

Public Document Pack

Blackpool Council

27 February 2015

To: Councillors Blackburn, Cain, Campbell, Collett, Cross, Jackson, Jones, Rowson, I Taylor and Wright

The above members are requested to attend the:

EXECUTIVE

Monday, 9 March 2015 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; 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 | GROWTH DEAL | (Pages 1 - 6) |
| 3 | ADOPTION OF REVISED DESTINATION MANAGEMENT PLAN FOR BLACKPOOL, 2015-2017 | (Pages 7 - 26) |
| 4 | LOCAL TRANSPORT PLAN - 2015/16 - 2017/18 PROGRAMME | (Pages 27 - 42) |
| 5 | DISPOSAL OF LAND AT CLIFTON ROAD, BLACKPOOL | (Pages 43 - 48) |
| 6 | ACQUISITION OF PROPERTY- THE FOYER, CHAPEL STREET | (Pages 49 - 54) |
| 7 | DEVELOPMENT OF THE FORMER TOWER LOUNGE SITE | (Pages 55 - 60) |

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

Copies of agendas and minutes of Council and committee meetings are available on the Council's website at www.blackpool.gov.uk.

Report to:	EXECUTIVE
Relevant Officer:	Alan Cavill, Director of Place
Relevant Cabinet Member	Councillor Simon Blackburn, Leader of the Council
Date of Decision/ Meeting	9 th March 2015

GROWTH DEAL

1.0 Purpose of the report:

- 1.1 To consider an update on the Growth Deal for Lancashire as it affects Blackpool and forthcoming actions required.

2.0 Recommendation(s):

- 2.1 To note and accept the update and approve the actions that arise including: -

To delegate authority to the Chief Executive, after consultation with the relevant Cabinet Member, and subject to a published officer decision to submit Strategic Outline Business Cases for the Transport Projects within the Growth Deal

To delegate authority to the Chief Executive, after consultation with the relevant Cabinet Member, and subject to a published officer decision to seek or take up funding as and when it is offered including: -

Mental Health Pilot (up to £2m)

Transience Pilot (up to £2m)

Disadvantaged Learners Pilot (up to £1.2m)

Formal request for the discount on the Public Works Loan Board offer for the Housing Company work (40 point discount).

3.0 Reasons for recommendation(s):

- 3.1 In all the Growth Deal is worth more than £60 million to Blackpool over the next few years and it is necessary to keep this process moving over the next few months otherwise the Council may lose out on these funding opportunities.

- 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 participate in the Growth Deal.

4.0 Council Priority:

4.1 The relevant Council Priority is:

“Attract sustainable investment and create quality jobs”

5.0 Background Information

5.1 The Lancashire Growth Deal which was approved in July 2014 contains a section entitled "Supporting the Renewal and Growth of Blackpool". The Growth Deal is an agreement between Government and the Lancashire Enterprise Partnership that seeks to deliver economic growth in the area. In return for funding and other permissions and privileges that partners who form the Lancashire Enterprise Partnership (LEP) must commit to provide support in cash and kind to the initiatives contained in the deal.

5.2 Specifically the Blackpool element of the Growth Deal provides funding for Transport Projects, support to the Museum bid, support for the new Housing Company, support to help the Council to stabilise the transient population, support for helping to get people with mental health problems into work and support for disadvantaged learners.

5.3 The Council has now received notification of approval for the Mental Health and Transience Pilots and permission is now sought to move forward with full business plans to take up this funding.

5.4 It is proposed to submit the case for the Disadvantaged Learners Pilot for £1.2m and permission for this submission is sought.

5.5 The Council has to submit the Strategic Outline Business Case (SOBC) for the transport projects. This will not give approval to draw down funding but will allow the Council to move to full design stage for the Bridge Maintenance Works, the integrated Traffic Management Project, the Green Corridors and the Tramway Extension. There will be further stages of approval required before any of these projects can proceed on the ground. Permission is therefore sought to submit these cases to the Local Economic Partnership and through any appropriate sub groups.

- 5.6 Finally there a raft of proposals to assist with the housing issues that Blackpool faces. These include an agreement to help the Council pursue changes to the way housing benefit works and space standards in flats and homes that would require landlords to provide better accommodation. There was also an offer for the Council to be able to borrow money from the Public Works Loans Board (PWLB) which the Council already uses, at a discounted rate to support projects which improve the quality of the Houses in Multiple Occupation (HMOs) stock in the former holiday areas in the town. The housing benefit and space standards issues are still being negotiated. The Council does however need to inform Treasury that it would like to take up the discounted Public Works Loans Board rate offer and separately make arrangements to draw down any funding from this source. As this offers a better rate than much of the Council's existing long term borrowing this report seeks permission to progress with this and make the necessary applications and arrangements with the Treasury. Approval is sought at present only to apply for the relevant discounted rate offer and any requests for borrowing would in line with the Council's Treasury Management Strategy 2015/2016 still require a separate Executive approval.
- 5.7 Does the information submitted include any exempt information? No
- 5.8 **List of Appendices:**
- None
- 6.0 **Legal considerations:**
- 6.1 Legal agreements will be required in respect of the funding drawn down for all aspects of the Growth Deal and advice will be sought on a case by case basis.
- 7.0 **Human Resources considerations:**
- 7.1 The pilot projects will result in the recruitment and retention of staff and this will go through our normal procedures. The setting up of the Housing Company has already been considered by full Council and will probably result in some staff being transferred to the new company. Due process will be followed and these decisions have been delegated to the Chief Executive. Many of the projects in the Growth Deal are designed to tackle the problems of people in disadvantaged communities - equalities issues will be considered on a project by project basis as they arise. For example the business plans for the pilot projects will include an equalities analysis.
- 8.0 **Equalities considerations:**
- 8.1 None

9.0 Financial considerations:

9.1 The drawing down of funding for each of these projects will require the Council's Director of Resources as Section 151 Officer to agree to the Council being the accountable body for the funding. This means that the Council would have liabilities if everything goes wrong. This is normal practice for all grant and loan funding supplied by the Government.

10.0 Risk management considerations:

10.1 The risk at this stage relate to the Council being the accountable body. Again there will be a risk register at project level. Scheme level risks are recorded and mitigated as part of the Growth Deal monitoring process noted above.

11.0 Ethical considerations:

11.1 The Growth Deal is covered by a performance management process that reports to the Lancashire Enterprise Partnership.

12.0 Internal/ External Consultation undertaken:

12.1 Cabinet members have been briefed on the Growth Deal

13.0 Background papers:

13.1 Lancashire Growth Deal

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? N/A

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: N/A

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

Report to:	EXECUTIVE
Relevant Officer:	Alan Cavill, Director of Place
Relevant Cabinet Member	Cllr Graham Cain, Cabinet Member for Tourism and Leisure
Date of Decision:	9 th March 2015

ADOPTION OF REVISED DESTINATION MANAGEMENT PLAN FOR BLACKPOOL, 2015-2017

1.0 Purpose of the report:

1.1 To consider a revised Destination Management Plan for Blackpool, covering the period 2015-2017

2.0 Recommendation(s):

2.1 To adopt and publish the plan, which sets out the next phase of the regeneration of the resort and particularly its visitor economy.

3.0 Reasons for recommendation(s):

3.1 The revised Destination Management Plan seeks to inform and guide both public and private sector regeneration of Blackpool by establishing a clear vision of how the “new Blackpool” will evolve as a mainstream destination.

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

4.0 Council Priority:

4.1 The relevant Council Priorities are:

- Expanding and promoting our tourism, arts, heritage and cultural offer
- Attracting sustainable investment and creating quality jobs

5.0 Background Information

5.1 The revised Destination Management Plan (DMP) seeks to build on the substantial investment that has been made in Blackpool over the past decade. It strives to create a place where visitors can enjoy an experience that matches their expectation of a modern resort destination.

5.2 The key outcome is not merely to increase visitor numbers and target the higher-spending leisure visitors that other destinations are enjoying without the inherent attractions that Blackpool possesses, but also change some of the deep-rooted negative perceptions of the town.

5.3 The plan is underpinned by an aspirational brand positioning aimed at changing those perceptions by creating a high-quality, year-round family destination that is capable of supporting a wider economic regeneration.

5.4 In essence, it aims to develop a vibrant destination that has a thriving retail, leisure and accommodation offer, complemented by better housing, sustainable employment and a tangible sense of civic pride.

5.5 Does the information submitted include any exempt information? No

5.6 List of Appendices:

Appendix 3a: Draft copy of the proposed Destination Management Plan, 2015-17

6.0 Legal considerations:

6.1 None

7.0 Human Resources considerations:

7.1 None

8.0 Equalities considerations:

8.1 The Destination Management Plan is consistent with the marketing of Blackpool as an inclusive resort accessible to people of all ages, incomes and nationalities.

9.0 Financial considerations:

9.1 The cost of printing copies of the Designation Management Plan, which will be retained for use internally, key stakeholders and to showcase the destination to

potential investors. The print cost is contained within the VisitBlackpool budget for 2014/2015.

10.0 Risk management considerations:

10.1 None

11.0 Ethical considerations:

11.1 None

12.0 Internal/ External Consultation undertaken:

12.1 The original Destination Management Plan was subject to a wide consultation with key internal and external stakeholders. The revised draft has been shared with the Cabinet Member for Tourism and Leisure, senior Council officers and a range of internal and external stakeholders.

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: 1/2015

14.3 If a key decision, is the decision required in less than five days? N/A

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: 27th February 2015 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

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DESTINATION



Resort Place-Making
2015 - 2017

Blackpool Council

www.blackpool.gov.uk

Blackpool

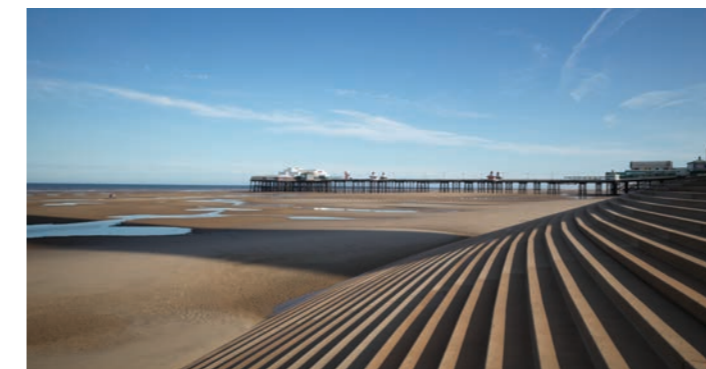
A three year prospectus for a transforming destination



The story unfolds...

Blackpool is
the UK's most
visited seaside
destination

A Destination Management Plan for Blackpool



1

Introduction

- Welcome from Cllr Graham Cain
- Transforming Blackpool

2

Profile of Blackpool

- The Value of Tourism – Key Facts & Figures
- The Story So Far
- SWOT

3

The Next Chapter

- Product
- Place
- Promotion
- The Brand

4

DMP Priorities

- Key Growth Targets
- Summary and Timeline



1

Introduction

Blackpool has been the UK's most popular seaside destination for more than a century. Our ambition is to keep the resort at the forefront of tourism for generations to come by creating a place that has a rich blend of heritage and contemporary attractions.

Welcome

A Destination Management Plan For Blackpool

Blackpool needs little introduction as a mainstream tourist destination. Loved and visited by millions, it occupies a unique place in the hearts and minds of the British people.

It has achieved that position through an enduring relationship and strong emotional bond with generations of visitors, who have remained loyal to the resort offer in the face of increasing competition from both coastal and urban destinations.

The challenge is to maintain that status against a backdrop of a more aspirational family audience; a tangible lack of investment in some aspects of the visitor offer; and negative perceptions held by higher spending visitors who are unconvinced by Blackpool's appeal.

If anyone doubts that such perceptions can never be overturned, then take a look at the remarkable season of 2014.

This was a year in which Blackpool very visibly turned a corner. Investment in a substantial destination marketing campaign (including TV advertising), a programme of high-profile free events and the long-awaited return of the West End summer show to the Opera House created a positive vibe within the resort, the like of which has not been experienced for years, as well as an upsurge in visitor numbers.

The opportunity that now beckons is to build on that momentum by continuing to apply a subtle brand repositioning

of Blackpool; one that creates a contemporary, family-oriented beach resort that is renowned for the breadth and quality of its visitor offer in terms of attractions, accommodation, leisure facilities, transport links, events and entertainment.

If we are to achieve that, there must be a clear commitment from all public and private sector stakeholders to continue to collaborate to reinvent Blackpool as an exemplar destination for new generations.

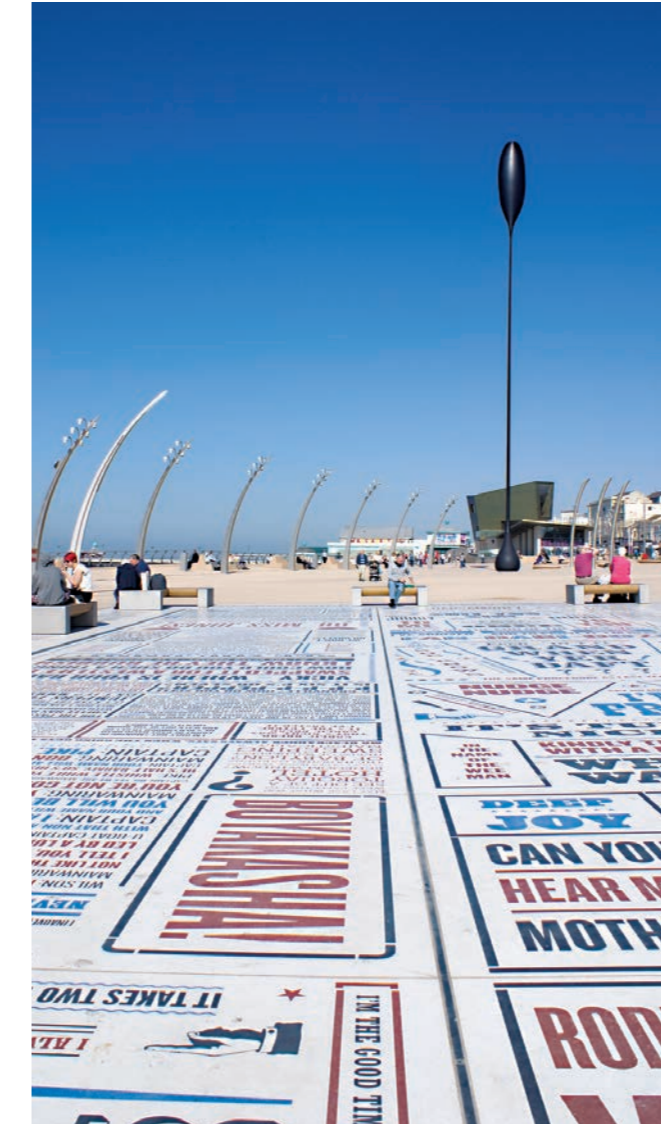
Without that commitment, Blackpool will continue to dwell on its past instead of looking forward to the future.

I am delighted to present this Destination Management Plan (DMP) which sets out a vision and strategic direction for the resort.

Instigated and managed by VisitBlackpool (the tourism arm of Blackpool Council), it is designed to be holistic, setting out how together we will deliver a real step change.

The DMP has the needs of all investors and visitors at its heart and seeks to improve the town for everyone. Great destinations are great places to live and work as well as to visit.

Cllr Graham Cain
Cabinet Member for Tourism & Leisure



Bringing rich heritage and contemporary attractions together with stunning effect



Transforming Blackpool



This Destination Management Plan for 2015-17 seeks to build on the substantial investment that has been made in Blackpool over the past decade. It strives to create a place where visitors can enjoy an experience that matches their expectation of a modern resort destination.

The key outcome is not merely to increase visitor numbers and target the higher-spending leisure seekers that other destinations are enjoying without the inherent attractions that Blackpool possesses, but also change some of the deep-rooted negative perceptions of the town.

The hundreds of millions of pounds worth of public sector investment in the promenade, tramway and in the acquisition of key leisure assets including the Tower and Winter Gardens, have created the opportunity to change the resort's fortunes.

This plan is underpinned by an aspirational brand positioning aimed at changing any negative perceptions of Blackpool by creating a high-quality, year-round family destination that is capable of supporting a wider economic regeneration.

The essence of the "City Life On The Beach" brand is that we seek to create a place with a contemporary city feel; a vibrant destination that has a thriving retail, leisure and accommodation offer, complemented by better housing, sustainable employment and a tangible sense of civic pride.

HOW?

Retention of the resort's "golden core" comprising world-famous visitor assets and attractions, and thus building on the positive perceptions of Blackpool as a place that evokes warmth, nostalgia and a strong emotional link to people's family experiences.

Gradual **elimination** of poor-quality, sub-standard accommodation and facilities, combined with a shift away from a low-budget stag and hen culture that creates barriers and negative perceptions. We are determined to improve the standard of our facilities, tackle the benefit culture that blights the resort and resolve the over-supply of poor accommodation.

Securing of a range of high-quality entertainment, attractions, branded hotels, restaurants and leisure facilities, and improved conference facilities. All complemented by greatly enhanced customer service, a secure and clean environment, and effective proactive marketing.





The Value of Tourism

Tourism: The Economic Impact*

- Total of 17m tourism visits (adults and children) equating to 26.9% of all visits to Lancashire
- Total of £1.295bn generated within the local economy through visitor and tourism business expenditure, supporting more than 24,000 full-time equivalent jobs in the local economy
- 13.5m tourism visits made by day visitors to Blackpool, generating over £430m for the local economy
- 3.5m visits made by visitors staying in Blackpool, generating a total of 9.3m bed nights and contributing over £863m to the local economy
- Total bedstock in Blackpool of 69,000 beds, comprising 14,200 non-serviced and 54,800 serviced beds
- Economic impact of tourism rose by 4% between 2012 and 2013

*Annual tourism impact research undertaken by Global Tourism Solutions (UK) Ltd for 2013



Creating a city vibe in an iconic beach location



The Story so Far



Seafront

A six-year project that cost almost £200m and which has resulted in a complete transformation of the seafront, replacing the sea wall with a series of dramatic Spanish steps leading down to the sea and the creation of six new headlands. The remodelling of the promenade has created one of the finest seafronts in Europe, providing an active landscape for visitors and residents, and providing new links between town and beach.

Tower Festival Headland

The first of the new seafront headlands to be developed, this is a spectacular open-air events space for up to 20,000 spectators which has already staged events featuring the likes of Elton John, Gary Barlow and Peter Kay. The headland is also home to the Comedy Carpet, one of the largest public artworks in the UK as well as Festival House – a purpose-built structure incorporating a beach-fronted bar and restaurant, The Wedding Chapel and Tourist Information Centre.

Tramway

A £100m scheme that has created a contemporary tram system between Blackpool and Fleetwood with state-of-the-art, European-style trams running alongside the famous heritage trams.

The revitalised tramway has created the potential to give visitors a more sustainable way of moving around Blackpool and the Fylde Coast as well as opening up a fast and reliable commuter system for local residents.



Acquisition of Key Leisure Assets

Blackpool Council's acquisition of Blackpool Tower, Winter Gardens and other key leisure assets in 2010 brought the resort's most famous attractions into public ownership, creating the opportunity for strategic, purposeful investment. The partnership between the Council and Merlin, the world's second largest leisure operator, has helped create the biggest cluster of visitor attractions outside London, including Madame Tussauds, Blackpool Tower Eye and the Blackpool Dungeon, as well as rejuvenation of the historic fabric of the Tower and associated buildings.

The acquisition of the Winter Gardens has facilitated the start of a sympathetic regeneration of this remarkable building with the restoration and opening up of a number of venues, installation of high-tech cinema equipment and investment in programming including the long-awaited return of the summer season show.



Town Centre Retail

The first phase of the HoundsHill Shopping Centre has been completed and has transformed the shopping experience for residents who had defected to other shopping centres such as Preston. The £150m expansion was completed in 2008, bringing a threefold increase in retail floor space, attracting a wide variety of high street stores into Blackpool.

A new town square has been created outside the Winter Gardens, creating a pedestrianised piazza environment with street pavement cafes, fountains and an outdoor events space. The arrival of branded restaurants in the vicinity is helping us to move towards a more balanced and attractive night-time economy.



Brilliance

This town centre lighting installation brought the Illuminations concept into the town centre, encouraging visitors to explore the town and centre and thus providing additional trading opportunities to the local business community. The centrepiece is Brilliance, a large scale sound and light show in Birley Street.

Events

Blackpool has developed an annual programme of high-quality events capable of attracting large volumes of visitors and residents. The core programme, most of which is free to access, already includes World Fireworks, Ride The Lights, Armed Forces Week, the Blackpool Air Show, and the annual Illuminations Switch-On celebration. This is further enhanced by a range of sporting events, international dance festivals, the regular appearance of the Strictly Come Dancing TV show and annual events such as the World Pigeon Fanciers Congress.



Central Business District

A major mixed-use development scheme that seeks to revitalise one of the key gateways into the town. Situated opposite Blackpool North railway station, the £70m first phase, completed in 2014, includes four key features:

- A 120,000 square foot glass-fronted Sainsbury's supermarket
- A new office development, Number One Bickerstaffe Square office, which is now home to Blackpool Council and other businesses
- A fully refurbished secure and modern car park
- A new public square

The £220m masterplan for the area also includes proposals for a second phase which could include hotels, offices and leisure developments.



Marketing

£1m marketing campaign jointly undertaken by Merlin and VisitBlackpool in 2014, including the first destination-based TV advertising in years, and aimed at changing negative perceptions of the resort. The "Blackpool's Back" campaign also included extensive PR, press and social media activity.

Entertainment

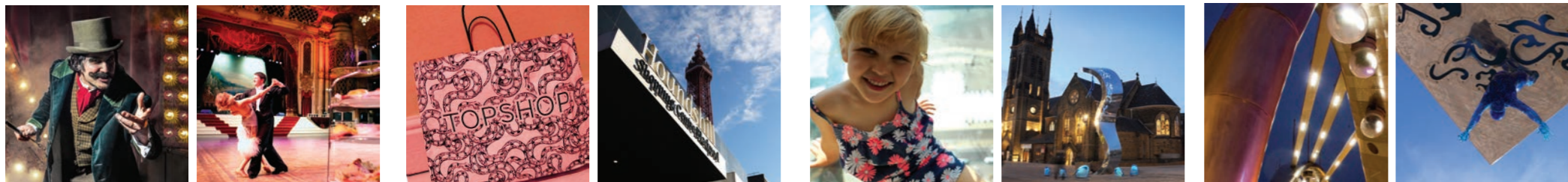
2014 also saw the return of the summer season show, with the international production of MAMMA MIA! being staged at the Opera House within the Winter Gardens over a 12-week run, selling over 100,000 tickets with a value of £3.5m – the highest grossing show in the resort's history.



Private Sector Investment

Over this same period, there has been significant private sector investment, including:

- The £15m investment at Blackpool Pleasure Beach, creating a Nickelodeon Land theme park and new Wallace and Gromit ride
- £3m investment in a new indoor IlluminAsia exhibition within the Winter Gardens
- Year on year investment in Blackpool Zoo by its international owners, Parques Reunidos
- Sustained capital investment in new facilities and visitor attractions at Sandcastle Waterpark
- Substantial investment in other parts of the visitor offer including hotel accommodation, restaurants, bars and attractions



Strengths

Opportunities

Weaknesses

Threats

SWOT

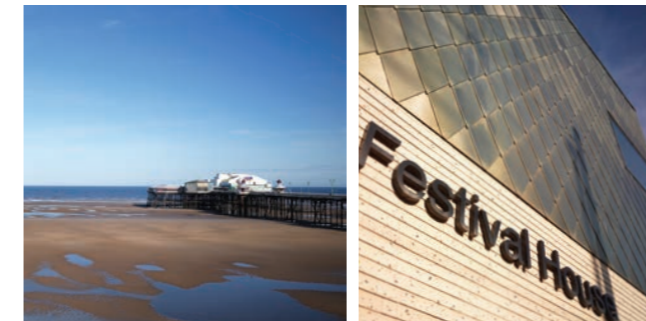
Strengths

- Well-established national profile as a mainstream visitor destination
- Increasingly diverse tourism product for different market segments
- Large number of high quality visitor attractions
- Key leisure assets (Tower and Winter Gardens) in public ownership
- Wide range/price of visitor accommodation
- Long-established reputation as a conference destination
- Blackpool Illuminations extend tourism season into November
- Strong programme of established free events
- Easy access to the M55 and national motorway network
- Good rail links, with electrification of routes from Blackpool to Preston and beyond due in 2015
- Updated tram network provides good internal connections across the Fylde Coast



Weaknesses

- Negative perceptions of Blackpool as a place
- Audience profile dominated by lower-spending visitors
- Over-supply of low-grade holiday accommodation leading to market failure and proliferation of HMOs
- Seasonal nature of tourism-related employment
- Low levels of private sector investment in visitor economy
- Lack of strategic investment in Blackpool Illuminations display
- Unbalanced night time/early evening economy with over reliance on bars/clubs, lack of recognised family-focused restaurant brands
- Under-performing town centre – lack of higher-end retail brands
- Lack of appropriate facilities for coach drivers and passengers
- Visitor car park infrastructure not fit for purpose
- Declining local government finances limit ability to deliver brand hygiene factors



Opportunities

- Conversion of large volumes of day visitors into staying visitors
- Development of Central Station site as a major mixed leisure destination
- Development of new/enhanced conference and exhibition facilities
- Development of new branded hotels to support business and leisure tourism
- Conversion of Tower Lounge into family-based attraction
- Creation of a town centre cultural quarter with the Winter Gardens as the focal point
- Development of a heritage-based visitor attraction
- Use of Tourism Academy funding to improve hospitality standards and other skills within the visitor economy
- Rejuvenation of early evening economy with new family based leisure offer
- Working with private sector partners to co-fund marketing campaigns
- Repositioning of Blackpool Airport to support business growth/inbound tourism
- Revitalisation of the Blackpool Illuminations
- Growth in domestic tourism
- Expansion and investment in arts, culture and heritage tourism
- Electrification of the Blackpool to Preston rail line and expansion of direct London services
- Extension of tramway from Promenade to North Station
- Potential reduction in VAT on tourism product
- Development of Stanley Park as a mainstream visitor attraction



Threats

- Further market failure within the visitor accommodation sector leading to more derelict sites along Promenade “shop window”
- Persistent poor external portrayal of Blackpool
- Further competition from major urban centres of Manchester and Liverpool as day visit destinations
- Failure to meet new EU bathing water standards
- Tourism market is price sensitive, particularly during ‘off peak’ periods
- Sustainability of Blackpool Illuminations without significant private sector support
- Private sector fails to invest and improve quality in the tourism sector
- Further public sector funding reductions leading to a lack of funding to support improvements and refreshing of physical infrastructure in town centres
- New and emerging markets for visitor economy are not identified and tapped
- Diminishing levels of marketing resource against backdrop of reduced local authority funding





3

The Next Chapter

This is about engineering change and creating a destination that will be compelling to new generations of visitors.

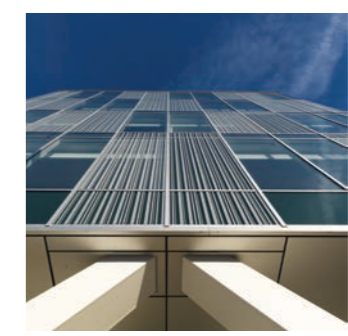
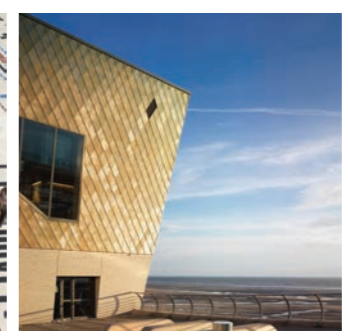
What Next?

2014 proved a turning point in Blackpool's fortunes with an upsurge in visitor numbers and the conversion of tens of thousands of day trippers into staying visitors.

Much of that success came on the back of an ambitious "Blackpool's Back" destination marketing campaign that sought to showcase the huge investment that has been made in the resort and thus start to overturn negative perceptions.

With success comes confidence; the sort of confidence that encourages existing businesses to invest and entices new investors to take a stake in the resort's future.

The following pages of this plan seek to build on the foundations that have been laid to deliver a real step change in the quality and consistency of the visitor offer. The key objectives outlined under Product, Place & Promotion spell out the scale of the opportunity that lies in front of us.

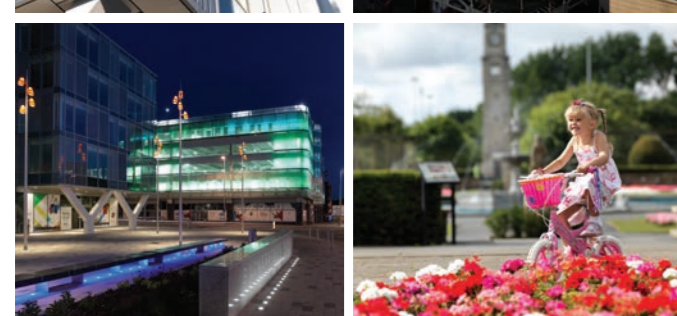
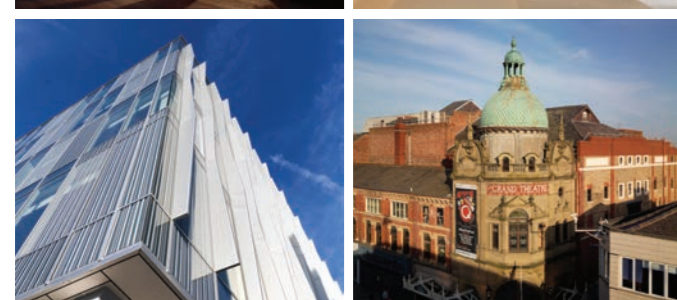
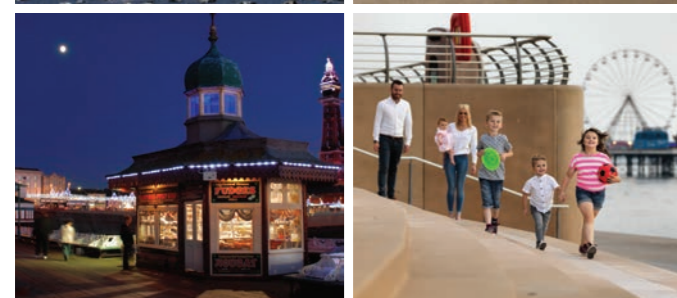


Product

Physical development of key sites, attractions and facilities that contribute to an unrivalled destination experience.

- **Former Central Station site:** Facilitate relocation of police and court buildings to create a viable development site that can be marketed for a major new leisure attraction
- **Enhancement of conference facilities:** Agree short and long-term strategies for rejuvenation of conference offer
- **Syndicate:** Development proposal to be determined for the currently derelict Syndicate nightclub
- **Talbot Gateway:** Progression of Phase 2 of Central Business District regeneration scheme including new four-star hotel development
- **Tramway:** Confirmation of tram extension to Blackpool North Station, creating integrated transport hub
- **Promenade headlands:** Facilitate development of new visitor attractions to animate the new headland areas between South and North Piers
- **South Beach:** Revision of planning uses for future development of the Crescent areas of South Shore to address derelict hotel sites
- **Blackpool Tower:** Completion of Tower structural renovation works. Further activity to identify additional commercial development opportunities including alternative use of Tower Lounge
- **Blackpool Winter Gardens:** Demolition of existing car park and the provision of further exhibition space. Identification of additional commercial development opportunities. Enhancement of existing conference offer

- **Heritage-Based visitor attraction:** Securing of Heritage Lottery funding for development of a Museum for Blackpool within the Winter Gardens
- **Creative Cluster:** Establishment of a creative cluster within the town centre with the Winter Gardens at its heart
- **Retail and restaurant offer:** Inward investment activity to attract 'higher end' brands in both the retail and restaurant sector to enhance early evening economy and overall town centre offer
- **Attractions:** Proactive working with private sector operators to invest in new attractions
- **Summer shows:** Confirm programme of West End quality shows for summer season runs at Opera House 2015-17
- **Blackpool Illuminations:** Identification of new funding streams and application of new technologies to rejuvenate the Illuminations offer
- **Former Yates's site:** Sympathetic development of town centre landmark site for leisure and retail use
- **Hotel accreditation:** Roll out of VisitEngland entry level accreditation scheme to accommodation sector to increase numbers of hotels/guest houses that have a "safe, legal and clean" quality mark
- **Town centre zoning:** Progression towards town centre "zoning" identified and agreed within the Blackpool Town Centre Strategy
- **Stanley Park:** Progressive development of new facilities that make Blackpool's showcase park compelling for residents and visitors



Place

Provision of a visitor-friendly experience in terms of infrastructure and environmental management

- **Roads:** Completion of Yeadon Way maintenance project prior to start of 2015 season
- **Rail:** Completion of Blackpool to Preston electrification scheme. Remodelling of Blackpool North station. Further expansion of direct Blackpool North to London services, targeted at inbound leisure visitors
- **Car parking and pricing policy:** Development of more user-friendly car park pricing policy and introduction of enhanced payment facilities. Identification of potential new car parking sites to offset potential loss of spaces at East Topping Street and South Car Park
- **Airport:** Reinvention of Blackpool Airport as a commercial airport focused on inbound tourism and business growth
- **Coach parking:** Development of bespoke facilities for coach drivers and passengers
- **Motorhome hosting:** Identification and development of new locations for motorhomes
- **Way-finding:** Implementation of intelligent variable message signage to assist visitors to navigate through town and identify available parking
- **Electric vehicles:** Identification and development of locations for funding of electric/hybrid vehicles

- **Green corridors:** Implementation of project to create green corridors in and around Blackpool Town Centre, improving gateway and arrival points
- **Housing /HMOs:** Progression of substantial project to change the nature of rented accommodation in key visitor areas to reverse the detrimental visual impact
- **Community safety:** Reintroduction of town centre CCTV monitoring
- **Street cleansing:** Securing of a Service Level Agreement that meets Blackpool's positioning as a quality destination
- **Public protection:** Reduce levels of problematic beggars and hawkers causing alarm and distress in areas of town centre/promenade
- **Beach/bathing water standards:** Progression of partnership working to ensure that Blackpool retains its beach accreditation and is not adversely impacted by EU bathing water legislation
- **Business support and skills (Tourism Academy):** Roll out of skills development initiatives within the visitor economy including the designation of Blackpool as a World Host destination for customer service

Promotion

Without effective marketing, the challenge of repositioning and changing negative perceptions about Blackpool will be difficult to overcome. This DMP sets out a plan for comprehensive marketing activity that promotes the "new Blackpool" to existing, lapsed and new visitors across the UK and overseas.

- **Destination marketing strategy:** Establish innovative destination marketing strategy incorporating events, TV, digital and PR activity with a key focus on changing visitor perceptions of Blackpool
- **Switch On Festival:** Further development of Blackpool Illuminations Switch-On Festival Weekend to include three consecutive days/nights of high-quality entertainment
- **Blackpool Illuminations:** Develop and deliver a bespoke marketing strategy for Blackpool Illuminations including the securing of new advertising and sponsorship



- **Night-time economy:** Work with partners to ensure a credible and sustainable night-time and early evening economy offer including the securing of 'Purple Flag' accreditation
- **Business tourism:** Reposition and market Blackpool as a key destination for bespoke conferencing events
- **Cultural tourism:** Reposition and market Blackpool as a destination for cultural tourism, including the development of a more sophisticated approach to packaging major events
- **Visitor welcome:** Initiatives to improve the visitor welcome including resort ambassadors, Welcome Host designation, improved orientation boards and signage
- **Resort Pass:** Further refinement and promotion of the successful Blackpool Resort Pass including identification of additional bolt-on shows and attractions, and exploration and adoption of wristband or credit card-style technology



This is a place that is wonderfully unique, surprising and challenging...

The Brand Position

The "City Life On The Beach" brand position is an aspirational one.

It is not a marketing slogan – more a touchstone to ensure that key stakeholders in Blackpool are working together to drive up the quality of life for residents and the attractiveness of the offer for visitors.

Within this, Blackpool should be perceived as a happy brand, viewed as a place where memories are made; a much-loved classic, reinvented for a new and more demanding audience.

The Brand Values

The brand is underpinned by a set of values that differentiate Blackpool from other destinations:

Love of the different

There is nothing beige or dull about Blackpool. It's a place that is wonderfully unique, surprising and challenging

Genuine

There is nothing false about Blackpool. We are sincere, true to our roots, no pretence. We are open and glad to see you

Big WOW! Little WOW!

We have some famed, internationally-renowned 'wow' attractions, but also some surprising 'little wows' that add real value to the Blackpool offer

Make Relaxing Easy

We are a great natural host. We work hard to take care of you so you can enjoy the best of what Blackpool has to offer

Positive Energy

The people of Blackpool have a positive, can-do attitude, they make things happen. We are enthusiastic and vivacious

The Hygiene Factors

Whilst the brand values are what differentiate Blackpool from other places, there are also three crucial hygiene factors that don't differentiate, but are critical to the repositioning of Blackpool

Without these hygiene factors in place we will not overturn the negative perceptions of the resort

Quality

Blackpool must strive to deliver a quality product across all areas, not just in terms of accommodation, food and drink, and attractions, but also in terms of car parking, public realm and customer service

Safety

Any perceptions that Blackpool is an unsafe place to visit or a place where the focus of the visitor offer is skewed towards a late-night drinking economy are seriously damaging to Blackpool's brand aspirations

Cleanliness

Clean and tidy streets; public realm that is well maintained; beaches that are free from litter and detritus; bathing waters that comply with European standards; hotel stock that complies with accreditation standards and visitor expectations – these are givens for a resort that promotes itself as a contemporary, quality destination



4

DMP Priorities

The value of tourism is often measured in volumes of visitors. Whilst that is an important statistic, it only tells part of the story.

Some of the purpose of this plan is to deliver physical change; the sort of transformational change that changes perceptions and delivers tangible economic impact.

Key Growth Targets

Description	Baseline figure	2014/15	2015/16	2016/17
Overall value of tourism economy	£1.3bn (based on Steam 2013)	£1.32bn	£1.33bn	£1.35bn
Annual total of adult visits	9.8m (based on Omnibus 2014)	10m	10.2m	10.4m
Ratio of staying visitors during summer season	43% (based on Omnibus 2014)	45%	46%	48%
Visitor satisfaction ratings during summer season	89% (based on Omnibus 2014)	90%	91%	92%
Jobs directly supported by tourism	24,050 (based on Steam 2013)	24,500	25,000	25,500
No of visitors to Blackpool Illuminations	3m (based on Omnibus 2014)	3.2m	3.4m	3.5m
Ranking among seaside resorts	1	1	1	1
Number of resort passes sold	13,000 (VisitBlackpool 2014)	14,000	15,000	16,000

A New Horizon

Take a look at this five-year timeline and the scale of what this Destination Management Plan seeks to deliver can be clearly seen.

Collectively, these objectives have the potential to provide the step change that will create a destination that engenders immense civic pride; attracts new generations of visitors and reaffirms Blackpool's status as the most popular beach resort in the UK.

The key objectives set out opposite are both challenging and aspirational, but eminently achievable if Blackpool can harness the change that has already been achieved and use it to create a real sense of impetus.

With that will come investor confidence and a sea change in any residual negative perceptions about what Blackpool stands for and where its future lies.

2015

- Completion of Yeadon Way maintenance project ahead of 2015 season
- Opening of four new branded family restaurants within Blackpool Town Centre
- Reintroduction of town centre CCTV monitoring
- Opening of new Blackpool Pleasure Beach Red Arrows-branded SkyForce attraction
- Revitalisation of Blackpool Airport with small commercial flight operations
- Blackpool South and Bispham achieve EU bathing water standards
- Roll out of Blackpool Approved entry level accreditation scheme for hotels and guest houses
- Completion of steelwork replacement, Blackpool Tower
- Conversion of Tower Lounge into family restaurant/attraction
- Development of new marketing brief for Central Station site
- Planning guidance consultation commences for The Crescents/South Promenade
- Rejuvenation of Blackpool Illuminations
- Launch of updated "Blackpool's Back" destination marketing campaign
- Establishment of three-year programme of West End quality shows for Opera House
- Development of new Christmas In Blackpool destination marketing campaign

2016

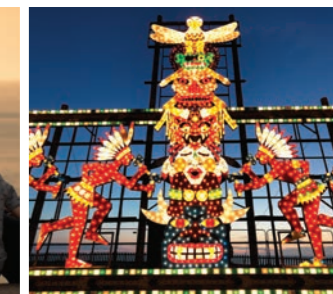
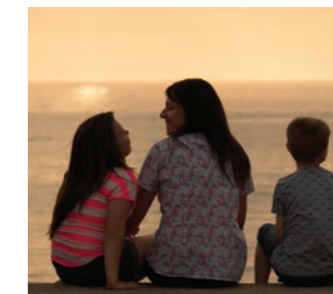
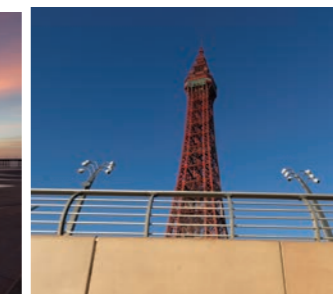
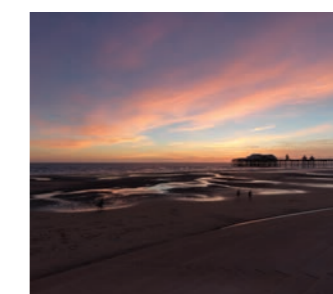
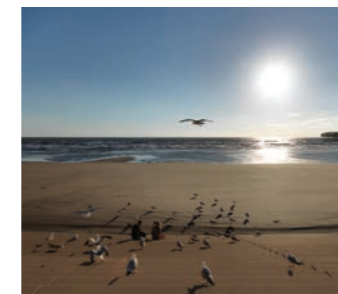
- Achievement of World Host accreditation for Blackpool
- Installation of variable message signage to improve visitor navigation and parking
- Work commences on Museum of Blackpool, Winter Gardens
- Preparation works commence on Central Station development site
- Creation of 500 additional bed spaces at 3 or 4 star standard in town centre
- Identification and development of additional visitor car parking facilities

2017

- Completion of budget hotel and family restaurant on site of former Yates's pub on Talbot Square
- Remaining Blackpool bathing waters reach EU quality standards
- Completion of new elephant house facility, Blackpool Zoo
- Completion of rail electrification, Blackpool to Preston
- Development of new coaching facilities
- Work commences on tramway extension from North Pier to North Station

2018-20

- Completion of Museum of Blackpool project
- Completion of first phase of Central Station site development
- Blackpool North station remodelling completed
- Derelict hotel sites on South Prom replaced by new residential and commercial property
- Next phase of Talbot Gateway scheme completed



Report to:	EXECUTIVE
Relevant Officer:	Alan Cavill, Director of Place
Relevant Cabinet Member	Councillor John Jones, Cabinet Member for Highways, Transport and Equality and Diversity
Date of Meeting:	9 th March 2015

LOCAL TRANSPORT PLAN – 2015/16 – 2017/18 PROGRAMME

1.0 Purpose of the report:

1.1 To consider the proposed three year Local Transport Plan (LTP) works programme attached as Appendix 4a, to be implemented over the financial years 2015/2016 to 2017/2018.

2.0 Recommendation(s):

2.1 To approve the proposed three year Local Transport Plan works programme 2015/2016 – 2017/2018.

2.2 That authority is granted to the Director of Place, following consultation with the Cabinet Member for Highways, Transport and Equality and Diversity, subject to a published officer decision, to vary the programme as required to deliver overall objectives and ensure spend of the allocation.

3.0 Reasons for recommendation(s):

3.1 Executive's approval and ongoing support is required to deliver the programme efficiently in the interests of the Blackpool community.

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 plan.

4.0 Council Priority:

4.1 The relevant Council Priority is:

“Attract sustainable investment and create quality jobs”

5.0 Background Information

5.1 This report presents a proposed works programme to replace the current four year programme, which expires at the end of March 2015. The new programme will continue to deliver Blackpool’s Local Transport Plan strategy 2011 – 2016, which will be reviewed during its lifetime. As annual allocations are spent over two years, the current programme’s delivery will continue until March 2016. The Local Transport Plan strategy 2011 – 2016 document remains in-line with Department for Transport (DfT) guidance and the following Government stated national transport goals:

- supporting economic growth
- reducing carbon emissions
- promoting equality of opportunity
- contributing to better safety, security and health
- improving quality of life and a healthy natural environment

5.2 The new proposed programme is compatible with and supports the Council's wider corporate agenda, particularly in providing mobility for all, enhancing the environment and supporting the visitor economy and diversifying economic growth. It has the following Local Transport Plan objectives:

- Objective 1 – Improve, maintain and make best use of Blackpool’s transport network; in particular its roads, footways and bridges.
- Objective 2 – Improve road safety by interventions that reduce the number of people, particularly children, killed and seriously injured on Blackpool’s roads.
- Objective 3 – Manage congestion levels on Blackpool’s roads, especially where it impacts on local economic performance.
- Objective 4 – Improve transport to and within the resort, particularly by more sustainable modes, to enhance the visitor experience and support the local economy.
- Objective 5 – Improve the efficiency and management of parking to support the local economy, especially for shoppers and visitors.
- Objective 6 – Improve access to healthcare, education, employment, shops, social/leisure opportunities and resort attractions, particularly by sustainable modes.

5.3 Local Transport Plan capital allocations are divided thus:

- Integrated Transport Block (ITB) - investment in transport infrastructure to improve traffic flow, road safety, encourage sustainable travel (public transport, cycling and walking) and modify road layouts where necessary.
- Highways Capital Allocation (HCA) - repairing roads, footpaths and other transport infrastructure on a programmed basis to achieve maximum efficiency, integrating with improvement projects where possible for further savings.

5.4 The Local Transport Plan capital allocations are determined by the Department for Transport using a formula to determine need to spend; however, this depends upon a Local Transport Plan being in place, which is a statutory requirement. It is expected that the Local Transport Plan takes a long-term strategic approach to transportation in the context of a Council's wider human environment management remit, including the land-use planning process and now regionally significant initiatives under the local enterprise partnership structure.

5.5 Following the Department for Transport's determination of the Council's need to spend on transportation, it has been notified of the following transport block capital allocations for the years 2015/16 – 2017/18. Further provisional allocations for 2018/19 - 2020/21 have been received and the programme will be adjusted to accommodate allocations actually received for these later three years. A three year programme based on confirmed allocations is presented here:

£,000s	2015/16	2016/17	2017/2018	Totals
Highways Capital Allocation	1,201	1,101	1,068	3,370
<i>12.5% corporate top-slice</i>	150	138	133	421
Net allocation	1,051	963	935	2,949
Integrated Transport Block	1,720	1,720	1,720	5,160
<i>12.5% corporate top-slice</i>	215	215	215	645
Net allocation	1,505	1,505	1,505	4,515
Totals	2,556	2,468	2,440	7,464

- 5.6 A top-slice of 12.5% means that this programme will contribute £1.066m to corporate expenditure over this three year period.
- 5.7 In addition to the resources above, the Council has successfully bid to the Local Growth Fund administered by the Lancashire Enterprise Partnership, achieving the provisional award of resources to support bridges maintenance, green corridors and integrated traffic management schemes discussed below. These allocations are conditional upon submission of a satisfactory business case indicating a benefit cost ratio of 2:1. The Local Transport Plan provides match funding for these schemes, which will be integrated into the Local Transport Plan's delivery.
- 5.8 The extra anticipated resources are tabulated below :

£,000s	2015/16	2016/17	2017/18	Totals
Bridges maintenance	500	600	1,200	2,300
Green corridors	0	2,000	2,000	4,000
Integrated traffic management	1,500	200	0	1,700
Totals	2,000	2,800	3,200	8,000

- 5.9 Founded in the six strategic objectives stated, a detailed programme spreadsheet for the three confirmed annual allocations is attached at Appendix 4a. The sums allocated are best estimates at this stage. Actual spend may vary depending on the outcome of detailed design and site conditions and it may be necessary to vire sums between allocations to ensure delivery within the two year timescale available, subject to approval by the Director of Place, after consultation with the Cabinet Member for Highways, Transport and Equality and Diversity. The Department for Transport occasionally makes opportunities to bid for additional resources available and it is essential to have programme flexibility in order to provide match funding for these opportunities. Blackpool has benefited from extra resources from the Better Bus Area Fund and the Local Pinch Point Fund (for essential maintenance on Yeadon Way) in this way.
- 5.10 The programme attempts to strike a balance between the different options available to the Council and the financial pressures upon it. Despite the Project 30 programme's completion, there is a strong demand for maintenance from the Strategic Road Network (SRN) and bridges. In the light of this, it is proposed that considerable Integrated Transport Block resources be spent on maintenance. The programme is pre-committed to support the Project 30 programme's finance costs, as planned.

- 5.11 The programme is pre-committed to the Yeadon Way works, projected to complete by the end of March 2015. Match funding for the Devolved Local Major Schemes funded tramway extension project has also been apportioned.
- 5.12 A bid to the Government's Local Highways Maintenance Challenge Fund for bridge repair is being prepared, which will require 22% match funding to be provided. If successful a sum of £8.3m will be available for this purpose. This will require £1.826m match funding to be provided from the Integrated Transport Block , which is reflected in the accompanying spreadsheet. If this bid is unsuccessful, these resources will be reapportioned between identified priorities, with an emphasis on maintenance.
- 5.13 Efficiencies will be sought throughout the programme delivery process, principally by combining work into packages offering economies of scale. For instance, integrating Local Transport Plan resources with the road maintenance programme offers potential efficiencies in achieving public realm improvements. Where road surfacing is taking place, it makes sense if appropriate to conduct any layout improvements, street furniture provision and parking provision at the same time.
- 5.14 The general spend areas proposed for the 2015/16 – 2017/18 Local Transport Plan programme are as follows:
- 5.15 **Objective 1: highway maintenance - £5.267m**

Bridges and structures - £2.730m

Ongoing survey and appraisal work has revealed that several structures are in very poor condition. As noted above, additional resources from the Local Growth Fund have been provisionally secured; a bid to the Government's Local Highways Maintenance Challenge Fund for further resources is under preparation at the time of writing.

The following bridges of strategic importance are of particular concern:

- Plymouth Road
- Princess Street.
- Squires Gate Lane

These structures are a principal programme commitment, particularly as their closure would be extremely economically damaging. Providing the resources necessary to secure these vital structures will make delivering a balanced programme across all the Local Transport Plan's objectives identified above very difficult, especially if Local

Highways Maintenance Challenge Fund resources are not secured.

Plymouth Road bridge crosses the North Fylde railway line, which is scheduled to be electrified by May 2017. It is essential that the bridge be repaired and able to accommodate overhead line equipment prior to this date.

Project 30 programme repayment - £1.739m

This Prudential Borrowing funded programme has enabled a large proportion of the resort's roads to be brought to a good condition that can be maintained sustainably. It has focused on the residential road and footway backlog, partly with the intention of reducing tripping claims. Some parts of the Strategic Road Network (SRN) have also been repaired.

The Project 30 programme was predicated on a long-term repayment strategy to which the Local Transport Plan will contribute as outlined in the spreadsheet appended. This innovative approach has allowed a large and cost-effective programme to be implemented, which would not have been possible otherwise. Blackpool Council is now recognised as a benchmark authority for highway repair.

Principal Road Maintenance - £0.798m

This sum is allocated to maintain the Strategic Roads Network, which the Project 30 programme has not addressed fully. These roads are of great economic importance, not only carrying essential visitor and local trips, but presenting an initial image of the resort to visitors and potential inward investors. It is therefore vital that their condition be addressed and that they are kept in good order.

The Council's Highways Asset Management Plan (HAMP) and its supporting geographical information system, able to hold both asset registers and condition data, provides the foundation for effective repair and maintenance strategies, supported by a high-quality reactive maintenance service.

5.16 Objective 2: road safety - £0.030m

Road safety measures - £0.030m

A road safety measures budget is proposed. Measures might include improvements for walking and cycle routes particularly to assist children. 20mph zones and limits might also be considered, following from previous initiatives in this area. The budget will enable a response to public concerns in this area that will arise during the programme's life.

Objective 3: congestion - £0.208m

- 5.17 It is essential that people and goods can enter and move around Blackpool easily; congestion has a direct economic impact. Government has prioritised congestion reduction as a way of boosting economic growth.

Traffic control enhancements - £0.060m

The Community Lighting Partnership private finance initiative (PFI) has enabled most of the resort's traffic light controlled junctions to be brought to a consistently high standard; however, further improvements to the system's efficiency overall are possible. This would involve installing semi-adaptive traffic flow monitoring or micro-processor optimised vehicle actuation (MOVA) control at selected junctions, considerably increasing the network's capacity to manage traffic flows effectively and minimise queuing. This budget to fund an ongoing programme of such works is proposed.

Network enhancements - £0.060m

Small, cost-effective measures can often yield high dividends in capacity and improved traffic flow. The network is monitored constantly and this budget will fund such measures as they are identified.

Travel Planning - £0.088m

Supporting the continued provision of public information and promotion of public transport, walking and cycling as alternative transport to the private car, thus moderating traffic congestion. This also contributes to corporate health and environmental objectives, by promoting exercise and reducing polluting emissions. The allocation will be available for one year only, ceasing from 2016/2017.

Objective 4: visitor economy - £9.678m

- 5.18 Visitors provide most of the resort's income and the Local Transport Plan programme will continue to address their needs. Blackpool experiences peak-time road congestion and car parking, which can present a poor arrival experience.

Without additional external funding, the Local Transport Plan cannot support investment in significant new capacity. Such investment would also risk compromising the resort's environment, possibly involving expensive property demolition. In the light of this, measures to manage traffic flow within an improving public realm are of paramount importance.

Measures to support coach and rail access to the resort can also ease peak-time pressures on the road network. The North Fylde railway line's electrification from spring 2017 will provide higher capacity trains offering reduced travel times from visitor economy markets.

Integrated Traffic Management - £2.40m

Local Growth Fund resources have been provisionally allocated to deliver this proposed system, contingent upon providing a satisfactory business case. The system would use traffic monitoring cameras and variable message signage (VMS) to guide traffic and encourage early car parking. Removing unnecessary traffic from the Promenade and establishing this as a primary public realm place, rather than a traffic route, would be a primary scheme objective. This would bring the Promenade in line with the original Seafront Movement Strategy, which proposed traffic management and alternative route upgrades to enable non-essential traffic to be removed from the Promenade.

Local Highways Maintenance Challenge Fund – bridges - £1.826m

Match funding will be provided in 2016/2017 and 2017/2018 for this prospective programme, depending on a successful bid to the Local Highways Maintenance Challenge Fund as described above.

Green corridors - £4.440m

Local Growth Fund resources have been provisionally secured as noted above, to conduct this town centre access route focused transport and public realm improvement scheme. It is proposed that the following routes receive a package of works:

- Dickson Road
- Talbot Road
- Church Street/Caunce Street
- Central Drive

Works packages would be based on a master-planning approach for each route, ensuring community support for each before work commenced. Local Growth Fund resources are available over a five year period to 2020, potentially providing a total budget of £7.34m.

Works would be combined with the proposed tramway extension scheme on Talbot Road to achieve a cost-effective solution that will support this area's regeneration.

Tramway extension - £0.700m

The Transport for Lancashire organisation linked to the Lancashire Enterprise Partnership, has supported the tramway extension scheme in receiving support from the Government's devolved Local Major Schemes fund, contingent on a satisfactory business case being provided.

Blackpool Council must provide match funding to 10% of the scheme costs and pay for scheme design and development costs. Local Transport Plan resources have therefore been apportioned to contribute to this; the total five year provisional contribution is £0.900m.

Coach facilities - £0.025m

National Express and other coach operators are currently providing an essential service for the resort using the facility at Central Car Park. At peak times, the shelter facilities provided are inadequate resulting in people being exposed to the weather, presenting a poor impression and reducing the chance of repeat visits. Use of this highly efficient mode needs to be encouraged as this brings economic benefits with relatively low inputs.

It is proposed that a structure providing superior weather protection for a larger number of people be provided and that the Local Transport Plan contributes to this.

Yeadon Way refurbishment programme - £0.287m

The Yeadon Way scheme's financial profile requires this contribution from Local Transport Plan in the year 2015/16, as agreed with the Department for Transport.

5.19 Objective 5: parking - £0.045m

Visitor, shopper, on-street and residential parking require ongoing management for which an allocation is made.

Renewal of parking control infrastructure - £0.045m

The budget's bulk will be expended in replacing signing and lines, which have deteriorated to the extent that civil enforcement officers cannot enforce the parking controls that are in place.

Demand for residents' parking schemes will be considered on a case-by-case basis with reference to the adopted policy. Recent examples have demonstrated that it can be difficult to establish the consensus necessary to implement these schemes, the ensuing delays making effective programme financial management difficult.

5.20 **Objective 6: accessibility - £0.140m**

District centres (Bispham Village) - £0.085m

It is proposed that a public realm and transport improvement scheme be delivered in the Bispham Village area, consultation and preparatory work starting in the financial year 2016/17. This area has been selected as preliminary master-planning work has been completed and it was included in a prioritised list for such schemes under the 2011/12 – 2014/15 Local Transport Plan programme. The proposal might be considered to ensure that it remains appropriate, particularly following consultation with ward councillors.

This scheme would follow on from the neighbourhood centre accessibility and road safety approach used in the previous Local Transport Plan programme, seeking to make best use of the resources available to achieve public realm, road safety and sustainable transport promotion objectives. This would include combining work with road maintenance, as was achieved at Highfield Road district centre to good effect. At the level of resources available, they must be concentrated to be effective.

Community consultation would play a key part in deriving this scheme and ensuring that it meets stakeholder aspirations. This scheme is anticipated to complete in 2020. A total budget of £640,000 has been apportioned, but this would include resources from provisional allocations and therefore cannot be confirmed at this stage.

Cycling and walking minor works - £0.055m

These resources will enable existing cycle and walking routes to be improved as an effective network for commuting trips to work, education and for wide-ranging leisure activities. This will be complementary to public realm and road safety schemes. Issues raised by the Cycling Forum can be addressed using these monies.

The programme will also assist the Council in achieving its statutory commitments to manage Public Rights of Way, including accessibility and signage.

5.21 **Supporting items - £0.114m**

Monitoring - £0.038m

The Local Transport Plan programme's effectiveness is monitored using a programme of multi-modal traffic counts for which an annual allocation is made. A network of automatic traffic and cycle counters support this.

Several automatic traffic and cycle counters are now obsolete and are being appraised for replacement, which will require expenditure to secure this vital data-

stream.

Programme and scheme development - £0.022m

A small budget to fund potential feasibility work is maintained, including the EU supported Sintropher Plus project, which will provide a corridor study with recommendations for the South Fylde railway line. The budget also supports the council's ongoing commitment to the South Fylde Line Community Rail Partnership, promoting ridership and making the case it provides between the Pleasure Beach and South Blackpool and Preston into East Lancashire.

Staff costs - £0.054m

The Local Transport Plan programme requires considerable staff input to derive, brief for and monitor its delivery and therefore provides a contribution to employee costs, split with revenue funding. To concentrate resources on the capital programme, this allocation will be available for one year only, ceasing from 2016/2017.

5.22 Does the information submitted include any exempt information? No

5.23 List of Appendices:

Appendix 4a: List of Local Transport Plan schemes

6.0 Legal considerations:

6.1 Providing a Local Transport Plan (LTP) and programme to expend the Council's transportation grant allocation appropriately is a statutory requirement.

7.0 Human Resources considerations:

7.1 The Local Transport Plan programme requires considerable support to achieve, both directly and indirectly. Corporate commitment to the Local Transport Plan is required for its objectives to be achieved effectively.

8.0 Equalities considerations:

8.1 The Local Transport Plan aims to achieve improved connectivity for all in Blackpool's society and its impacts are overwhelmingly positive for the equalities agenda.

9.0 Financial considerations:

9.1 The programme must be monitored effectively to ensure that it is delivered overall and that each year's allocation is expended within the two year limit.

10.0 Risk management considerations:

10.1 Risk assessments are carried out for each scheme implemented under the Local Transport Plan programme.

11.0 Ethical considerations:

11.1 The Transport Policy Team monitor the programme's delivery in partnership with Transportation Projects and Capital Finance colleagues.

12.0 Internal/ External Consultation undertaken:

12.1 The proposed programme has been considered by the Cabinet Member for Highways, Transport and Equality and Diversity and developed with the support of senior colleagues. Extensive consultation was carried out during the Local Transport Plan preparation process using the Transport Policy Team's consultation database.

13.0 Background papers:

13.1 Local Transport Plan strategy 2011 – 2016
Local Transport Plan implementation plan 2011 - 2015

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? N/A

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: N/A

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

LTP 2015 - 2018 12.5% top-slice 3-year programme - budgets

Delivery year	£,000s	Programmes			Totals
		2015/2016	2016/2017	2017/2018	
HIGHWAYS CAPITAL MAINTENANCE PROGRAMME					
Highways Capital Allocation (HCA)		1201	1101	1068	3370
Miscellaneous HCA income		0	0	0	0
HCA resources sub-total		1201	1101	1068	3370
	<i>Top slice %</i>	12.5%			
Top-sliced HCA resources		1051	963	935	2949
LGF bridges maintenance		500	600	1200	2300
Total HCA resources available for spend		1551	1563	2135	5249
HCA programme uncommitted sum		0	0	-19	-18
Objective 1: highway maintenance					
Bridges and structures		500	600	1630	2730
Project 30 repayment		633	583	523	1739
Principal Road Maintenance		418	380	0	798
Highways Capital Allocation spend		1551	1563	2153	5267
INTEGRATED TRANSPORT BLOCK					
ITB annual allocation		1720	1720	1720	5160
	<i>Top slice %</i>	12.5%			
Top-sliced ITB allocation		1505	1505	1505	4515
LGF green corridors		0	2000	2000	4000
LGF Integrated Traffic Management		1500	200	0	1700
Total ITB resources		3005	3705	3505	10215
ITB programme uncommitted sum		0	0	0	0
Objective 2: road safety					
Road safety measures		30	0	0	30
Programme area sub-total		30	0	0	30
Objective 3: congestion					
Traffic control enhancements		50	10	0	60
Network enhancements		40	20	0	60
Travel Planning		88	0	0	88
Programme area sub-total		178	30	0	208
Objective 4: visitor economy					
Integrated Traffic Management		2100	300	0	2400
Local Highways Maintenance Challenge Fund - bridges		0	900	926	1826
Green corridors		0	2220	2220	4440
Tramway extension		230	200	270	700
Coach facilities		25	0	0	25
Yeadon Way refurbishment programme		287	0	0	287
Programme area sub-total		2642	3620	3416	9678
Objective 5: parking					
Renewal of parking control infrastructure		35	10	0	45
Programme area sub-total		35	10	0	45
Objective 6: accessibility					
District centres (Bispham Village)		0	15	70	85
Cycling & walking minor works		43	12	0	55
Programme area sub-total		43	27	70	140
Supporting items					
Monitoring		15	10	13	38
Programme and scheme development		8	8	6	22
Staff costs		54	0	0	54
Programme area sub-total		77	18	19	114
Integrated Transport Block sub-total		3005	3705	3505	10215
Total spend		4556	5268	5658	15482

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Report to:	EXECUTIVE
Relevant Officer:	Steve Thompson, Director of Resources
Relevant Cabinet Member	Councillor Simon Blackburn, Leader of the Council
Date of Meeting:	9 th March 2015

DISPOSAL OF LAND AT CLIFTON ROAD, BLACKPOOL

1.0 Purpose of the report:

To approve in the principle the disposal of the site of the former Progress House building, Clifton Road, Blackpool.

2.0 Recommendation(s):

2.1 To approve the disposal in principle.

2.2 To authorise the Director of Resources, subject to a published officer decision, to approve terms once negotiations have been satisfactorily completed.

2.3 To authorise the Director of Resources to start negotiations on the possible purchase of Bonny Street Police Station and report back to a future Executive meeting on the terms for that acquisition and their funding.

3.0 Reasons for recommendation(s):

To enable negotiations for the sale to continue

To enable completion of the sale.

To progress the proposed purchase of Bonny Street Police Station.

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:

To retain the land.

To advertise the land for sale on the open market.

Not to enter negotiations to purchase Bonny Street Police Station.

4.0 Council Priority:

4.1 The relevant Council Priority is

“Create safer communities and reduce crime and anti-social behaviour “

5.0 Background Information

5.1 Following a review of the Police service in Lancashire, Lancashire Constabulary selected Blackpool as one of their main operational centres. A number of sites have been considered but the Progress House site has been selected as the most suitable.

5.2 As part of the Council’s rationalisation of buildings programme, Progress House was declared surplus and staff have been relocated to other sites. Demolition of the site has now been completed and the site is vacant.

5.3 Lancashire Constabulary has appointed consultants to carry out site investigations to determine land conditions and this will inform site and building design.

5.4 The Council has been working with Lancashire Constabulary to facilitate their move from Bonny Street. The Council would be interested in purchasing the site as it would remove one of the key barriers to the redevelopment of the Central Station site and make this more viable. It is therefore proposed that the Director of Resources starts to negotiate on the proposed purchase of that site and reports back to a future Executive meeting.

5.5 Does the information submitted include any exempt information? No

5.5 List of Appendices:

None

6.0 Legal considerations:

6.1 The interest to be sold is the freehold interest.

6.2 There are covenants restricting the use to Planning Use Classes B1, B2 and B8

6.3 There is a covenant restricting the height of any new buildings to 30 metres

6.4 Under Section 123 of the Local Government Act 1972 the Council is required to obtain best value, and in this respect the land is being sold to Lancashire Constabulary at market value.

7.0 Human Resources considerations:

7.1 None

8.0 Equalities considerations:

8.1 None

9.0 Financial considerations:

9.1 The site has contamination issues from its previous use. An allowance will be made towards the cost of remediation but those costs will not be known until the site investigation works are completed. Details of the receipt will therefore not be known until completion of the site investigation.

10.0 Risk management considerations:

10.1 The site will remain undeveloped until an alternative developer can be found.

11.0 Ethical considerations:

11.1 None

12.0 Internal/ External Consultation undertaken:

12.1 None

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: 32/2014
- 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: 27th February 2015 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 in attendance:

20.1

21.0 Call-in:

21.1

22.0 Notes:

22.1

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Report to:	EXECUTIVE
Relevant Officer:	Alan Cavill, Director of Place
Relevant Cabinet Member	Councillor Gillian Campbell, Cabinet Member for Housing, Public Safety and Enforcement
Date of Meeting:	9 th March 2015

ACQUISITION OF PROPERTY- THE FOYER, CHAPEL STREET

1.0 Purpose of the report:

1.1 Acquisition of The Foyer, a 38 bed single person housing unit located on Chapel Street in Central Blackpool.

2.0 Recommendation(s):

2.1 To acquire the premises on the terms stated, and when Blackpool Housing Company Ltd are in funds to dispose of the premises to them.

3.0 Reasons for recommendation(s):

3.1 To enable the option of providing quality single person accommodation within central Blackpool.

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 purchase the property.

4.0 Council Priority:

4.1 The relevant Council Priority is:

“Improve housing standards and the environment we live in by using housing investment to create stable communities”

5.0 Background Information

- 5.1 The Foyer is a 38 bed single person housing unit located on Chapel Street which is owned by Great Places Housing Group. The property is currently vacant following the expiry of its contract to provide housing related support at this property. Great Places is now seeking to dispose of the property.
- 5.2 The building is arranged over three floors with a number of offices, social facilities and laundry on the ground floor along with a few housing units. The majority of the units are located on the first and second floors. Each unit consists of a combined bedroom and living room with a separate kitchen and shower room / toilet. There are no shared kitchen or toilet facilities and each unit is separately assessed for Council Tax.
- 5.3 In accordance with EX56/2014 the Council has now set up a wholly owned company for residential regeneration called Blackpool Housing Company Ltd.
- 5.4 The intention is that the acquisition of this property would be one of the first acquisitions made by Blackpool Housing Company Ltd.
- 5.5 In this respect the acquisition of the property by the Council will be short term with the intention that the asset is transferred to the new company at cost so as to leave the Council in a cost neutral position.
- 5.6 There is a risk that the property could be purchased by a private landlord who is unable or unwilling to provide effective management of a property of this scale resulting in disturbance to the local community. The purchase of the property will provide the opportunity for the provision of good quality and well managed property.
- 5.7 An acquisition price of £500,000 has been agreed which is being met by capital receipts within the General Fund Investment Portfolio.
- 5.8 The acquisition will be subject to an appropriate structural and condition survey being undertaken.

- 5.9 Does the information submitted include any exempt information? No
- 5.10 **List of Appendices:**
- None
- 6.0 **Legal considerations:**
- 6.1 The freehold title to be acquired should not contain any onerous covenants or restrictions on use.
- 7.0 **Human Resources considerations:**
- 7.1 None
- 8.0 **Equalities considerations:**
- 8.1 None
- 9.0 **Financial considerations:**
- 9.1 The acquisition cost is being met by the General Fund Investment Portfolio. The acquisition cost as well as holding costs will need to be recovered from the Blackpool Housing Company as part of the onward transfer. If the transfer failed to occur, the property would have to be sold on the open market with restrictions as to the future operational use.
- 10.0 **Risk management considerations:**
- 10.1 This facility will provide quality single person accommodation in a safe and secure environment. If such a facility were to be sold to a private sector investor, the quality of the service offered may diminish considerably.
- 11.0 **Ethical considerations:**
- 11.1 The facility will provide an additional quality option for the housing of single people in Blackpool.
- 12.0 **Internal/ External Consultation undertaken:**
- 12.1 Estates have liaised with Strategic Housing and Great Places Housing Association.

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? N/A

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? N

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: N/A 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

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Report to:	EXECUTIVE
Relevant Officer:	Alan Cavill, Director of Place
Relevant Cabinet Member:	Councillor Graham Cain, Cabinet Member for Tourism and Leisure
Date of Meeting:	9 th March 2015

DEVELOPMENT OF THE FORMER TOWER LOUNGE SITE

1.0 Purpose of the report:

- 1.1 To consider the proposed redevelopment of the former Tower Lounge supported by a contribution to capital works by Blackpool Council of £0.4M, in conjunction with the granting of a lease to a tenant.

2.0 Recommendation(s):

- 2.1 That the Director of Place be given delegated authority to complete the process, following consultation with the relevant Cabinet Member, including negotiations with a branded eatery and necessary arrangements for the development of the former Tower Lounge, and take the required steps to select an appropriate tenant for the redeveloped site, including the completion of appropriate legal documentation. These powers to be exercised by means of a published officer decision.
- 2.2 That the Council contributes a sum of £400,000 to redevelopment works associated with the former Tower Lounge, financed via Prudential Borrowing.

3.0 Reasons for recommendation(s):

- 3.1 To allow the redevelopment of the former Tower Lounge and selection of a suitable tenant.

To contribute to ensuring a use for the site in keeping with Blackpool's Tourism offer, while attracting sustainable investment.

To support the regeneration and economy of the Town.

- 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:

Continue to seek other possible uses for the former Tower Lounge site.

The delays associated with this course of action would have an immediate negative effect on the profitability of the Tower and subsequent financial returns to Blackpool Council. The site would remain largely out of use while other viable options are identified and considered which would have a detrimental impact on the local environment, community and economy.

4.0 Council Priority:

4.1 The relevant Council Priorities are:

“Expand and promote our tourism, arts, heritage and cultural offer” and “Attract sustainable investment and create quality jobs”

5.0 Background Information

5.1 Blackpool Council took ownership of the Tower in March 2010, appointing Merlin Entertainments Limited as operator of the Tower complex. As part of that appointment, Blackpool Council and Merlin Entertainments Limited established that, working together in good faith, plans to redevelop the Tower Lounge would be agreed in order to bring the site into a use considered more appropriate and fitting to the Tower complex itself and wider Blackpool Tourism offer.

5.2 Following a period of time in which a number of potential operators have been approached in order to assess interest in operating the former Tower Lounge, a proposal has been received to transform the site into a branded eatery.

5.3 The vision for the proposed restaurant is to deliver an eating experience, a superb, year round destination of recognisable quality, which would help to drive economic prosperity and benefit to the Town. The proposal received offers the sea change required for the site in order to improve the environment for the benefit of the local economy and community.

5.4 The concept of Blackpool as a successful year round resort with a vibrant day and night time economy is a key component to the Tourism strategy. A family friendly resort with an extensive range of attractions is fundamental to supporting the day

and night time economy and essential to achieving a successful future for Blackpool. The proposed combination of redevelopment to the former Tower Lounge site and appointment of an operator to the new restaurant is an important step in attaining this vision.

5.5 The development proposal includes a complete reworking to the interior of the site, in addition to changes and modifications to the exterior of the Tower building.

5.6 The information contained within the proposal received to date indicates the Council will achieve value for money both from the perspective of the site development and operator appointment. Continued financial and legal assessment will take place in this regard in order to ensure value for money is generated however, should the current proposal cease to offer value for money further information will be submitted to the Executive for consideration.

5.7 Does the information submitted include any exempt information? No

5.8 **List of Appendices:**

None

6.0 **Legal considerations:**

6.1 The development works will be procured in accordance with the Council's Contract Procedure Rules and Public Contracts Regulations 2006 as appropriate. Formal contracts will be entered into with the Tenant and development contractors as necessary.

6.2 To satisfy Best Consideration a full market test or independent valuation from a chartered surveyor will be undertaken.

6.3 The Head of Procurement and Development will be consulted on any potential State Aid matters that may arise.

7.0 **Human Resources considerations:**

7.1 None

8.0 **Equalities considerations:**

8.1 None

9.0 Financial considerations:

9.1 A Blackpool Council capital contribution to the site redevelopment work is required of £400,000. The support to the scheme would be funded via Prudential Borrowing. This expense is already included in the Council's financial plans for the Strategic Leisure Asset Portfolio.

10.0 Risk management considerations:

10.1 A risk associated with not taking the decisions recommended in this report is that the site could remain out of use for some time while alternative options are identified and evaluated. This would have a negative impact on financial returns to Blackpool Council in addition to a detrimental physical bearing on a prime Blackpool location.

10.2 A number of robust financial and performance management controls and measures would be implemented and maintained for both the development of the former Tower Lounge and Operator appointment. The Council has undertaken to ensure rigorous risk management remains in place in the delivery of this project.

11.0 Ethical considerations:

11.1 None

12.0 Internal/ External Consultation undertaken:

12.1 Consultation on the site development and operator appointment proposals has taken place with Merlin Entertainments Limited and the Cabinet Member, Councillor Graham Cain, in order to refine and agree the details of the scheme.

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: 3/2015

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:

Not applicable.

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:

Not applicable.

TO BE COMPLETED BY THE HEAD OF DEMOCRATIC GOVERNANCE

16.0 Scrutiny Committee Chairman (where appropriate):

Date informed: N/A

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