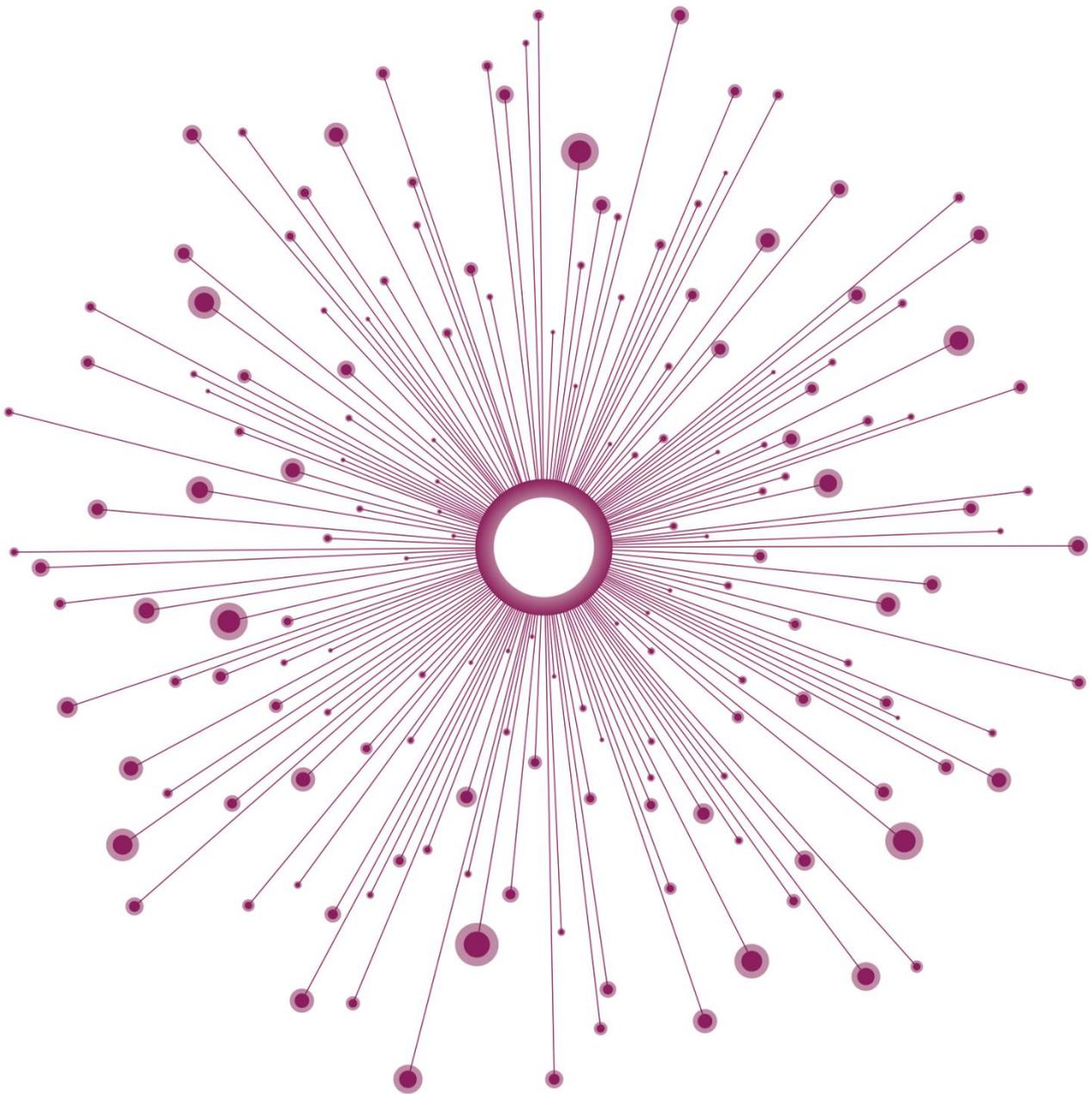


Blackpool Council Budget Engagement: Stakeholder Questionnaire report

January 2020



Contents

1. Executive Summary 3

2. Methodology 4

3. Budget engagement responses 5

Appendices 8

 Appendix 1: Stakeholders questionnaire 8

 Appendix 2: Budget Engagement stakeholders comments 11

1. Executive Summary

The aim of the Budget Engagement was to gain views from residents and stakeholders in order to assist in the budget setting process for how the council can balance its spending across key areas and services along with being able to deliver on the council priorities. Separate questionnaires were distributed to stakeholders and residents. This report looks at responses from stakeholders. In total, there were **21** responses from stakeholders.

Key findings:

- Among the main considerations about how the council should think about saving money and what considerations needed to be made were:
 1. Looking at contract/procurement processes – making sure contracts and services offer value for money
 2. Making sure that whilst it was important to get people online and improve digital literacy, but that people could still access services in other ways
 3. Adopt collaborative working processes where possible, including looking at opportunities where resource could be shared and appropriate services co-located
 4. Offer targeted funding/support to community groups that could help communities do more to help themselves
- From 17 comments about how respondents believed that changes to Blackpool Council's budget would affect their organisation, the following concerns were raised across 9 comments; increasing service demand, further cuts/reduction in funding and contract terminations could lead to reduced service output/closures

2. Methodology

An online questionnaire was emailed, via pre-defined mailing lists, to the voluntary, community and faith sector; Blackpool schools mailing lists (including head teachers and business leaders groups) and to providers working with adult and children's services. The questionnaire was also distributed to existing known contacts in the private and public sector. Contacts were also encouraged to cascade the questionnaire via their own mailing lists/contacts lists. The questionnaire was made available to stakeholders for 4 weeks with a reminder email sent out in the final week of the engagement period to boost the number of responses.

In total there were 21 responses to the stakeholder survey. 9 (42.9%) respondents answered on behalf of a private sector organisation, 4 (19%) from the public sector and 7 (33.3%) from the voluntary, community or faith sector [VCFS]. 1 response (4.8%) came from an organisation that classified itself as 'other'.

In terms of the respondents who disclosed their role in their business/organisation, 11 (52.4%) responses came from chief executives/directors/owners/service head, 3 (14.3%) responses came from business/finance managers and 5 (23.8%) responses came from those in varying roles including, 2 child minders, a head teacher, a secretary and a partnership's manager.

3. Budget engagement responses

Respondents were given an opportunity to respond to the following free-text questions asking about how they would think about saving money and what considerations need to be in place.

Q1. Do you have any ideas or suggestions you think we should consider or is there anything else we could be doing?

- 14 comments around council finances, specifically; how money is managed, income generation and contract negotiation
- 10 comments around accessing council services, specifically; how the move towards accessing services online
- 13 comments around collaborative or joined-up working, specifically; work done in conjunction with other councils, partners and organisations to reduce costs for services
- 11 comments around community groups and how we work together
- 10 comments made around what else the council could be doing/or should consider

21 comments from private sector respondents highlighted:

- Several comments referred to collaborative work processes; namely, welcoming a greater need for collaborative working and also recognising that in some areas this has declined such as an in the Early Years sector. Also making sure that resources are used properly or maximised, one respondent raised the use of hiring external meeting rooms when council-owned meeting rooms could be used instead

37 comments from public sector/ VCFS respondents highlighted:

- Comments highlighted the need for greater communication, namely, communicating current work Blackpool Council and external businesses/organisations are doing in the community. Additionally, conditions around contracts, namely, awarding contracts to existing local groups to build sustainable enterprises within Blackpool and making sure that contracts awarded are of value for money

Q2. Are there any other areas you think we should be looking at?

12 comments were made around areas the council should be looking at. 5 comments from private sector respondents highlighted:

- Looking at reducing parking restrictions for traders in Blackpool, reducing the amount of paperwork and revitalising the town centre through getting community and volunteer groups to look after it

6 comments from public sector/ VCFS respondents/other sector respondents highlighted:

- Comments highlighted the need to preserve training and qualifications for groups who interact with public sector/VCFS services and looking at increasing wages for younger people in order to keep young people in Blackpool

Q3. Please provide details of how changes to our budget might affect your business/organisation

There were 17 comments about how changes to Blackpool Council's budget might affect businesses/organisations. 8 comments from private sector respondents suggested that:

- Any loss in funding/reduction in contracts could lead to a reduction of service/risk to the existing business/organisation; the impact of increases in the national living wages squeezing margins and the ability to attract and retain staff

9 comments from public sector/ VCFS/other sector respondents highlighted:

- The impact of potential cuts leading to greater demands on services and reduction in service output such as delivering on work that assists with vulnerable groups like those with multiple complex needs. One respondent, answering on behalf of one of Blackpool's wholly owned companies, stated that their position is aligned with changes in the council

Q4. Do you have any specific suggestions on how the council can better deliver on the economy within existing resources?

There were 11 comments made about how the council can better deliver on the economy within existing resources. 4 comments from private sector respondents highlighted:

- 2 comments highlighted that they did not have suggestions in this area and 1 comment re-emphasised the need to reduce parking restrictions for traders

7 comments from public sector/ VCFS respondents highlighted:

- 3 comments suggested that bringing more diverse jobs into Blackpool including bringing in more government jobs to Blackpool and job opportunities to under-employed groups such as those from disadvantaged backgrounds who could help the council deliver more on the economy

Q5. Do you have any specific suggestions on how the council can better deliver for communities within existing resources?

There were 11 comments about how the council can better deliver for communities within existing resources. 4 comments from private sector respondents highlighted:

- How services are used was important. One respondent highlighted that communities need to be empowered so that there isn't a dependent attitude when it comes to service use. Another highlighted more punitive measures for people that misuse services

7 comments from public sector/ VCFS respondents highlighted:

- 4 comments highlighted the need for collaborative working with those in the public sector/VCFS, including co-located services to minimise wastage

Q6. Do you have any additional comments to make about future budget plans in Blackpool?

There were 10 additional comments made about future budget plans in Blackpool. 4 comments from private sector respondents highlighted:

- That more engagement with local businesses throughout Blackpool would help Blackpool and surrounding areas thrive. Another comment stated that although it was their view the council had done a good job with front facing public services and not much had changed in 20 years in terms of service delivery

6 comments from public sector/ VCFS respondents highlighted:

- That services should be either delivered in-house or external where it was most cost-effective. Another respondent thought that there needs to be cross representative group of people from different groups to look at the town's unique selling point. Another commented that further stakeholder engagement would be good

Appendices

Appendix 1: Stakeholders questionnaire

Blackpool Council

Blackpool Council Stakeholder's Budget Engagement 2020/21

Central government funding for local government has been reducing over the last decade, with Blackpool Council having around £830 million less to spend on services since 2010. So it's more important than ever that we understand what is important and what would have most impact to you and your business/organisation. Your views will be used to help us in the development of our proposals for delivering our 2019-2024 Council Plan.

Please spare five minutes to have your say on how the council should aim to balance its budget. All responses are strictly **confidential** and completely **anonymous** with any personal data being removed and anonymised prior to the dissemination and communication of any analytical findings. Personal data is collected for further analysis and insight purposes only. Research findings will only be used by the council. Please send your response by **20th December 2019**.

Business/organisation details

Please tick this box to confirm you are the senior decision maker of your business/organisation, or are authorised to respond on behalf of them.

Please provide the following information:

The business/organisation you represent:

Your position within the business/organisation:

Your business/organisation postcode:

Type of business/organisation?

Public sector

Private sector

Voluntary, Community or Faith sector

Other

Budget engagement

We would like your views on how the council can balance its spending across key areas and services, whilst being able to deliver for Blackpool on the council's vision and priorities, namely:

Our vision:

Blackpool Council aims to retain Blackpool's position as the UK's number one family resort, with a thriving economy that supports creating stronger communities.

Our priorities:

1. **Economy** – maximise growth and opportunity across Blackpool;
2. **Communities** – create stronger communities and increase resilience.

Q1 The council is working in the following areas where it has been possible to save money and would specifically like your comments on how these could be expanded. Additionally, do you have any ideas or suggestions which you think we should consider or is there anything else we could be doing?

Council finances - How we manage our money, generate income, negotiate contracts.

Accessing council services - How we move towards accessing services online.

Collaborative or joined-up working - How we work together with other councils, partners and organisations to reduce costs for services.

Community groups - How we work together with community groups.

Is there anything else you would like to add?

Q2 Are there any other areas you think we should be looking at?

Q3 Please provide details of how changes to our budget might affect your business/organisation.

Q4 Do you have any specific suggestions on how the council can better deliver on the economy within existing resources?

Q5 Do you have any specific suggestions on how the council can better deliver for communities within existing resources?

Q6 Do you have any additional comments to make about future budget plans in Blackpool?

**Thank you for completing the survey. A summary report of this engagement exercise will be available in the supporting papers of the final budget report to council.
Please click 'submit' to send your response.**

Appendix 2: Budget Engagement stakeholders comments

Q1: Do you have any ideas or suggestions you think we should consider or is there anything else we could be doing?

Council finances - How we manage our money, generate income, negotiate contracts.	Respondent category
The Council is already maximising borrowing powers to produce an income stream but clearly this carries risks which need to be managed. It doesn't feel like there is a lot of untapped potential in this area	Public sector
Looks at ways of reducing bureaucracy/streamlining processes wherever possible, as an inordinate amount of resources are spent on this.	Voluntary, Community or Faith sector
You could stop wasting money on replacing tram tracks that were taken up about 40 years ago. If it did not work then it is not going to work now. Also stop kidding yourselves that Blackpool is a number one family resort. Also look at giving contracts for Early Years Training to people who are going to provide this training to all EY sectors not just some.	Private sector
We would like to see local VCFS groups being supported to apply for contracts where there is existing expertise, at a timely point so that we build sustainable capacity in the town rather than give contracts to companies from Brighton for example.	Voluntary, Community or Faith sector
The Council needs to follow the lead of other councils in the country and negotiate and award contracts to the Voluntary, Community, Faith, and Social Enterprise Sector (VCFS) to provide services and support for Blackpool citizens.	Voluntary, Community or Faith sector
Hiring expensive venues for meetings, surely the council have their own meeting rooms that could be used? Paying large wages for the top people in management could be reduced. Probably too many managers as well.	Private sector
Council needs to take account of national living wage increases and inflation in setting the fees.	Private sector
Trial pooled locality budgets e.g. what does it cost to run all services in a local area. Issue single budget and empower local leaders with decision making powers to broker best value solutions. Happy to be part of trial in Revooe area! offer financial services such as expert external bid writing services to provide leverage funding opportunities/attract external revenue streams	Public sector
Recently you sent bailiffs out to us instead of just ringing to see why an invoice hadn't been paid! I imagine this would have cost you quite a lot - the reason the invoice hadn't been paid is because our address hadn't been changed on your system.	Voluntary, Community or Faith sector
Have no knowledge of this area.	Public sector
In terms of what I see in the regeneration of the town I am very impressed.	Private sector
I think Blackpool Council appears to be quite business like in its financial conduct, which is a good thing.	Private sector
Allow the schools greater freedom to procure work from more local tradesman who are appropriately qualified and checked. Quotes provided by the Council by their approved companies often come in around twice the price that it can be procured locally. I find that the rates charged by some of the tradesman associated with the Council are outrageous and I wonder what sort of internal mechanisms you have to ensure and provide VFM. Swimming contract also comes to mind.	Voluntary, Community or Faith sector
In terms of managing money - to illustrate, we operate in the private/ third sector social care sector where carers are largely paid at NLW. Over last 2 years as a small operator of only [redacted] staff we lost [redacted] staff to	Private sector

Blackpool's re-ablement team the reason being the hourly rate was around £10.80/hour - this skews the market and is well above the market rate for care staff with no other specific training. Re: negotiate contracts this should be applied to in-house services also and open to the wider [character limit reached]	
---	--

Accessing council services - How we move towards accessing services online.	Respondent category
This feels like an area where we could all do more and there is potential to exploit the superfast broadband we will have access to as a way of bringing more people on line in an affordable way.	Public sector
Ensure that this is communicated well to all residents using a cross sector approach i.e. public, private and VCFS (voluntary, community, faith and social enterprise sectors).	Voluntary, Community or Faith sector
The only council services I access are refuse, police, Blackpool early years and council departments such as parking, and tipping. I was once told that if I called the council office I would need to call a few times as you do not answer every call. Parking in this town is a joke and the disregard to parking restrictions and flaunting of them is a disgrace. Accessing any service on-line is hard work, not everyone has a laptop. The refuse collection is now a joke, not enough to finish saying [character limit reached]	Private sector
It's essential that local people get support with this. Blackpool has many isolated people with low basic skills, mental health issues and illnesses that might prevent them from being able to access service online independently.	Voluntary, Community or Faith sector
Investment is required to achieve this and working in partnership and funding the VCFS Sector to train and support clients to access services on-line.	Voluntary, Community or Faith sector
Nothing to add.	Private sector
Locate free to use signposting and information hubs in frequently visited locations; advertise on public transport and public venues. Provide regular health clinics and services in venues with high footfall to maximise impact and minimise barriers to engagement.	Public sector
The most disadvantaged do not have access to the internet. I kid you not. It is 2019/20 and some people in our town cannot afford mobile devices and some still lack the skills to use them. Please keep some human interaction, and ensure the front of house staff delivering this interaction are trained in dealing with those who find services hard to access (e.g. people who are more likely to get stressed out in such interactions) - [Redacted] - please contact me if this is not clear	Voluntary, Community or Faith sector
Have no knowledge of this area.	Public sector
Help people who aren't currently using the internet to develop the skills to do so. Young are as bad as old. If these digital services were offered in public offices it would help people to overcome their fear of them. Like using the self-service tills in shops.	Private sector

Collaborative or joined-up working - How we work together with other councils, partners and organisations to reduce costs for services.	Respondent category
There should be real potential in breaking down professional silos by services sharing client needs and data.	Public sector
Explore options for sharing resources/services with other local authority areas and work closely with the private and VCFS sectors and local residents. Some great examples of this working already in Blackpool but we could do more.	Voluntary, Community or Faith sector
I really do not know why you have sent me this form, I can only speak for EY and once over not so many years ago we were the best, now I do not consider we are.	Private sector
I think Blackpool Council could work more closely with CVS to ensure residents are aware of the groups that are available to help them.	Voluntary, Community or Faith sector
As above. Blackpool Council has a history of retaining services in-house and does not actively seek to work collaboratively or in partnership. It seems that the Council is not aware of the services and support currently provided by a wide range of organisations. This duplicates effort, resources and cost and does not take advantage of the wealth of knowledge, skills and experience in the Sector. Attempts to discuss specific areas of collaborative working have been ignored.	Voluntary, Community or Faith sector
Nothing to add.	Private sector
Co locate complementary services in venues with greatest footfall to: avoid DNAs; maximise intel sharing; upskill staff through informal and formal mechanisms; promote career choices to young people Operate target community services as part of ASB activity e.g. environmental clean ups might deter offenders whilst also improving environment for local residents and users.	Public sector
This would be good for Blackpool but not sure Wyre/Fylde/Lancs County would want to prop up Blackpool's demands? I know waste management is currently shared but can you be more specific about what other council services could be shared? Health currently do this recognising that there is a 'coastal health economy'	Voluntary, Community or Faith sector
Have no knowledge of this area.	Public sector
There is a definite need to realign the current BID. Currently we are paying £600+ per year and they don't engage at all. We need much more transparency of the BID performance targets. Reducing their costs could be spent on improving the green environment in the town centre	Private sector
Tricky. Too many people/organisations are fearful for their own roles and aren't keen on sharing. I think I'd focus on being able to do more with the same money, rather than cutting costs further. But yes, so much could be done with some enthusiastic collaboration if you get over the hurdle. I for one would welcome the opportunity to work more closely with Visit Blackpool.	Private sector
I'm sure that by schools joining together in different areas - IT, grounds maintenance etc., we could achieve better value for money.	Voluntary, Community or Faith sector
As a service we are relatively niche but do approach the Authority to offer suggestions on how we may benefit the authority through savings but also to fill demand where there currently is no provider. Fairly recently we did this and even employed ex CQC inspectors to undertake a full feasibility study at several £000's expense to ourselves plus accountancy advice. However our proposal was said to be too expensive at £330k per annum so was surprised to see the same idea and even building in...	Private sector

Community groups - How we work together with community groups	Respondent category
Investment in community activity directly impacts on the objective of increasing resilience in a cost effective way but it needs a commitment to invest in small grants, places to meet and staff time to stimulate activity which is hard when services are thinking about cuts	Public sector
Explore the possibility of finding resources for VCFS infrastructure support. There will undoubtedly be more demand on VCFS organisations to support local residents as LA budgets decrease. It is therefore crucial that these groups have the relevant support to be able to deliver their services. Promote the FYI directory and support groups to register. Continue to support small charities and community groups and their development and recognise that not everything can be done at no-cost.	Voluntary, Community or Faith sector
I have no idea again apart from EY and yes the park close to me was great for all of a few days whilst Kate and William were here now go and look at it.	Private sector
As above. There is an enormous amount of resource and great work being done across the VCFS sector that could be promoted more across the Council to get the word out to residents.	Voluntary, Community or Faith sector
The Council needs to have an honest and open dialogue with the Sector about what the priorities are and how they can be achieved together. So often information is only available after the Council have made a decision, with no prior consultation or discussion. The Sector 'fills the gaps' in services and there is an expectation that this is done at no cost. Some Council services are less effective than those provided by the Sector and there is no effort to address this.	Voluntary, Community or Faith sector
Nothing to add.	Private sector
Utilise place based Family Hubs and social media to co-ordinate and promote groups. look at core purpose of groups and accommodate within complementary/associated settings	Public sector
Funding - the council needs to believe in a CVS type infrastructure organisation that can broker grants to help community groups do more. A lot of negative comments from some of the 'self-starting' community groups doing 'homelessness' are due to their frustration that they have no funding.	Voluntary, Community or Faith sector
Have no knowledge of this area.	Public sector
Empower the community to take ownership and believe that what they do makes a difference. Support them to be able to do that. Get rid of the officer lottery that makes what you can achieve dependent on whether you drop on a helpful officer.	Private sector
Take away a lot of restrictions regards to community events and help with training for example health and safety awareness and first aid training. This would initially cost money but in the long term will reduce costs.	Voluntary, Community or Faith sector

Is there anything else you would like to add?	Respondent category
Could the wholly owned companies be used more to tackle service areas that are costly and problematic? Breaking down some of the barriers might help stimulate some innovation and creativity if services and companies could be brought together around specific service pressures.	Public sector
There are pockets of great community development activity in Blackpool but not everybody knows about it. This should be celebrated as it will inspire others to become more active citizens, which in turn will impact on reducing social and health issues. Find ways of providing small practical resources to	Voluntary, Community or Faith sector

empower people to get involved in developing ideas i.e. chatty bench/bus, MAFIA, Anchorsholme Library	
Lots but not enough room	Private sector
The Council and the Sector are both working to serve the needs of Blackpool citizens - but separately. The Sector can also access sources of independent funding to enhance service provision.	Voluntary, Community or Faith sector
Nothing to add.	Private sector
promote areas of excellence as revenue streams e.g. traded services and positive selling points for marketing purposes	Public sector
Hold some events where discussions / workshops can take place. Filling in surveys feels a bit odd when the aim is to grow partnerships	Voluntary, Community or Faith sector
I like the way that Blackpool Council is forward thinking and happy to do things differently. If you do what you've always done, nothing will ever change.	Private sector
Regarding the swimming service, they were charging us £15k per year and many of our children after 2 years did not achieve the required standard. We swapped to another provider for £6k per year and already half of the year group (since September) have passed their 25 metres in year 4. An outrageous amount of money and quality seemingly not assured.	Voluntary, Community or Faith sector
From abovethe Gazette at in excess of £1.5M - I'm not sure how this is justifiable. Similarly, we asked to open a café (I'm aware that Nibbles do this) at Carleton Crem when it was advertised for rent but was told there would not be demand - again surprised then to see Nibbles open itself there and Luton Road Library - clearly there was demand and fairly sure vastly more costly to operate than ourselves.	Private sector

Q2 Are there any other areas you think we should be looking at?

Comment	Respondent category
Children's social care - out of town placements with the housing companies Home to School transport/integrated transport provision with Blackpool transport.	Public sector
In Blackpool there are plenty of areas you could look at, spend more on policing so we can get down crime, and feel safe again. You have taken away lots of the community police Officers which helped keep down crime. I am not sure when my local pact meeting is any more as I cannot find out.	Private sector
Engagement with the VCFS Sector is best achieved through the Council for Voluntary Service. However, Council funding has been so reduced that the CVS is operationally severely restricted. The CVS is also pivotal in providing governance and financial/resources management training and development for organisations, ensuring that they are 'fit for purpose' to secure contracts and provide services.	Voluntary, Community or Faith sector
Reduce the amount of paperwork with your processes.	Private sector
Business start-up funds with business coaches to provide hope and aspiration to workless groups e.g. enable young people to receive training and qualifications for refurbishing derelict/empty council properties regenerating disused/misused buildings for entrepreneurial purposes e.g. cafe art galleries - use Revue Urban regeneration scheme as catalyst for change.	Public sector
The holiday offer - split the town into family bits and stag and hen bits. Increase wages for young people - if the town can offer a better wage deal for young people then those young people are more likely to stay in Blackpool. If all businesses in Blackpool were offered business rate relief on a quid pro quo for increasing wages for young people, then the businesses could reduce overheads whilst remaining resourced. This could be capped at 50% of business rate relief. That way business owners and young people benefit, plus the council is more likely to reduce business rate voids. I raised this idea at a recent Headstart workshop	Voluntary, Community or Faith sector
Don't have enough information about the Council as we are not a Council school.	Public sector
As a trader at the top end of the pedestrianised area of Church Street we are continually be harassed by the traffic wardens even when we are within the delivery times. Seemingly they tell me that we cannot take a delivery on Coronation Street because it is only for M & S and Houndshell. Can you please rethink the way that the handful of traders in that area are worked with as we are seeing to improve the area.	Private sector
I'd seriously look at putting the Fylde Coast community back into the heart of the town centre. That's what will make it vibrant and alive - local people using it for leisure and shopping. Too many think it's to be avoided at all costs. To do that it needs cleaning up - such a lot could be done with elbow grease and goodwill. Get volunteer groups in the town centre looking after it, get them using it for events and meetings, give people pride in where they live. We're doing it in Cleveleys - you can do it in Blackpool	Private sector
Many of your contracts across the board.	Voluntary, Community or Faith sector
Blackpool Council pay more to their own staff who are support workers per hour than we are able to. This has meant that [redacted] has lost good staff to Blackpool Council. This seems unfair, when the hourly price that you pay us to	Private sector

provide support to Blackpool residents does not allow us to pay more than national minimum wage and as a result of this staff losses, we have had to suffer the additional expenditure of using agency staff.	
Improve post 16 learning opportunities for those with learning difficulties	Other

Q3 Please provides details of how changes to our budget might affect your business/organisation.

Comment	Respondent category
We are [redacted] closely aligned to Council objectives, if the Council is under the cosh financially we are as well.	Public sector
Cuts to services will present increased demand for our service which will put additional strain on our core services which are currently largely unfunded.	Voluntary, Community or Faith sector
The support I get as a childminder has gone from being one of the best in the country to practically none at all. We were the envy of other places don't think so know. Your cuts in budget has cut my training done to nothing and more cuts will make it worse. The support and visits we got from the Early years team have gone. So I suppose I am saying that cuts to your budget can't really affect me any more they already have. Blackpool is no longer an inclusive childcare sector as Childminders get very little support in training as your training providers only deliver training in the day time. Sorry but I am a working childminder, which means I support families with work by looking after their children in the day.	Private sector
We are feeling the impact of austerity at [redacted]. More and more young people are accessing our support with more complex needs than ever. We find it much more difficult now to get access to the specialist support they need, whether it's for mental illness, offending behaviour, care leavers, learning difficulties. Despite this we are working well with the [redacted] and [redacted] from the Council along with other officers and VCFS colleagues to see how we can improve mental health support for young people. We are also working closely with BFL to ensure the project leaves a legacy and I am leading a group to address the worrying trend of more 18-25 year olds presenting with MCN. I think more of these excellent examples of collaborative work at a strategic level where VCFS partners are seen as equals and of value is required.	Voluntary, Community or Faith sector
Lack of evening courses to enhance our knowledge and setting, to give Blackpool children a better start and to support parents.	Private sector
Cessation or reduction of our current contracts would result in the closure/reduction of services. If the Council's budget provides the opportunity to apply for and secure contracts, then this would extend [redacted] portfolio of services supported by the current workforce and operational management infrastructure and ensure access and referral to other appropriate services and support available within the organisation.	Voluntary, Community or Faith sector
Early years funding gets top sliced by the council and even though this is somewhat protected for the 3/4 yr olds, it is not for the 2yr funding, we have not had a rise in years for this, the council top slice it because the funding was cut for the 3/4 yr funding. I worry that you will continue to cut it to pay for staff that are not needed while not providing any services to the early years that are needed, e.g. for SEND	Private sector
Our business already suffers from a very low return and future increases in cost and fees will put the business at risk.	Private sector

Reduction in public services e.g. environment / parks results in local areas presenting as unkempt and unfriendly, spoiled areas. This creates 'ghetto' culture / perception. However, more austerity should encourage innovative ways in working and enhancing value for money through true partnership working. Ready access to expert high needs services e.g. SEND: cognition and learning; sustained CSC services is becoming increasingly difficult due to capacity. Solution: build universal workforce , through colocation and shared systems, who are trained as multi-disciplinary professionals who can then resolve increased caseloads, freeing up expert professionals to 'treat' those actually needing their expertise e.g. upskill school engagement / pastoral staff to become 'unqualified' EPs, Social Workers etc.	Public sector
None really, our funding runs out on 31/3/2021	Voluntary, Community or Faith sector
It won't.	Public sector
This will depend entirely on the Non Domestic Rate situation which I believe is outside your control.	Private sector
By publishing [redacted] we provide a useful service to residents and a huge boost to the tourism economy. It's now one of the most popular sources of information for the area and exceptionally busy with a big reach. We can only provide this service if we get advertising revenue as we don't receive any core funding from any of the three Fylde Coast councils. I can't see why we would lose the council advertisers we have as it's an exceptional value offer, but if we don't make enough money we also go to the wall too.	Private sector
Any decrease in budget will impact negatively. SEN funding in particular is something that we rely on having a large number of one to one TA's due to EHCP. A cut in this area would be very detrimental.	Voluntary, Community or Faith sector
Our area of care is small so margins are key - An example we recently secured operation of [redacted] which included to necessity to operate from [redacted] itself as a building. The rent etc. was increased without consultation by £7K pa no justification is given - such material changes impact on margins - increases in NLW are also not reflected in similar increase in fee rates again impacting on margin. It would have been interesting to see what would have happened if Labour's proposal of increase to £10+ per hour in the NLW on fees.	Private sector
If any of the cost savings affect your ability to pay what is required for social care, then this could have a detrimental effect on our business, as we need to pay at least national minimum wage and ideally above this to attract and retain staff. In the longer term this will impact on the sustainability of services across Blackpool and the local social care market.	Private sector
Our organisation is solely funded by Blackpool Council and the County Council, so any cuts to payments to facilitate care to the learning disabled would severely impact us.	Other

Q4 Do you have any specific suggestions on how the council can better deliver on the economy within existing resources?

Comment	Respondent category
The plans on the existing economy are robust. Greater economic diversity, a concentration on higher skills development and retention would both be good. Exploiting the superfast broadband potential along with higher education provision locally would start to build greater variety and resilience in the employment market. A focus on getting government jobs relocated to Blackpool and the Fylde Coast is a tried and tested way of boosting a local economy.	Public sector
Be more proactive in letting people know future plans (where possible) for the town. We don't always celebrate the positives enough.	Voluntary, Community or Faith sector
Plenty but not sure I would have enough space on here to deliver them and not sure they are politically correct.	Private sector
As previously detailed.	Voluntary, Community or Faith sector
None.	Private sector
Incentivise business start-up opportunities/explore redefining business rates to encourage traditional trade and shopping - regenerate disused buildings to address homeless / vulnerability on the streets - in return, voluntary/community services which are complemented by qualification pathways and employment opportunities.	Public sector
Yes. At [redacted] we have set up a social enterprise which is a [redacted] which is an old [redacted] that is being restored and rejuvenated. Given that the people who have been restoring it have been largely given up on by society (in their eyes) we can demonstrate that if you give people a chance, and a sense of purpose they will thrive. I believe that a cohort of the disadvantaged community could be used and trained up to be a paid workforce that can tackle some of the issues that council officers and elected members get nagged about day in day out - repairing pot holes, weeds in residential areas, dog fouling, blocked drains etc. etc. Again happy to discuss - it is a twofold benefit - 1. That repairs take place, 2. The person from the disadvantaged community is less likely to reoffend, relapse or cause self or others harm. Think about the Boston model. There doesn't need to be a massive cull of staff, more than a 'pace of change' so people are taken on gradually	Voluntary, Community or Faith sector
Don't have enough knowledge to comment.	Public sector
Please see q2	Private sector
Not off the top of my head.	Private sector
Please see my various comments about securing better vfm across all areas of delivery.	Voluntary, Community or Faith sector

Q5 Do you have any specific suggestions on how the council can better deliver for communities within existing resources?

Comment	Respondent category
See previous answer relating to cross service working and investment	Public sector
Continue to work closely with private and VCFS partners and provide infrastructure support for local VCFS groups.	Voluntary, Community or Faith sector
Stop wasting money on showing how well Blackpool looks after its community when royals visit if this is then left to get smashed. Spend the money on cleaning up deprived areas, yes I live in one. Make Education more of a priority and improve on parenting skills. Make cuts to providing to people who get support but do not use this support for the purpose it is intended. Like housing benefits that get spent on drugs let's get tough with fraudsters.	Private sector
Utilise the existing VCFS sector in Blackpool better. Engage more with CVS.	Voluntary, Community or Faith sector
As previously detailed. The Council must make the effort to engage with the communities, learn what the current services are, consult on and identify needs, agree priorities and a forward plan of delivery and cease duplication.	Voluntary, Community or Faith sector
None.	Private sector
Promote co-located, expert services to minimise wastage e.g. DNAs and remove barriers to engagement	Public sector
Fund a CVS type org (as stated above)	Voluntary, Community or Faith sector
Don't have enough knowledge to comment.	Public sector
I believe you are making good progress knitting the fog.	Private sector
Train out the 'someone will do it for me' mentality. A bit of help is worth a lot of sympathy - when people do things for themselves everyone benefits.	Private sector

Q6 Do you have any additional comments to make about future budget plans in Blackpool?

Comment	Respondent category
The focus on current objectives is a good one, ultimately you can't strip out the resources that Blackpool has lost without it having a severe impact on the front line and the corporate capacity for service redesign and innovation.	Public sector
There has been a period of in-sourcing some services in recent years which is not always the most cost effective way of delivering services. Out-sourcing of services (where appropriate) should be considered if this could be more cost effective. More co-production would also be helpful in terms of exploring cost savings.	Voluntary, Community or Faith sector
There is never going to be enough in any kitty until you tackle the real problem, Benefits Fraud.	Private sector
None.	Voluntary, Community or Faith sector
None.	Private sector
Establish/incentivise local, cross representative/multi-disciplinary advisory boards who are solution focused decision makers redefine Blackpool's USP, giving the public a genuine reason for visiting and staying within the local area, other than for holiday/entertainment purposes.	Public sector
Stakeholder engagement would be good.	Voluntary, Community or Faith sector
Don't have enough knowledge to comment.	Public sector
More engagement with local businesses, throughout the whole area - all local companies would like to see the town and its surrounding area thrive.	Private sector
I have lived on the Fylde Coast for 20 years and I can't honestly say I've seen much difference in front facing public services. I do live in Wyre borough though so that may be why. You've done a good job as far as I can see. Sorry this is written as if I'm talking to you - I'm in a rush!	Private sector