Consequently, the initial programme strategy was focussed on achieving 800+ units over a 10 year period from the company formation in August 2015.
- 1.3 The Company has been a success and has had a demonstrably positive impact on property and people. It is now seeking to further this success by acquiring and converting/refurbishing a greater volume of problematic property, creating a larger portfolio of quality accommodation that will enable many more individuals and families to settle their lives in a secure home.

### 2.0 Recommendation(s):

1. To authorise the Director of Resources to arrange a further committed loan facility for the benefit of the Company in the sum of £40.8million. This loan will allow the Company to deliver the plan approved in March 2017 and to cover the period to March 2025, enabling the assembly of a portfolio of circa 950 quality, affordable homes for rent in Inner Blackpool.
2. To maintain a quarterly monitoring system and allow Public Works Loan Board resources to be transferred to the company over a period up to and including 31 March 2025.

3. To remove the £10m per year drawdown limit imposed by the Executive approval for the original tranche of funding (EX32/2015).

### **3.0 Reasons for recommendation(s):**

Blackpool Housing Company was established by the Council in 2015 primarily to address housing market failure within inner Blackpool. The Council has recently updated its housing strategy covering the period 2018-2023. One of the four priorities within that document is “Improving our private rented sector”. The work of the Company is inextricably linked to the delivery of that priority over the life of the strategy. If it is to deliver as required it will require funding beyond 2019 and this budgetary commitment will deliver both certainty of funding to the Company as well as key Council priorities. It will also ensure the maintenance of continuity of service to the Council of those functions performed by the Company.

In the Executive approval for the original tranche of funding a drawdown limit of £10m per year was imposed. It is considered that such a limit may now be obstructive to the company’s ability to flex future investment plans should viable opportunities present themselves and accordingly, no such limit is proposed in respect of this tranche.

- |      |  |     |
|------|--|-----|
| 3.2a | Is the recommendation contrary to a plan or strategy adopted or approved by the Council? | No  |
| 3.2b | Is the recommendation in accordance with the Council’s approved budget?                  | Yes |

### **3.3 Other alternative options to be considered:**

These are outlined in the background information section at 5.6 onwards.

### **4.0 Council Priority:**

- 4.1 The report addresses both of the Council priorities:
  - The Economy: Maximising growth and opportunity across Blackpool
  - Communities: Creating stronger communities and increasing resilience

The Housing Strategy develops on these themes and sets out the key role the Company will play in the delivery of Council priorities.

## 5.0 Background Information

### 5.1 Context

Much of the context behind the establishment (and subsequent funding) of the Company was set out in detail at the time. This remains relevant and some of the key issues are:

- The proportion of homes in the private rented sector in Blackpool jumped from 18% in 2001 to over 26% in 2011, compared with an England average of 17%.
- Over 80% of homes in the private rented sector are rented to people receiving Housing Benefit, compared with around 30% nationally.
- The dominance of poor quality private rented accommodation in inner neighbourhoods is the overriding cause of high levels of transience and wider social instability in these areas.
- Blackpool's private rented market continues to have very high yields due to the mismatch between average property prices and average rents, particularly for Homes in Multiple Occupation (HMOs).
- The preponderance of high levels of occupancy in poor quality accommodation has knock on effects in terms of health and wellbeing that adversely affect the prosperity and economic resilience of the town.

5.2 An aspirational business plan has recently been produced that would see the Company develop over 1,400 units over a longer period. It is proposed to commit funding to achieve approximately 950 units and review future funding during 2024/25 when the Housing Strategy will have been renewed. This is the funding commitment sought in this report.

5.3 The Company has acquired property to date to facilitate the production of over 300 quality homes for rent. Of these, 261 were in lettings at the end of the December 2018. It is early days in terms of making an in depth assessment on the Company's effectiveness in delivering its part in the wider housing strategy, but the initial signs are very encouraging with tenancy sustainability improving suggesting that a positive impact on transience is being made. Clearly the stock numbers are still low and greater volume needs to be brought through the company if it is to have a lasting social impact. However, the physical impact in many areas is immediately apparent with the removal of many problem buildings that were blighting the street scene and their replacement with high quality housing. Albert Road is a prime example of this with a similar impact currently being delivered on Kirby Road.

5.4 It is of positive note that valuations obtained for the 31 March 2018 Statement of Accounts revealed a positive asset re-valuation, demonstrating the value added by the Company.

- 5.5 To support the proposed programme, the total additional funding requirement over this period up to 2025 will be £40.8m. This would take the total investment to £68.4m. The additional funds will be raised from the Public Works Loan Board or an external funder should more advantageous terms be available. This will be provided to the company at a commercial rate on a similar basis to current arrangements.

It was initially proposed that in order to recoup this funding, the Company would sell the portfolio of part thereof. However, in light of the returns being achieved, both in terms of revenue yield and positive asset re-valuation, it currently makes sense to retain the portfolio. In the longer term, should it become difficult to obtain capital financing or should the portfolio's financial performance deteriorate, and the Council seeks to recoup its capital investment, there may be opportunities to dispose of the portfolio either as a whole or in part.

5.6 **Options appraisal**

- 5.7 Option 1 – do not provide additional resources for the Company

If the Council does not continue to support the Housing Company in this way it will be difficult to see how the Company can continue as a viable entity or achieve a strategic impact. The current level of stock holding would not sustain the existing structure. The Company could cut its workforce significantly but it would still make insufficient returns. A buyer for the Company could be sought but this would diminish Council control over delivering its own Housing Strategy.

- 5.8 Option 2 – Underwrite the Company but let it seek loans elsewhere.

As detailed above this has the disadvantage of the Council bearing the financial responsibility without the direct control.

- 5.9 Option 3 – Raise the money and lend it to the Company

The Council has more opportunity for raising money (and raising it cheaply) than the Company and can use its Treasury Management systems to maximise the value of these loans and draw downs. By having a direct relationship with the Company the Council can also set the parameters for draw down, borrowing and interest rates that work in the best interest of achieving the goals of the Company and to best protect the Council's financial position.

- 5.10 Does the information submitted include any exempt information?

No

To support the loan request the company has submitted a series of detailed financial projections. The proposals outlined would however undermine the Company's and extension the Council's position in continuing negotiations so this document is not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

## 5.11 **List of Appendices**

Appendix 7a – Company financial projections (Exempt)

## 6.0 **Legal considerations:**

6.1 The Council may use its General Power of Competence under Section 1 of the 2011 Act to acquire housing for rent in the General Fund, either directly or through an SPV. Although there is a requirement under section 4(2) of the 2011 Act that if the exercise of the Section 1 power is for a "commercial purpose" then the Council must use a company to do so.

6.2 The Council has obtained external legal advice which was that the Council has clear powers under sections 24 and 25 of the Local Government Act 1988 to provide financial assistance (which includes the making of a loan) to the Housing Company.

## 7.0 **Human Resources considerations:**

7.1 These were considered as part of the report to Council on the 21 January 2015 (EX56/2014) establishing the company.

## 8.0 **Equalities considerations:**

8.1 These were considered as part of the original report to Council on the 21 January 2015 to create the company and specifically that it will be important to secure the ongoing commitment of the company to the Council's equality ethos and to continue to deliver the specific "due regard" requirement under the Equality Act.

## 9.0 **Financial considerations:**

9.1 As the Company is wholly owned by the Council and will provide the substantial part of its services to the Council, the Council can benefit from the Teckal Exemption, which enables the Council to procure the services of the local authority controlled company directly without the need for carrying out a procurement process. If the Company is to have any private ownership/interest in the future, the Council will be required to carry out a procurement exercise in accordance with the Contract Procedure Rules depending on the role of the private partner and the purposes of the joint venture.

9.2 As this is not a joint venture the investment will be entirely from Council borrowing (either directly using Public Works Loan Board or supported through a guarantee if external finance is chosen) there isn't the option of a risk-share, therefore the benefits and risks of the investment will need to be closely monitored.

9.3 The outcomes and key assumptions underpinning the business model are set out in the Appendix 7a to this report and are based on the assumptions which underpinned the original business plan as modified by experience to date.

9.4 The Council's Finance and Legal Teams will need to work together to ensure that the proposed loan does not constitute state aid.

**10.0 Risk management considerations:**

10.1 There is insufficient housing stock available that offers the target gross yield, thus reducing the potential to secure the intended portfolio size. An assessment has been undertaken of type and volume of properties that have been marketed for sale within the inner areas. It is felt that sufficient property is and will be available on the market to achieve the plan and enable an appropriate scale of intervention. The Company has diversified its approach to acquisition and, in addition to its own conversion projects is also acquiring "rolling investment", "turnkey" and, where they exist, "good to go" developments to ensure the flow of acquisitions delivers the business plan.

10.2 Housing needs change and the demand for properties of this nature change.

To a degree this is what the Council is seeking to achieve, however the proposal is to develop a portfolio of higher quality stock which will be much more resilient to market change than property of a lesser quality. Further mitigation is however possible by broadening the target occupier group, as well as the option to sell property if required.

10.3 The project does not break even over the life of the borrowing.

A financial model has been produced that makes assumptions on income and expenditure. This will be reviewed and updated over the life of the project to ensure the assumptions continue to be accurate. Exit strategies have been considered.

10.4 Redevelopment costs consistently exceed anticipated costs.

Robust financial monitoring and contract management systems have been established and monitored by the Company board and company senior management team. Acquisitions started slowly to ensure cost assumptions were deliverable before large numbers of properties were acquired. Major cost variations became apparent which led the Housing Company to explore other means of delivering units more economically, namely by acquiring "rolling investment", "turnkey" and "good to go" properties.

10.5 A wider risk assessment has been developed as part of the business plan which will be monitored by the Shareholder Panel of the Council.

**11.0 Ethical considerations:**

11.1 None.

**12.0 Internal/ External Consultation undertaken:**

12.1 Consultation has been undertaken internally within the Council, including, finance, legal and Human Resources advice. Expert legal advice has also been sought form Trowers Hamlins.

**13.0 Background papers:**

13.1 None

**14.0 Key decision information:**

14.1 Is this a key decision? Yes

14.2 If so, Forward Plan reference number: 1/2019

14.3 If a key decision, is the decision required in less than five days? No

14.4 If **yes**, please describe the reason for urgency:

**15.0 Call-in information:**

15.1 Are there any grounds for urgency, which would cause this decision to be exempt from the call-in process? No

15.2 If **yes**, please give reason:

**TO BE COMPLETED BY THE HEAD OF DEMOCRATIC GOVERNANCE**

**16.0 Scrutiny Committee Chairman (where appropriate):**

Date informed: 15 February 2019 Date approved: N/A

**17.0 Declarations of interest (if applicable):**

17.1

**18.0 Executive decision:**

18.1

18.2 **Date of Decision:**

19.0 **Reason(s) for decision:**

19.1 **Date Decision published:**

20.0 **Executive Members in attendance:**

20.1

21.0 **Call-in:**

21.1

22.0 **Notes:**

22.1

<b>Report to:</b>	<b>EXECUTIVE</b>
<b>Relevant Officers:</b>	Alan Cavill, Director of Communications and Regeneration
<b>Relevant Cabinet Member</b>	Councillor Mark Smith, Cabinet Member for Regeneration, Enterprise and Economic Development
<b>Date of Meeting:</b>	25 February 2019

## TOWN CENTRE CAR PARKING STRATEGY

### 1.0 Purpose of the report:

- 1.1 To summarise the current and future demand for car parking in the Town Centre, to determine the additional car parking requirement and identify how the demand can be addressed.

### 2.0 Recommendation(s):

- 2.1 To agree to the principal of providing the additional car parking spaces servicing the town centre to accommodate the demand identified in this report.
- 2.2 To authorise expenditure to the sum of up to £16,000,000 to deliver the additional town centre parking provision identified in the report and in the indicative designs attached at Appendix 8c.
- 2.3 To delegate authority to the Chief Executive to authorise expenditure and contracts to deliver the most appropriate option within the financial limits in this report.

### 3.0 Reasons for recommendation(s):

- 3.1 With the imminent additional loss of parking provision and increasing demand, the need to procure new parking provision in pursuit of Blackpool Council's corporate, planning and transport objectives is becoming pressing. The development of Blackpool Central and Talbot Gateway will have major implications for car parking and coach handling facilities which need to be addressed as a priority. During peak periods, there are acute pressures on town centre car parks, which will increase as the major regeneration initiatives that are currently being driven forward by the Council in partnership with the private sector increase the attractiveness of the town centre and the resort. Parking and associated traffic circulation issues need to be addressed, together with the need to improve and replace Blackpool's coach handling facilities.

It is thus imperative to ensure that the car parking infrastructure in the Town Centre is sufficient to support the growth and regeneration of this area with its attendant benefits to residents, businesses and visitors.

- 3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No
- 3.2b Is the recommendation in accordance with the Council's approved budget? Yes

The expenditure is identified in Capital Programme 2019/20 report to be considered by the Council at its meeting on 27 February 2019.

- 3.3 Other alternative options to be considered:

The report outlines the various options for meeting car parking demand.

As outlined in paragraph 5.9 there is clearly no option to meet the Council's objectives in terms of tourist growth or economic development without addressing car park demand.

#### **4.0 Council Priority:**

- 4.1 The relevant Council priority is: "The economy: Maximising growth and opportunity across Blackpool".

#### **5.0 Background Information**

##### **5.1 Current Town Centre Parking Provision**

Blackpool currently has 4,173 car parking spaces located in and around the town centre (see Appendix 8a). These comprise a mixture of council-controlled (3149 spaces) and 1,024 spaces in the three largest privately-controlled car parks, excluding Sainsbury's (600 spaces) which has a three hour maximum stay.

##### **5.2 The Existing Demand for Parking**

The demand for parking in Blackpool is greatly affected by seasonal patterns, which means there is significant fluctuation between extremely quiet periods (i.e. January to March) and peak periods (i.e. school holidays between July and September and October half term). This is illustrated in Figure 1 below (tickets sold on all Council-controlled car parks). Additionally, there are numerous major events which create increased demand for parking including the Air Show weekend, the Illuminations Switch-On weekend, fireworks nights and the LiveWire Festival over the August Bank Holiday weekend. During these periods it is not uncommon to see all car parks along

Seasiders Way and in the town centre full by early afternoon. With pressure on town centre car parking increasing, under provision at peak times needs to be addressed. The existing provision is just adequate for normal usage, but the removal of Wilko and Tower Street from the parking stock will add to parking pressures, which will increase when other proposed developments come forward.

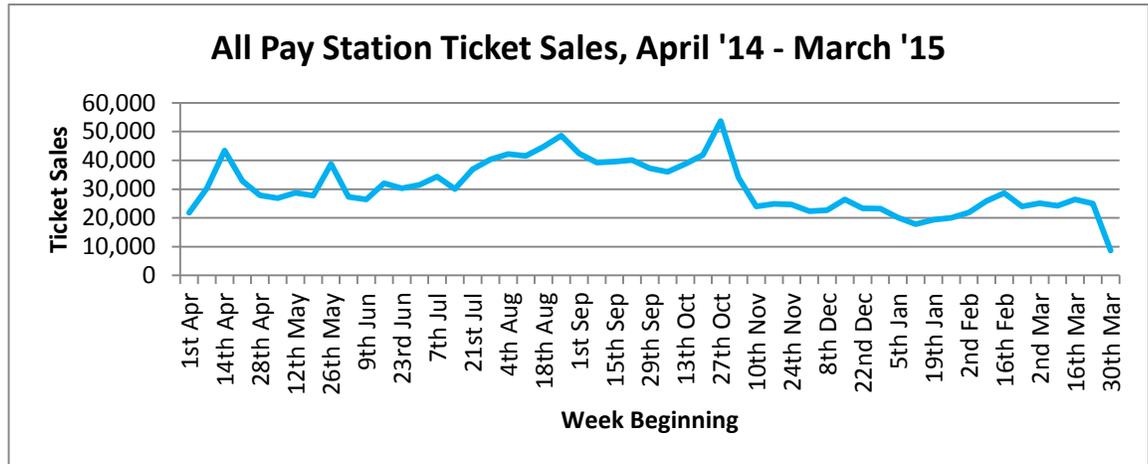


Figure 1 - Source: AECOM Strategic Parking Review 2016

5.3 Coach parking issues

Coach parking issues were looked at as part of the AECOM Review but are not considered as part of this report.

5.4 Further consultation will take place regarding this between the Council, the developer of Blackpool Central and representatives of coach operators.

5.5 Reductions in Car Parking Provision

The first phase of Talbot Gateway Central Business District, completed in 2014, saw £80 million of investment with over 1,000 employees brought into the town centre based in Grade A1 office accommodation with accompanying retail units, the construction of a flagship Sainsbury’s store, the refurbishment of Talbot multi-storey car park and the provision of much improved traffic management and public spaces in the surrounding area. This development saw the loss of Seed Street (213 spaces), Swainson Street (36 spaces) and the NCP (74 spaces) car parks, a total loss of 323 spaces.

5.6 Talbot Gateway Phase 2 is set to commence in 2020 with the demolition of the Wilko building and construction of a new 4 star hotel, the completion of the tramway extension and a transport interchange (connecting the tram to the rail system).The car park above the Wilko store has a capacity of 460, and on completion of the new development on this site there will be a temporary surface car park providing 127 spaces, a net loss of 333. The Wilko store will be relocated to a new development on

Tower Street car park with a loss of a further 74 spaces.

5.7 Talbot Gateway Phase 3 is as yet uncommitted but initially looks to provide a building on part of the East Topping Street Car Park (the old St John's Market). East Topping Street Car Park has a current capacity of 219 spaces. If this development were to proceed, which the Council remains confident of there would be a net loss of circa 100 spaces.

5.8 The actual loss outlined above is therefore 323 (ref paragraph 5.5) with a further potential loss of 507 spaces (ref paragraph 5.6 and 5.7), a total net loss of 830 spaces.

5.9 The Challenge

With the overall number of visits increasing (from c.17 million in 2015 to c.18 million in 2017) it is expected that the demand for parking and coach travel during the busy periods in Blackpool will increase even further. This demand is further increased by the many new developments either proposed or underway in the town centre particularly considering that these developments are constructed on existing surface car parks thus reducing the supply even further. The need for an urgent strategic review of future provision was therefore necessary.

5.10 In view of this, an officer working group was established, with representatives from Growth and Prosperity, Strategic Planning and Transport, Highways and Traffic and Parking Services to consider these issues and make proposals as to how they should be addressed in the light of:

- the policy context;
- the Strategic Parking Review produced by AECOM in 2016, and
- the development of the £1billion plus Growth and Prosperity Programme leading to a clearer understanding of the likely timing of future developments and their impact.

5.11 Policy Context

Blackpool Council needs to build on the Strategic Parking Review undertaken by AECOM in 2016, which accords with Blackpool's Local Transport Plan (LTP) and Local Plan Core Strategy, taking account of current and future developments in Blackpool Town Centre. A key Blackpool Local Transport Plan objective is to: *"Improve the efficiency and management of parking to support the local economy, especially for shoppers and visitors."*

5.12 Policy CS5: Connectivity of the Local Plan Core Strategy states *"A sustainable, high quality transport network for Blackpool and a quality arrival experience will be achieved by the following measures: ...Working with coach operators and developers to provide sufficient, high quality, conveniently located coach passenger facilities and coach parking. ...Addressing parking capacity issues by providing sufficient, high quality and conveniently located car parks, to support the town centre and resort*

*economy and address wider issues of parking provision across the Borough.”*

5.13 AECOM’s Strategic Parking Review 2016

AECOM were appointed to undertake a Strategic Parking Review with the aim of producing a comprehensive, long-term Parking Strategy which put forward actions to ensure that parking provision in Blackpool plays a part in assisting the tourist economy, Blackpool as a shopping destination and as an attractive place for residents and businesses. Their main recommendations and the subsequent steps that have been taken to implement their recommendations are:

- Solutions to increase car parking capacity including building new car parks, decking existing car parks and creating additional coach parking (reviewed in this report).
- Creating additional coach parking, a new coach station and improved layover facilities for coaches and their drivers (the coach station is referred to in this report and a separate review is being undertaken of coach parking and layover facilities).
- Reviewing and developing Parking Standards specific to the development aspirations and parking needs of the town (a review of Blackpool’s Parking Standards was undertaken in 2018 and is now being reviewed as part of the consultation currently taking place on the Local Plan Part 2).
- Providing 1,000 replacement parking spaces as part of the Blackpool Central development to serve the town centre, in addition to the parking needs of the development itself the requirement for 1,000 town centre car parking spaces has been updated from the 800 spaces specified in the Supplementary Planning Document, but these do not necessarily all have to be located on the Blackpool Central site). The potential developers of Blackpool Central are using this as their base figure in addition to the car parking that will be required to support their development.
- Implementing the Variable Message Signage (VMS) scheme (completed in 2018) and review the recommended signed routes into town centre car and coach parks. (underway)

5.14 AECOM emphasised that:

- *“The fluctuating, seasonal nature of parking demand in Blackpool, coupled with a degree of uncertainty over the likely impact of parking provision and increase in demand resulting from future developments, means that there is no single preferred option for addressing demand issues. ...”*
- Future demand for town centre car parking will also be influenced by proposed developments and that concurrent with this will be a reduction in the number of available parking spaces, including some of the privately operated parking stock.
- There is a need *“To provide a spread of car parking options around Blackpool accounting for variable seasonal demand – ensuring sufficient parking provision for peak periods and considering the future economic growth aspirations for the town.”*

- Car park users try to park as close to their intended destinations as possible.
- *“Coaches are vital to the success of Blackpool’s future as they provide more sustainable access to the town and contribute significantly to the visitor economy.”*

5.15 Growth and Prosperity Programme

An initial exercise has been undertaken to consider the impact of the main development projects in the town centre over the next 10 years, taking into account the potential increase in demand that these developments will create. The problem is compounded with the additional demand that will be created by the forthcoming town centre developments (listed in Appendix B). A number of assumptions have been made on car parking occupancy, from AECOM’s car park occupancy surveys undertaken in 2015, with further assumptions made about the likely occupancy of privately-controlled car parks.

5.16 Principal Car Parking Demand Pressures

In addition to the loss of parking listed above, the Growth and Prosperity programme includes a number of significant regeneration schemes within the town centre (both public and private sector) that will see the demand for parking increase. These include:

- Winter Gardens Conference Centre
- Town Centre (the new Wilko store and cinema development at Tower Street).
- Blackpool Central, The Sands, Premier Inn and Holiday Inn hotels,
- Talbot Gateway Phase 3

5.17 Winter Gardens Conference Centre

This new facility will provide an additional capacity accommodating 1,600 delegates which increases its capacity to circa 7,000 delegates. At present we are unable to determine precisely what the additional parking demand will be as it will fluctuate depending on the nature and level of conference activity. An estimate of 500 has been included for initial planning purposes.

5.18 Blackpool Central

In December 2018 the Council, Nikal and Media Invest Entertainments made a major announcement about the ambitious leisure proposals for Blackpool Central, a £300 million scheme designed to expand the leisure provision in Blackpool on the site of the Central Station car park. Negotiations are ongoing and a full assessment of demand will be made through the planning application process but the assumption currently being made for this site is that it will see an additional demand of circa 600 spaces on top of the spaces this car park already provides. It is currently planned for 1600 spaces to be provided (1250 onsite and a contribution towards 350 off site) though the exact quantum is still to be finalised. Any contribution will be utilised towards the solutions arising out of this report

5.19 Talbot Gateway Phases 2 and 3

The Council is looking to bring forward more office-based developments through relocation or inward investment into the Town Centre as part of the Talbot Gateway Masterplan. Whilst discussions are underway regarding several possible opportunities none are yet at the stage where they can be announced and caution is naturally exercised on such matters as such enquiries often come and go. Nevertheless, it is vital that the potential implications of such developments and the opportunities they represent are factored into our plans (which will inevitably require some flexibility in their implementation). For this reason an initial assumption of c 750 spaces being required as part of future phases has been made though this figure may well vary.

5.20 Other Town Centre Demand

There will also be additional demand from the new Holiday Inn, the Sands and the Premier Inn hotels, in addition to the new Wilko store and cinema development at Tower Street (rough estimate of 150 spaces).

Projected reduction in Existing Spaces	Estimated Additional Demand
333 - Talbot Gateway phase 2	750 - Talbot Gateway Phases 2/3
74 - Tower Street	350 - Blackpool Central (off-site)
100 - East Topping Street	500 - Demand from Conference Centre
1,086 - Existing Central Car Park	150 - Demand from new Hotels
	150 - Tower Street (Wilko and iMax )
Total potential loss c. 1593	Total potential additional demand c. 1900
MAXIMUM TOTAL POTENTIAL ESTIMATED NEED – c. 2,243 (3,493 less 1,250 Blackpool Central on-site provision)	

5.21 Strategy for Meeting Demand

This overall assessment indicates a potential need for c. 2,200 spaces but this needs to be moderated by a recognition that with the improved tram system and these developments taking place in the most sustainable of locations in the town centre (with bus, rail, tram and cycling provision) and there will be much shared use of spaces between daytime and evening uses. The actual additional demand is therefore likely to be significantly less than this. Thus the situation needs to be kept under review and the actual timing of providing additional car parking will also be dependent on progress on various development schemes which will affect future provision, hence the flexible approach that is proposed to be adopted.

5.22 Options for Additional Provision

An assessment has been made of a number of town centre sites potentially suitable for additional car parking against a series of criteria including proximity to key sites, public transport links, vehicular access, parking capacity, site establishment costs and

development costs. These are included in the exempt Appendix C in purely indicative terms

5.23 Additional background information in relation to the project is included in Appendices 8c and 8d. Due to the ongoing negotiations at the time of publication this document is not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972. It is considered on balance that the public interest would be not served by publishing information at this stage. It is anticipated some elements of these documents will be published as the strategy is implemented.

5.24 Does the information submitted include any exempt information? No

**5.25 List of Appendices:**

Appendix 8a: Town Centre Car Park locations and capacity

Appendix 8b: Known and Potential Developments impacting Parking supply and demand

Appendix 8c: Assessment of Town Centre Car Parking Options (exempt)

Appendix 8d: Financial and Legal Considerations (exempt)

**7.0 Legal Considerations:**

7.1 There are significant legal considerations which are included in Appendix 8d – exempt from publication.

**8.0 Human Resources considerations:**

8.1 Details with regards to human resources will be undertaken in due course.

**9.0 Equalities Considerations:**

9.1 Any future car park provision will include spaces for disabled persons

**10.0 Financial considerations:**

10.1 See Appendix 8d – exempt from publication which sets out the basis on which a provision of up to £16 million is sought from the Capital Programme to increase town centre car parking provision.

**11.0 Risk Management considerations:**

11.1 The primary risk is that of not securing sufficient car parking in the Town Centre and thus potentially undermining the huge economic benefits that will be delivered by the Growth and Prosperity Programme

11.2 There will also be the need to future proof any such development to cater for the planned increases in electric vehicles and the phasing out of diesel and petrol fuelled cars.

**12.0 Ethical considerations:**

12.1 None.

**13.0 Internal / External Consultation undertaken:**

13.1 Due to the commercial sensitivity of the project, consultation has been restricted to date. Wider consultation will take place following and subject to the agreement of the Executive to proceed with the proposals.

**14.0 Background papers:**

14.1 Aecom : Strategic Parking Review 2016

Blackpool Leisure Quarter Supplementary Planning Document 2013

**14.0 Key decision information:**

14.1 Is this a key decision? Yes

14.2 If so, Forward Plan reference number: 4/2019

14.3 If a key decision, is the decision required in less than five days? No

14.4 If **yes**, please describe the reason for urgency:

**15.0 Call-in information:**

15.1 Are there any grounds for urgency, which would cause this decision to be exempt from the call-in process? No

15.2 If **yes**, please give reason:

**TO BE COMPLETED BY THE HEAD OF DEMOCRATIC GOVERNANCE**

**16.0 Scrutiny Committee Chairman (where appropriate):**

Date informed: 15 February 2019 Date approved:

**17.0 Declarations of interest (if applicable):**

17.1

**18.0 Executive decision:**

18.1

**18.2 Date of Decision:**

**19.0 Reason(s) for decision:**

**19.1 Date Decision published:**

**20.0 Executive Members present:**

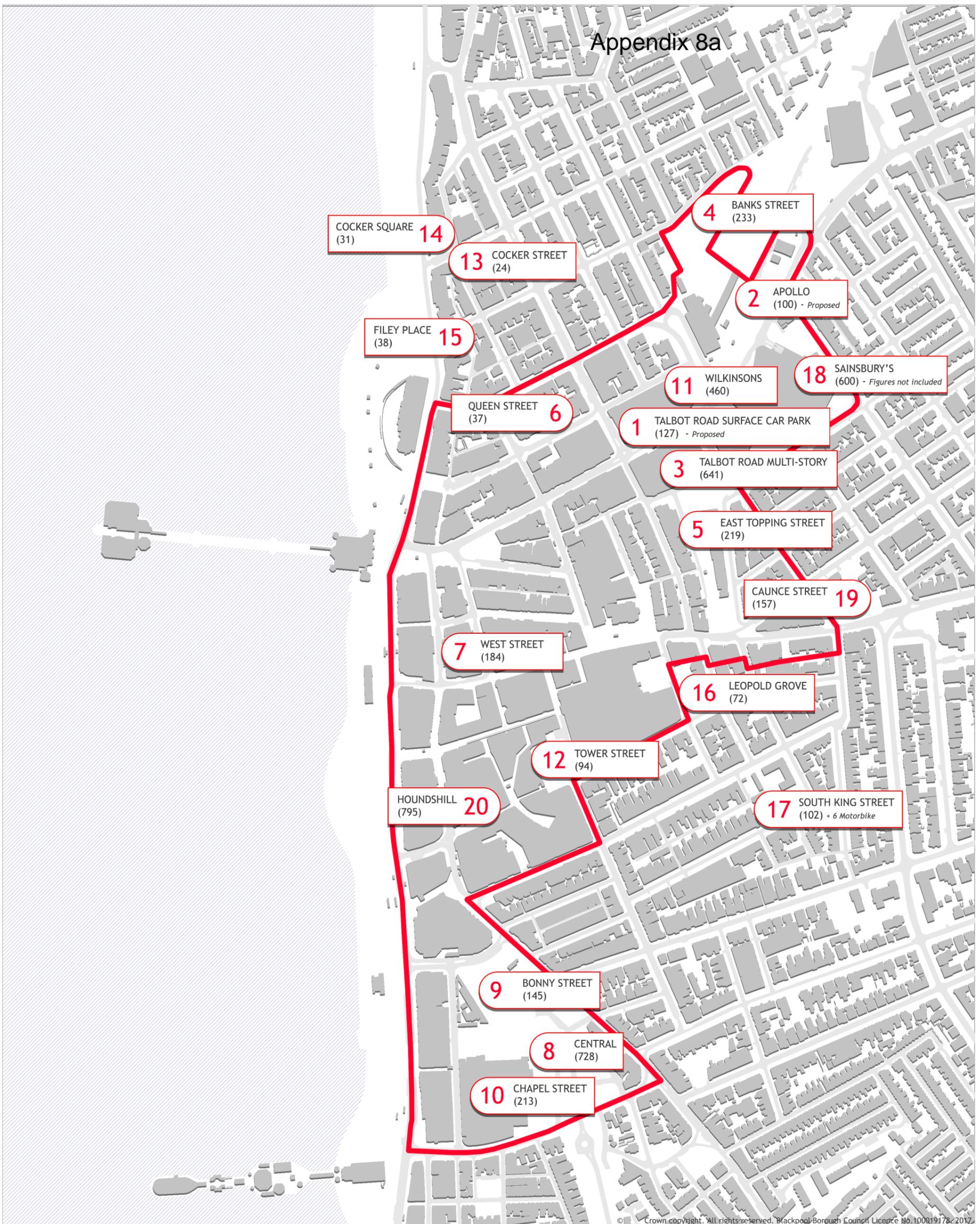
20.1

**21.0 Call-in:**

21.1

**22.0 Notes :**

22.1



© Crown copyright. All rights reserved. Blackpool Borough Council Licence No. 100019178/2017

Figure 1: Town Centre Car Park Locations and Capacity

Date: 06/02/18  
Author: JA

Car Parks by No. Reference:

	Capacity		Capacity		Capacity
1 - Talbot Road Surface Car Park	- 127 - Proposed	8 - Central	- 728	15 - Filey Place	- 38
2 - Apollo	- 100 - Proposed	9 - Bonny Street	- 145	16 - Leopold Grove	- 72
3 - Talbot Road Multi-Story	- 641	10 - Chapel Street	- 213	17 - South King Street	- 102
4 - Banks Street	- 233	11 - Wilkinsons	- 460	18 - Sainsbury's	- 600 - Figures not included (As 3hr max stay)
5 - East Topping Street	- 219	12 - Tower Street	- 94	19 - Caunce Street	- 157
6 - Queen Street	- 37	13 - Cocker Street	- 24	20 - Houndshill	- 795
7 - West Street	- 184	14 - Cocker Square	- 31		

This page is intentionally left blank

## Summary of Known and Potential Developments Impacting Parking Supply &amp; Demand in Blackpool

Development name	Use class	Description	Size	Units	Expected year of opening
Blackpool Central	various	mixed use	Circa 118,000	sqm	2024 onwards
Talbot Gateway (CBD) phase 2	C1 A1&A3	Hotel Restaurant/Bar & Retail with 127 space car park	142 667	rooms sqm	2022
Talbot Gateway (CBD) phase 3	B1	offices	18,580 to 37,161?	sqm	2022 onwards
Houndshell phase 2	A1 A3 D2	retail restaurant cinema	2,090 467 700	sqm sqm seats	2020
Conference Centre	D1	Winter Gardens Extension, quality conferencing facilities	5,860	sqm	2019/20
WG Hotel with 60 spaces	C1	hotel	150	rooms	2021
Sands Hotel	A1 C1	retail hotel	850 96	sqm rooms	2019/20
Museum	D1	Blackpool Museum	2,500	sqm	2020
Former Yates' site	A3 C1	restaurant hotel	714 150	sqm rooms	2019
Former GPO with 24 spaces	A1&A3 B1(a) D2	mixed use offices leisure	5383 433 432	sqm sqm sqm	2021

This page is intentionally left blank

<b>Report to:</b>	<b>EXECUTIVE</b>
<b>Relevant Officer:</b>	Alan Cavill, Director of Communications and Regeneration
<b>Relevant Cabinet Member:</b>	Councillor Gillian Campbell, Deputy Leader of the Council (Tourism, Economic Growth and Jobs)
<b>Date of Meeting</b>	25 February 2019

## BLACKPOOL CENTRAL

### 1.0 Purpose of the report:

- 1.1 To inform of progress made with the developer in relation to the Blackpool Central scheme since 10 December 2018, when the Executive gave approval to the developer's outline masterplan for investment and regeneration of the site.

To seek agreement to delegate authority to the Chief Executive in relation to financial and legal terms of the 'Land Sale' arrangement based on the offer to be submitted to the Council and assessed by the Council's property advisors, JLL, for the purposes of verifying best consideration for the site. In addition to the above, to delegate authority to the Head of Legal to enter into any proposed legal agreements relating to the scheme.

To seek approval on the resources model shown in Appendix 9a, which sets out the requirement for £1.9m to support and protect the Council's interests in the delivery of the Blackpool Central scheme. Appendix 9a will remain exempt from publication given the commercial sensitivity of the information.

### 2.0 Recommendation(s):

- 2.1 To agree to delegate authority to the Chief Executive for approval of the final terms of the Land Sale arrangements, having undertaken all necessary financial and legal due diligence.
- 2.2 To agree £1.9m funding, as outlined in Appendix 9a to cover aspects identified to enable delivery of the scheme and protect the Council's interests.
- 2.3 To delegate authority to the Head of Legal to enter into any proposed legal agreements relating to the scheme.

### 3.0 Reasons for recommendation(s):

- 3.1 To ensure progress in relation to the Blackpool Central scheme can continue to be made over the next few months and in line with the Developers timescales for submission of a planning application during Autumn 2019, with a view to

commencement on site in Spring 2020.

A delay in agreeing a land sale until early summer could have a significant impact on the delivery programme and would slow down the momentum which has gathered for this important project.

The acquisition of the remaining assets is required to ensure vacant possession of the site can be achieved in preparation for the development to progress as planned.

Subject to the acquisitions referred to above, the Council would hold the freehold title with vacant possession on the whole of the King Edward buildings and the former police building. Both these assets will incur costs associated with future security and maintenance, until the point of handover to the developer under the terms of the land sale agreement. These costs will include, taking appropriate security measures to ensure they are not unlawfully occupied, payment of ongoing business rates (where unable to obtain reduced rates or zero rates terms), utility charges and ongoing maintenance costs.

The situation with regards to the Courts and Police station is extremely complex. The Council have been working with Her Majesty's Courts and Tribunal Services (HMCTS) to identify solutions for the Courts relocation, however at this present time and without significant capital investment (£10m-£13m) this is unlikely to occur in the short term. Meanwhile with Lancashire Constabulary vacating the police station on the 31 December 2018 all holding costs lie with the Council for the vacant property. Therefore, within the schedule of costs shown in Appendix 9a there is a request for funding to identify and resolve issues relating to the access and separation of the police building from the courts. In the event that no satisfactory solution is found to relocating the courts then there may be an option of demolishing the police building leaving the courts completely independent, thereby making the site of the police station available for redevelopment and resulting in reduction of future costs. Whilst this is not seen to be the optimum solution, it should be considered and recognised as an interim option, if the situation with the courts cannot be resolved in a timely manner. A delay in managing and resolving future premises for the courts may have an impact only on the delivery of Phase 3 (not the early phases) of the proposed development.

It should also be noted that the Council's CCTV Team currently occupies a small area within the former Bonny Street building and would require relocating prior to any future demolition work being undertaken.

In light of the above and in effort to resolve matters relating to the relocation of the courts the Council has identified a suitable vacant site within the town, with the agreement of Her Majesty's Courts and Tribunals Services. At this present time the site is owned by a private company, however negotiations have been undertaken with the land owner who is prepared to reserve the site for future development. The costs associated with reserving the site are also identified within Appendix 9a.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Councils approved budget Yes

3.3 Other alternative options to be considered:

Not to proceed with the recommendations which would undermine the previous Executive decision (EX57/2018) to proceed with the Blackpool Central Masterplan.

#### **4.0 Council Priority:**

4.1 The relevant Council Priorities for this project are:

- “The economy: Maximising growth and opportunity across Blackpool”
- “Communities: Creating stronger communities and increasing resilience”

#### **5.0 Background Information**

5.1 In March 2017 the Council entered into an Exclusivity Agreement with Developers, Nikal Limited and Media Invest Entertainment, who had expressed an interest in developing proposals for the Blackpool Central site. An extension to the original exclusivity period was issued in October 2018, with the effect of extending the exclusivity term to 28 February 2019. The Council, at its discretion, could extend this period further while looking to bring the negotiation to a close.

5.2 On 10 December 2018 the Executive agreed to adopt the proposed Master Plan for Blackpool Central, as presented by the developers (reference EX57/2019).

5.3 Following the agreement, Nikal Limited has been refining the proposal and have been preparing the Development Appraisals for the site, carrying out further due diligence work in order to confirm financial viability of the scheme, including the financial offer to be made to the Council for the land.

5.4 On 28 January 2019, Nikal Limited presented the Council with their initial appraisal for the site and details. Following submission of the appraisal the Council has been working closely with property consultants, Jones Lang LaSalle (JLL), to undertake assessment of the Developer’s appraisal. This assessment will seek to validate the information and to provide commercial comfort and confidence relating to the proposed scheme and the potential offer being made to the Council for the land. In addition to this the Council have been working with DWF Solicitors to commence the preparation of the legal documentation in relation to the land sale agreement.

5.5 It is now anticipated that a formal offer will be made by the developers to the Council shortly, upon receipt of which JLL would be requested to give their opinion as to best

consideration being achieved for the development proposed. JLL's initial advice will be updated in the light of the offer received. Following this there will be a period of further due diligence and negotiation required to ensure that the final terms are agreed between each party, which supports the delivery of a viable scheme whilst meeting the financial, economic and regeneration objectives of the Council. An update on the latest position will be presented to the Executive.

## 5.6 Principles of Sale Agreement

The main principles of the land sale will be based upon an initial sale of areas of the site to deliver the following phases, in accordance with the concept masterplan:

- A) Enabling Phase (Multi-storey car park);
- B) Phase 1 (Chariots of the Gods attractions, food hall /artisan market, hotel and public realm works) and
- C) Phase 2 (Hotel, residential and music venue/nightclub).

A fixed financial offer will be made by the Developer to the Council for the above areas of the site. These areas are illustrated on the drawing in Appendix 9b, as follows:

- Enabling Phase - Orange hatching,
- Phase 1 - Dark Grey shaded area
- Phase 2 - Light Grey shaded area.
- Phase 3 (area shaded Orange Appendix 9b) of the development, which includes; Chariots of the Gods expansion, a new hotel and residential apartments, will be dealt with by way of an initial minimum fixed land value. This will then be subject to an open market valuation at the time of drawdown (circa 2024).

This will provide some cost certainty in relation to the value of the land, whilst also allowing both the Council and the developer to consider the wider opportunities of accommodating the courts off site and to engage further with Her Majesty's Courts and Tribunals Service.

Phase 4 of the developer's masterplan (Promenade properties) will be considered at a time when further dialogue has been held with the private owners of the assets along the promenade and their aspirations are understood in the context of the wider scheme.

The drawdown of each phase will be subject to a number of conditions as set out in the legal agreement, such as; successful completion of previous phase and level / percentage of prelets agreed with operators.

When the final financial offer is received and validated, then the Council will seek authority to sign the land sale agreement, subject to and in accordance with Recommendation 2.1 of this report, for the Executive to delegate authority to the Chief Executive.

## 5.7 Wider Benefits

In addition to these fiscal benefits there are a number of wider regeneration and economic benefits which should be delivered through the development of the proposed scheme, which were outlined in the previous Executive report, these are:

- Ensuring Blackpool continues to be a world class destination for tourism, bringing new high quality, innovative leading-edge, and year round attractions set in a first class leisure environment for the enjoyment of both local residents and visitors.
- Regeneration of the Blackpool Central area, which will see wider direct and indirect benefits to businesses, the visitor economy and local economy.
- Improved visitor spend and business rate growth.
- Provision of good quality employment opportunities for people ensuring resilience and sustainability within the local area and beyond.
- Maximise the use of a prime seafront location within the heart of Blackpool, adjacent to the town centre, Promenade and a number of other key destinations within the town, including Blackpool Tower, Sealife Centre, Madame Tussauds, the Winter Gardens and Houndshell Shopping Centre

An initial assessment of the Developer's proposal has identified the following benefits:-

- UK's first Flying Theatre
- Creation of up to 1000 new jobs
- Development of approximately 1.3m sqft of new floor space
- Increased annual tourism spend of circa £75m
- 600,000 new visitors
- 150 new high quality residential apartments
- 2 New hotels

5.8 Additional background information in relation to the project is included in Appendices 9a, 9b and 9c. Due to the ongoing negotiations at the time of publication these documents are not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972. It is considered on balance that the public interest would be not served by publishing information at this stage. It is anticipated some elements of these documents will be published as the Blackpool Central project is implemented.

5.9 Does the information submitted include any exempt information? No

**5.10 List of Appendices:**

Appendix 9a: Blackpool Central financial resources requirement (exempt)

Appendix 9b: Blackpool Central Phasing Plan

**6.0 Legal Considerations:**

- 6.1 DWF LLP is supporting the Council and is preparing the drafting for the Land Sale Agreement, in accordance with the Head of Terms previously agreed and outlined in the Executive Report EX57/2018.
- 6.2 The Council may need to consider seeking a Compulsory Purchase Order resolution to ensure vacant possession of the whole site, to enable delivery of the Phases 1 and 2 of the scheme, in which case a further report would be brought to the Executive.
- 6.3 The Council's focus for the project is maximising growth and opportunity across Blackpool and creating stronger communities and the Council will not seek to control or specify the works to be undertaken by the developer. The Council would specify desirable outcomes of the transaction and rely only on its planning powers and the conditionality in the land sale agreement so it does not compromise a "public works contract" which requires a formal public procurement process to be undertaken. In addition, the Council would have the benefit of a non-development buy back should development not proceed.

**7.0 Financial considerations:**

- 7.1 The developer's proposal will be to deliver the scheme in 4 phases over an 8 year period. The overall length of the programme and current uncertainty in the market has given rise to concerns of agreeing a land sale price so far in advance of completion. For this reason it is likely that the later phases will be based on the understanding that a minimum guaranteed land value will be offered in the initial appraisal by the developer with an agreement to undertake a market assessment nearer to the time of phase 2 / 3 delivery. This would provide the Council with some cost certainty, whilst allowing sufficient flexibility in the agreement to reappraise at a more appropriate time in the future.
- 7.2 Given the scale and quality of the development on the site, it is reasonable to assume that there will be significant long term financial benefits in relation to both increased business rates and increased visitor spend within the resort. Further details in relation to this will be provided prior to entering into the proposed Land Sale Agreement.
- 7.3 Blackpool Council currently derives an income stream from the site being the car park income that it yields. This income may or may not be replaced as a result of the development, currently yields around £1.5m per year to the Council's General Fund Revenue Budget.

## **8.0 Risk Management Considerations:**

- 8.1 Given that the agreement with the developer will be a land sale arrangement then the control mechanism for the development will be limited to conditions of the land sale agreement, non-development buy back provisions and those which can be imposed via the planning system.
- 8.2 There will be a number of risks associated with the land sale, these will be outlined following further discussion and due diligence undertaken with Jones Lang LaSalle.
- 8.3 Blackpool Council will have incurred legal, commercial property fees and in house costs, which will have to be met even if the scheme should fail to materialise.
- 8.4 Existing site information held by the Council has been furnished to the Developer for consideration within their due diligence and appraisal of the site. It is anticipated that within the offer presented to the Council that the Developer has made allowance for further site investigations and issues that may arise from these assessments.
- 8.5 Whilst the developer will be funding certain elements of the scheme and is likely to retain some interest in the final development, the majority of the funds will be sought from external investors. At this present time, the Developer has yet to secure all the investment required to deliver each component of the proposed scheme. It is reasonable to assume however, that the basis of the proposal is developed upon deliverable and fundable packages, as opposed to one large scale investment and the Developer has confirmed that this is their intent. This is likely to be a more effective method of funding in the marketplace, which is not unusual for a multi-phased development of this size.
- 8.6 Given that the overarching requirement is for a comprehensive redevelopment of the Blackpool Central site, it is evident that certainty of Phase 3 delivery is predicated on the relocation of the court facilities. In order to achieve delivery of Phase 3 further cooperation will be required with Her Majesty's Courts and Tribunals Service and funds will need to be sourced to enable their relocation, options for which are being explored. The costs for new court provision within the town is currently estimated at between £10-£13m.

## **9.0 Ethical Considerations**

- 9.1 None.

## **10.0 Internal / External Consultation undertaken**

- 10.1 On 6 December 2018 a consultation event was held with the Executive Members of the Council, which was followed by approval of the developer's proposed Master Plan for the site on 10 December 2018.

10.2 During March 2019, the developer will be providing a display of the Blackpool Central scheme within a shop front in the heart of Blackpool town centre. As the scheme progresses towards a planning application in the autumn, there will be further consultation including additional display material and scheme models.

**11.0 Background papers:**

11.1 None.

**12.0 Key decision information:**

12.1 Is this a key decision Yes

12.2 If so, Forward Plan reference number 1/2018

12.3 If a key decision, is the decision required in less than five days? No

12.4 If **yes**, please describe the reason for urgency.

**13.0 Call-in information:**

13.1 Are there any grounds for urgency, which would cause this decision to be exempt from the call-in process? No

13.2 If **yes**, please give reason:

**TO BE COMPLETED BY THE HEAD OF DEMOCRATIC GOVERNANCE**

**14.0 Scrutiny Committee Chairman (where appropriate):**

Date informed: 15 February 2019 Date approved:

**15.0 Declarations of interest (if applicable):**

15.1

**16.0 Executive decision:**

16.1

**16.2 Date of Decision:**

**17.0 Reason(s) for decision:**

**18.1 Date Decision published:**

**19.0 Executive Members in attendance:**

19.1

**20.0 Call-in:**

20.1

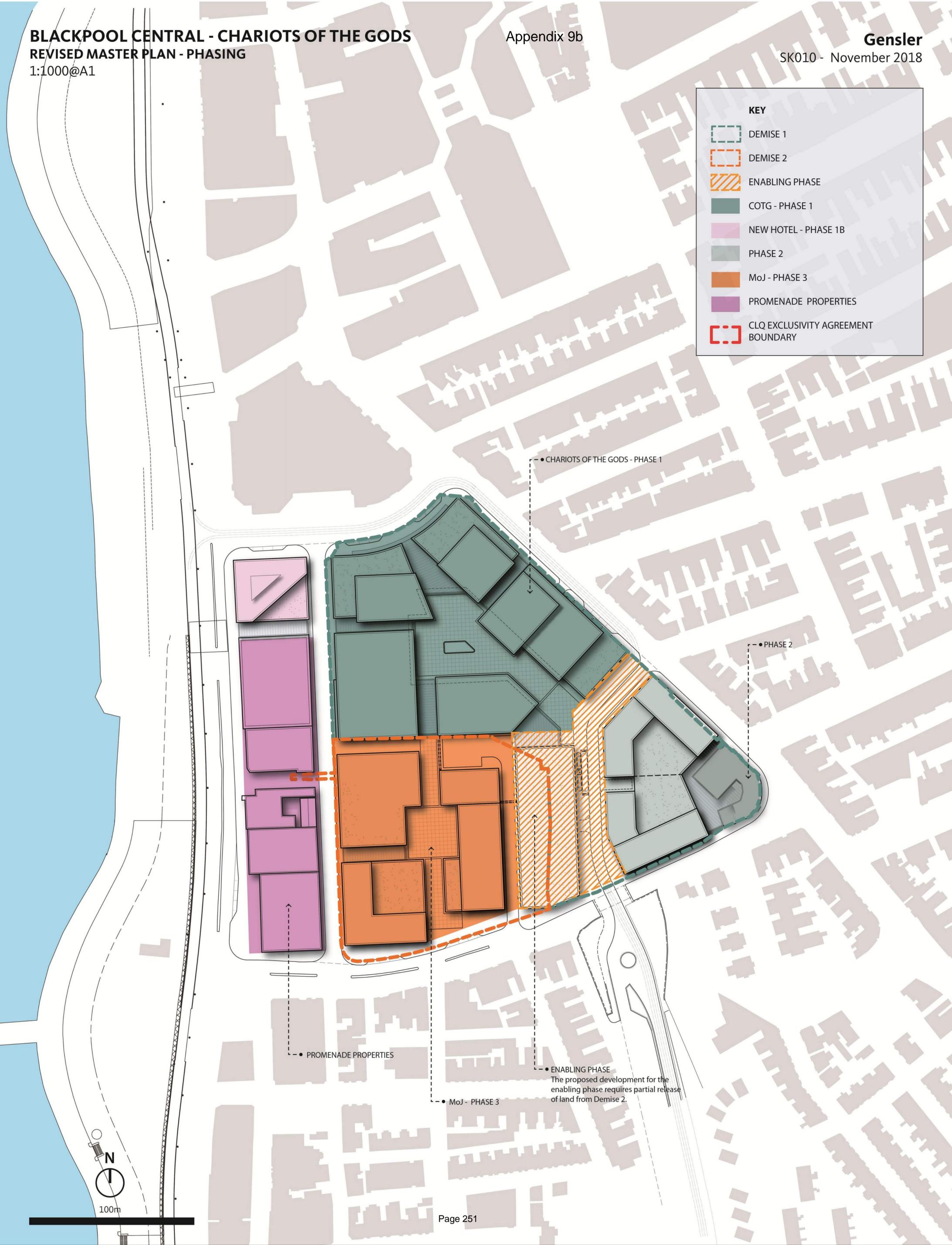
**21.0 Notes:**

21.1

This page is intentionally left blank

**KEY**

- DEMISE 1
- DEMISE 2
- ENABLING PHASE
- COTG - PHASE 1
- NEW HOTEL - PHASE 1B
- PHASE 2
- MoJ - PHASE 3
- PROMENADE PROPERTIES
- CLQ EXCLUSIVITY AGREEMENT BOUNDARY



• CHARIOTS OF THE GODS - PHASE 1

• PHASE 2

• PROMENADE PROPERTIES

• MoJ - PHASE 3

• ENABLING PHASE  
The proposed development for the enabling phase requires partial release of land from Demise 2.



This page is intentionally left blank

<b>Report to:</b>	<b>EXECUTIVE</b>
<b>Relevant Officers:</b>	Alan Cavill, Director of Communications and Regeneration
<b>Relevant Cabinet Member</b>	Councillor Gillian Campbell, Deputy Leader of the Council (Tourism, Economic Growth and Jobs)
<b>Date of Meeting:</b>	25 February 2019

## TALBOT GATEWAY OFFICE ACCOMMODATION

### 1.0 Purpose of the report:

- 1.1 This report has been written to facilitate a potential specific demand for grade 'A' office accommodation in the Town Centre and to determine the additional resources required to carry out feasibility studies and initial designs to identify how the demand can be provided.

### 2.0 Recommendation(s):

- 2.1 To authorise expenditure to the sum of up to £1,250,000 to carry out concept and initial designs for the most appropriate option to meet this future potential demand.
- 2.2 To delegate authority to the Chief Executive to authorise expenditure and contracts to produce concept and initial designs within the financial limit agreed in 2.1 and the detailed estimates in Appendix 10d.

### 3.0 Reasons for recommendation(s):

- 3.1 The Council is looking to bring forward more office-based developments through relocation or inward investment into the Town Centre as part of the Talbot Gateway Masterplan. Whilst discussions are underway regarding several possible opportunities none are yet at the stage where they can be announced and caution is naturally exercised on such matters as such inquiries often come and go. Nevertheless, it is vital that the Council is in a position to respond quickly to the potential implications of such opportunities should they arise and where a sufficient commitment is made to warrant the Council committing resource to secure any such developments that meet the Council's strategic objectives for Talbot Gateway.
- 3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council's approved budget? Yes

3.3 Other alternative options to be considered:

None as this works build on the previous work of the Talbot Gateway development.

**4.0 Council Priority:**

4.1 The relevant Council Priority is: "The economy: maximising growth and opportunity across Blackpool".

**5.0 Background Information**

5.1 The first phase of Talbot Gateway Central Business District which was completed in 2014 saw £80 million of investment with over 1,000 employees brought into the town centre based in Grade 'A1' office accommodation with accompanying retail units, the construction of a flagship Sainsbury's store, the refurbished of Talbot multi-storey car park and the provision of much improved traffic management and public spaces in the surrounding area.

5.2 Talbot Gateway Phase 2 is set to commence in 2020 with the demolition of the Wilko building, the construction of a new 4 star hotel, the completion of the tramway extension and a transport interchange (connecting the tram to the rail system).

5.3 In December 2018, Slater Gordon Motor Insurance moved into the first floor of Number 1 Bickerstaffe Square building bringing a further 260 full and part-time employees into the town centre

5.4 As a result of this success, the Council is looking to bring forward more office-based developments to increase footfall in the town centre and support the town's economic growth. This will be achieved through either relocation or inward investment into the Town Centre as part of the Talbot Gateway Masterplan.

5.5 Talbot Gateway Phase 3 has a potential inquiry to accommodate a large office development and if it were to materialise it is vital that the opportunity is not lost.

5.6 The priority for the Talbot Gateway is to secure more high quality jobs not only to expand and drive footfall into the town centre (with the knock on effects of encouraging the upgrading of the town centre retail and restaurant facilities) but also to secure and increase job opportunities for local residents.

5.7 Additional background information in relation to the project is included in Appendices 10a, 10b, 10c and 10d. Due to the ongoing negotiations at the time of publication

these documents are not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972. It is considered on balance that the public interest would be not served by publishing information at this stage. It is anticipated some elements of these documents will be published as the strategy is implemented.

5.8 Does the information submitted include any exempt information? No

**5.9 List of Appendices:**

Appendix 10a: Assessment of Options (exempt)

Appendix 10b: Proposal Document to Potential Occupier (exempt)

Appendix 10c: Plan of Options (exempt)

Appendix 10d: Legal and Financial Considerations (exempt)

**6.0 Legal Considerations:**

6.1 These are outlined in Appendix 10d which is exempt from publication.

**7.0 Human Resources considerations:**

7.1 Details with regards to human resources will be undertaken in due course.

**8.0 Equalities Considerations:**

8.1 Any future car park provision will include spaces for disabled persons

**9.0 Financial considerations:**

9.1 See Appendix 10d - exempt which sets out the basis on which a provision of up to £1,250,000 is sought from the Capital Programme based on the estimated costs of providing concept and initial designs up to a RIBA Stage 3.

9.2 It should be emphasised however that in line with the reason for recommendation at 3.1 above, resources will be committed by the Council in line with a sufficient commitment being made by developers and caution will be exercised to protect the Council's financial interests.

9.3 Further reports will be presented as work on this scheme progresses and if any additional financial resource is required to progress the scheme beyond the design to RIBA Stage 3

**10.0 Risk Management considerations:**

10.1 The primary risk is that if the Council is unable to progress negotiations and produce initial designs an opportunity for further development may be lost and potentially undermine the huge economic benefits that will be delivered by the Growth and Prosperity Programme and the implementation of the Talbot Gateway Masterplan.

10.2 It should be emphasised however that in line with the reason for recommendation at 3.1 above and the financial considerations at 9.2, resources will be committed by the Council in line with a sufficient commitment being made by developers and caution will be exercised to protect the Council's interests.

**11.0 Ethical considerations:**

11.1 None.

**12.0 Internal / External Consultation undertaken:**

12.1 Due to the commercial sensitivity of the project, consultation has been restricted to date. Wider consultation will take place following and subject to the agreement of the Executive to proceed with the proposals.

**13.0 Background papers:**

13.1 None.

**14.0 Key decision information:**

14.1 Is this a key decision? Yes

1/2018

14.2 If so, Forward Plan reference number:

14.3 If a key decision, is the decision required in less than five days? No

14.4 If **yes**, please describe the reason for urgency:

**15.0 Call-in information:**

15.1 Are there any grounds for urgency, which would cause this decision to be exempt from the call-in process? No

15.2 If **yes**, please give reason:

**TO BE COMPLETED BY THE HEAD OF DEMOCRATIC GOVERNANCE**

**16.0 Scrutiny Committee Chairman (where appropriate):**

Date informed: 15 February 2019 Date approved: N/A

**17.0 Declarations of interest (if applicable):**

17.1

**18.0 Executive decision:**

18.1

**18.2 Date of Decision:**

**19.0 Reason(s) for decision:**

**19.1 Date Decision published:**

**20.0 Executive Members in attendance:**

20.1

**21.0 Call-in:**

21.1

**22.0 Notes:**

22.1

This page is intentionally left blank