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Blackpool Council

10 June 2016

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

The above members are requested to attend the:

EXECUTIVE

Monday, 20 June 2016 at 6.00 pm
at Claremont Park Community Centre, the Old Library, Claremont Road, Blackpool, FY1 2QF

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 LOCAL TRANSPORT PLAN (Pages 1 - 50)

3 BLACKPOOL TRAMWAY EXTENSION TO BLACKPOOL NORTH STATION (Pages 51 - 58)

4 MEMBER DEVELOPMENT PLAN 2016-2019 (Pages 59 - 76)

5 LITTER STRATEGY 2016 TO 2020 AND LITTER AND DOG FOULING ENVIRONMENTAL ENFORCEMENT (Pages 77 - 116)

Venue information:

Ground floor meeting room, 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 Gillian Campbell, Deputy Leader of the Council (Tourism, Economic Growth and Jobs)
Date of Meeting	20 June 2016

LOCAL TRANSPORT PLAN

1.0 Purpose of the report:

1.1 Blackpool is required to have a Local Transport Plan in place for this year which will be sent to the Department for Transport (DfT). It is proposed to extend the current plan approved in March 2011 for a further year.

2.0 Recommendation(s):

2.1 To recommend the Council to extend the Local Transport Plan Strategy, 2011 to 2016, until April 2017.

2.2 Subject to the approval 2.2 above, to recommend Council to delegate authority to the Director of Place to make the necessary amendments to the Local Transport Plan document to confirm the new period covered by the Plan and publish the Plan.

3.0 Reasons for recommendation(s):

3.1 Blackpool Council is required to have a Local Transport Plan in place.

Continuing with the current plan enables continuity while a full review of the plan is begun with a view to delivering a full updated plan in 2017.

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 Priority is "The economy: Maximising growth and opportunity across Blackpool"

5.0 Background Information

5.1 Blackpool Council is required to have a Local Transport Plan (LTP) in place. The current Local Transport Plan expired on 31 March 2016. To enable the Council to meet its statutory requirements and also to review fully the plan for the future it is proposed to extend life of the current document for a year so a new plan can be prepared that takes account of:

- Blackpool Local Plan, Part 1: Core Strategy (2012-2027), adopted January 2016.
- the Blackpool Strategic Parking Review being produced by consultants AECOM for the Council.
- the Fylde Coast Highways and Transport Masterplan, July 2015, produced jointly with Lancashire County Council.

5.2 The current Local Transport Plan was approved by Executive in March 2011 (EX27/2011) and is attached at Appendix 2a.

5.3 The Plan identified six key issues: highway maintenance, road safety, congestion, visitor economy, parking and accessibility. Strategic objectives had been devised to address the issues that had been identified and the Strategy described how the challenges would be met over the five-year Local Transport Plan period. It is proposed to continue with these priorities in the interim for the next year to enable continuity while seeking to undertake a full consultation exercise to deliver a new Local Transport Plan for 2017-2022.

5.4 Does the information submitted include any exempt information? No

5.5 **List of Appendices:**

Appendix 2a: Previously approved Local Transport Plan 2011-2016

6.0 Legal considerations:

6.1 None

7.0 Human Resources considerations:

7.1 None

8.0 Equalities considerations:

8.1 None

9.0 Financial considerations:

9.1 None

10.0 Risk management considerations:

10.1 None

11.0 Ethical considerations:

11.1 None

12.0 Internal/ External Consultation undertaken:

12.1 Consultation took place before the initial approval of the Local Transport Plan and extensive consultation is planned for the full review of the plan in 2017.

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:	15/2016
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: 10 June 2016 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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B L A C K P O O L C O U N C I L

Local Transport Plan
Strategy, 2011 to 2016

April 2011

Blackpool Council
BUILDING A BETTER COMMUNITY FOR ALL

INVESTOR IN PEOPLE

Building a better community for all

Foreword

It gives me much pleasure to present Blackpool's third Local Transport Plan (LTP), a strategic document for transport for the next five years. The plan will address the key issues of: highway maintenance, road safety, congestion, the visitor economy, parking and accessibility with a view to ensuring Blackpool is a great place to visit and an even better place to live. In the face of public sector cuts, better value for money will be sought with a continued focus on delivering Blackpool's strategic transport objectives.

Blackpool is located at the heart of the Fylde Coast sub-region and is an important transport hub. To support the resort's economy there is a clear need to manage the high number of car-based visitors and to ensure they have a good experience in Blackpool, efficiently directing them to safe well located parking and giving them every opportunity to enjoy the resort using more sustainable modes of transport.

Public transport supports the regenerating economy where car-ownership is low. The Blackpool - Fleetwood Tramway's upgrade is a significant opportunity, which will provide cleaner, faster and more sustainable travel on the Fylde Coast from 2012. The complementary SINTROPHER project is examining options for light rail linkage to existing heavy rail, including to Lytham St Anne's. There are also opportunities for better surface access to Blackpool International Airport, a regional asset and potential economic driver.

Blackpool wants to realise the benefits that direct rail services to London and other major cities in the UK would bring to the local economy. The Council will work with the rail industry seeking further improvements to the North and South lines to complement the network enhancements that electrification will bring over the next five years. The benefits of more sustainable access to the resort will be promoted through the VisitBlackpool website.

Developments at the Tower, Sandcastle, Winter Gardens and Pleasure Beach will be well connected into the public transport network and accessible on foot and by bicycle, and will be supported by high quality car and coach parking. Enhancing and expanding the town's retail offer at Talbot Gateway will require key car park upgrades and better public transport interchange. A rejuvenated central promenade will allow for more effective traffic control and provide better pedestrian connectivity to the parade areas and traffic-free cycle routes.

The Cycling Towns project has provided 'explorer routes', a cycle hire scheme and a high profile events programme in keeping with the Blackpool visitor experience. A pedestrian-friendly town centre is developing with complementary events space, featuring the new St John's Square and the 'Brilliance' illumination display.

In accordance with the 2008 Local Transport Act and government guidance, beneficial joint working with Lancashire County Council and Blackburn with Darwen Borough Council has helped shape the plan's development and direction.

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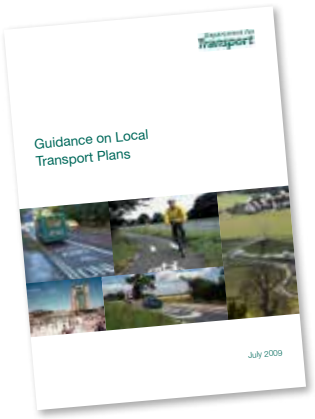
1. Introduction



1.01 This is the strategy component of Blackpool's third Local Transport Plan (LTP), which covers the period 2011/12 to 2015/16.

Local Transport Plan requirement

1.02 The Department for Transport's (DfT's) July 2009 Guidance on Local Transport Plans states: "Good transport is a vital factor in building sustainable local communities. It contributes to the achievement of stronger and safer communities, healthier children and young people, equality and social inclusion, environmental objectives and better local economies. Where transport fails, these aspirations are put at risk." This document has been produced in accordance with this guidance.

1.03 All English transport authorities (outside London) are required by statute to produce an LTP, setting out the authority's transport policies and objectives, and a plan to implement them. Blackpool Council's second LTP (March 2006) expired in March 2011. The DfT's guidance explains the LTP policy context; plans should align with the five National Transport Goals:

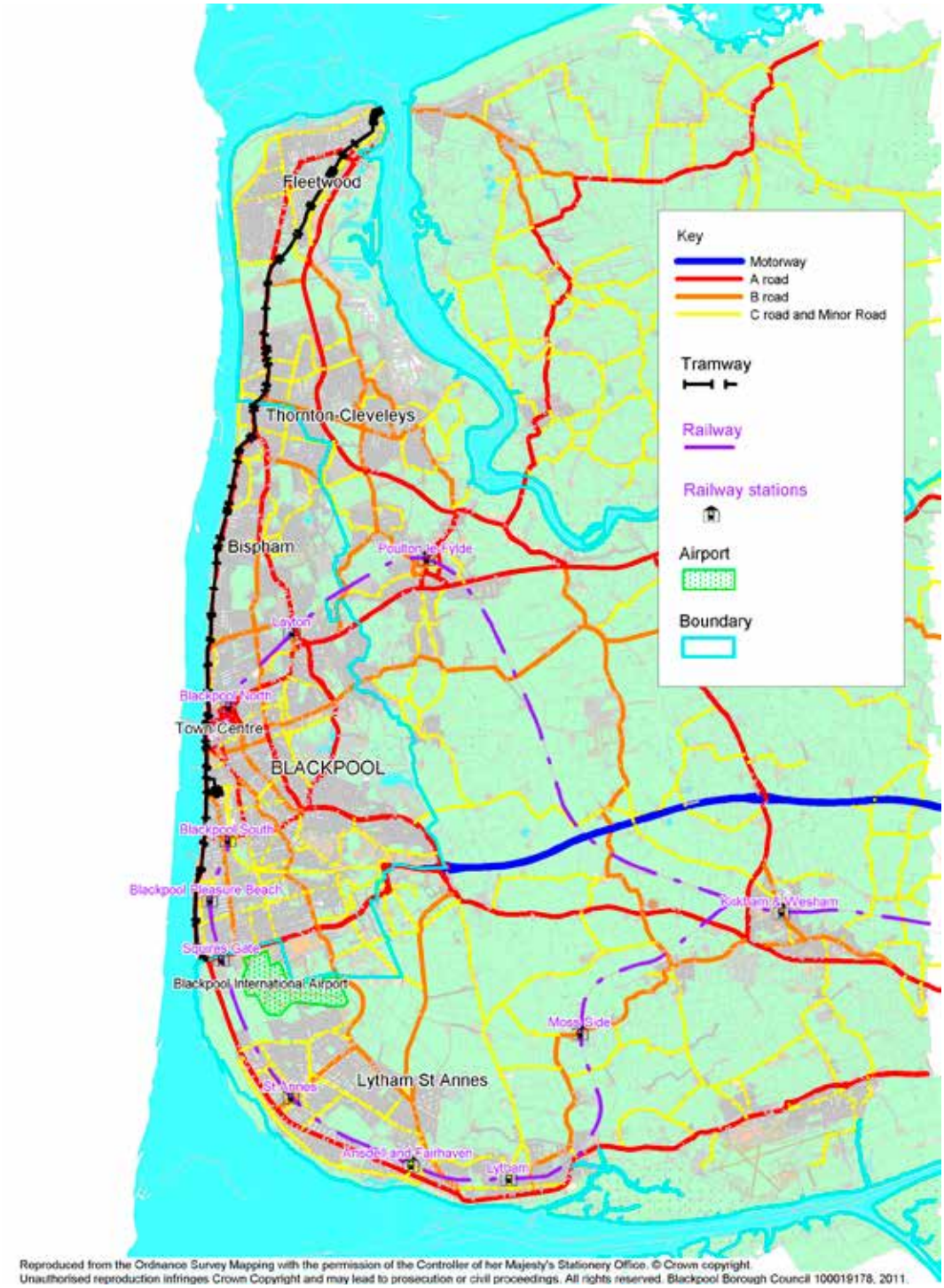
- support Economic Growth
- reduce Carbon Emissions
- promote Equality of Opportunity
- contribute to better Safety, Security and Health
- improve Quality of Life and a Healthy Natural Environment

1.04 The Local Transport Act 2008 amended the LTP process to provide more flexibility for local transport authorities in developing their transport strategies. Government no longer assess LTPs, but require local transport authorities (Blackpool Council being one) to prepare a strategy bringing local priorities together, linked to corporate policies and partnerships.

1.05 In January 2011 the Government published its transport White Paper 'Creating Growth, Cutting Carbon: Making Sustainable Local Transport Happen'. This paper has been produced to assist local authorities in meeting two key government objectives: creating growth in the economy by improving accessibility and cutting carbon emissions by encouraging smarter ways to get around. It targets the short-distance local trip where the biggest opportunity exists for people to make sustainable travel choices and improve their health and quality of life. The Government have set aside £560m over four years for the Local Sustainable Transport Fund. Local transport authorities can bid for this funding to develop value-for-money schemes that are economically, socially and environmentally sustainable.

1.06 The LTP is the key vehicle for setting out transport policy and delivering it at the local level. It comprises this Strategy and a separate Implementation Plan that covers financial years 2011/12-2014/15. The LTP is for Blackpool, but has a Fylde Coast sub-regional (see Figure 1) and national perspective. Cross-boundary linkage to neighbouring Fylde and Wyre boroughs is important; Lancashire County Council (LCC) is the transport authority for both of these districts.

Figure 1 - Blackpool and the Fylde Coast



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1.07 Blackpool Council has co-operated with the two other Lancashire transport authorities, Blackburn with Darwen Borough Council (BwDBC) and LCC on developing the 'Sub-regional Transport Framework for Lancashire' that has informed LTP development in the three areas.

LTP achievements to date

1.08 During the first LTP period, 2001/02 to 2005/06, notable achievements included:

- improved travel choices (by bus, walking and cycling);
- tangible support for Blackpool's regeneration;
- keeping the Tramway open;
- rising bus patronage; and
- a fall in road-related casualties.

1.09 The second LTP, 2006/07 to 2010/11, consolidated these achievements and helped bring forward the following initiatives:

- the full upgrade of the Tramway (to 2012);
- a fully ITSO compliant smartcard;
- Cycling Towns status;
- improved access to Blackpool Business Park; and
- transformation of the district centres at Layton and on Waterloo Road.

1.10 The economic and policy context has changed significantly in recent years, which crucially affects the context within which Blackpool Council will seek to deliver its third LTP.

Sustainable Community Strategy

1.11 This LTP is consistent with Blackpool's vision (contained in the Council's Sustainable Community Strategy and Corporate Plan) of being: 'A great place to visit, an even better place to live.' The Transport Strategy that will be delivered will help realise this vision by meeting Blackpool's five Corporate Goals:

- Improve Blackpool's economic prosperity – creating local jobs and opportunities for local people
- Develop a safe, clean and pleasant place to live, work and visit
- Improve skill levels and educational achievement
- Improve the health and well-being of the population
- Ensure Blackpool Council is an efficient and high performing organisation

1.12 The Corporate Plan is the Council's main strategic plan, setting out how the authority will contribute to the delivery of the Sustainable Community Strategy. Transport plays a key role in supporting corporate actions, to substantially improve the town centre and main resort areas. Improved infrastructure and good multi-modal accessibility is vital to support the visitor economy and re-establish Blackpool as the centre of choice for Fylde Coast residents. The LTP has and will continue to support these and other corporate objectives, such as reducing the causes of Climate Change and encouraging healthy lifestyles.

Local Development Framework

1.13 Blackpool Council is developing a Core Strategy as part of its Local Development Framework (LDF), which will address the inter-related issues of better connectivity, a revitalised visitor economy, transformation of the town centre, safer and healthier neighbourhoods, and environmental quality and impact. This is consistent with the vision of the Sustainable Community Strategy for Blackpool "to have a prosperous, vibrant, high quality, all year round economy; generating healthier, better skilled and educated communities, enjoying a safer and more pleasant place." Alongside the LTP, the Core Strategy is addressing the key issue of "making a better connected Blackpool with easy access and an integrated and sustainable pedestrian and transport network."

1.14 The following are relevant extracts from the Core Strategy's Spatial Vision: "New homes and jobs will be provided in sustainable locations to meet the community's needs and support regeneration. Neighbourhoods will be enhanced in appearance with good access to shopping, health, recreation, open space and other facilities to meet community needs. Inner Blackpool will be transformed into a place offering a mix of aspirational and affordable housing within mixed, attractive neighbourhoods, with access to quality local services. Higher quality developments will promote pride in the town and provide focus within a visually attractive, safe urban environment. An integrated transport system will provide safe, healthy and easy access across Blackpool and the Fylde Coast. Areas of urban or natural quality throughout the New Blackpool will be conserved and enhanced".

1.15 To achieve the Spatial Vision, there are four spatial objectives which the Council will seek to achieve by 2026. The Core Strategy Preferred Option is for "Sustainable regeneration, diversification and growth" which is about "maximising regeneration" and "providing supporting growth" in a "balanced, healthier and greener Blackpool" to deliver future needs.

1.16 The LTP is consistent with and will support draft Core Strategy policies:

- Strategic Direction and Location of Development;
- City on the Beach;
- Phased and Balanced Blackpool Housing Market;
- Employment Development and Economic Diversification;
- Quality of Place;
- Climate Change and Sustainable Development;
- Connectivity;
- Resort Renaissance;
- Arrival and Movement;
- Blackpool Town Centre Strategy;
- Talbot Gateway Strategic Town Centre Site;
- Former Central Station / Promenade Strategic Town Centre Site;
- Key Resort Gateways;
- Town-wide Shopping and Community Facilities;
- Green Infrastructure;
- Planning Obligations; and
- policies that relate to 'South Blackpool Growth', development close to junction 4 of the M55 motorway.

An introduction to Blackpool

1.17 Blackpool is a Lancashire resort town with a resident population of 140,000; it comes under the jurisdiction of Blackpool Council which is a unitary authority. It is at the heart of the Fylde Coast, which has a total population of approximately 300,000. Blackpool's resident population is swelled by visitors; there are estimated to be in the region of 10,000,000 visits per annum and importantly visitor numbers are increasing. Across the Fylde Coast, Blackpool is an important destination for shopping and employment. Car ownership amongst the resident population is relatively low; the 2001 census showed 37% of households do not have access to a car.

1.18 Blackpool is densely populated and predominantly urban; deprivation and poor health are key issues for parts of the town and a significant proportion of the resident population. The tourism-dominated economy places untypical demands on the transport network, especially at bank holidays and during school holidays. The town is regenerating and hopes to attract more visitors with new and better attractions. The Winter Gardens and South Pier are being renovated; the seafront and Promenade are being transformed; and new attractions are opening at the Pleasure Beach, the Tower and the Zoo. 'Brilliance', a light and music display, on Birley Street has enhanced the Blackpool Illuminations offer and the new Houndshill shopping centre has substantially improved the retail offer in Blackpool Town Centre.

1.19 Regional connectivity is important to Blackpool due to its visitor-dependent economy and relatively peripheral location. It is connected to the M55 motorway (managed and maintained by the Highways Agency), is on the rail network and is served by a regional airport. Coach and rail travel are economically important, as are connecting taxi services.

The town has a good local bus network and is building on its Cycling Town status. The Blackpool - Fleetwood Tramway is undergoing wholesale renewal; the new trams operating from 2012 will run jointly with reconditioned heritage trams, adapted for better access.

Transport's importance in context

1.20 Transport enables economic and social activity, helping people to get to jobs and services and to visit people and places. It allows businesses to access suppliers and customers. However, transport also impacts upon people and places; traffic congestion causes delay; road collisions cause injury and death; and vehicle emissions affect people's health and contribute to Climate Change. It is recognised that an effective transport network is crucial to achieving local and national social, economic and environmental goals. Also, projected rises in fuel costs are likely to strongly influence future travel patterns.

Blackpool's transport challenges

1.21 Blackpool Council has identified important issues that the LTP will address; in summary these are:

- Highway maintenance, addressing the state of Blackpool's roads, bridges and footways.
- Road safety, in particular a high child casualty rate.
- Congestion and its impact on the local economy.
- How transport systems can support the local visitor economy.
- Parking issues, at several locations in the borough.
- Access to healthcare, education, employment and other important destinations.
- The need to reduce greenhouse gas emissions and improve local air quality.
- The need to improve the health of the local and visitor population.
- The need to change peoples' behaviour in relation to travel and transport.

1.22 Developing a more sustainable and efficient transport network will enable economic growth and deliver opportunities for all. Furthermore, tackling transport's adverse impact on personal health, safety and the quality of the local environment will assist Blackpool's LTP delivery. It is vital that the best use is made of existing transport networks; effective maintenance and management are fundamental to achieving this.

1.23 Blackpool's sense of place and distinctiveness needs to be preserved and enhanced. High quality design and maintenance is important for new and existing infrastructure, creating safe, pleasant and welcoming places for residents and visitors. Superfluous signs and street furniture detract from the character of Blackpool's urban form. It is important that the Council takes account of future climatic conditions when planning and delivering new transport projects and when planning maintenance regimes for existing transport infrastructure.

Connectivity in Blackpool

1.24 Good transport for all users is vital for Blackpool's social, economic and environmental well-being. Road, rail, tram and air links provide the mainstay of Blackpool's infrastructure. These are supported by a comprehensive network of footways, Public Rights of Way (PRoW) and an increasing number of off-road cycle routes.

Road

1.25 Good road links are needed to support Blackpool's visitor economy and local jobs and services. For visitors, the M55 is a key strategic link providing access to Blackpool via Progress Way and Squires Gate Lane; Yeadon Way and Seasiders Way; and Preston New Road. These key routes allow car and coach access to the resort. The challenge is to ensure the routes are clearly signed, well maintained and have effective traffic management in place, enhancing the visitor experience by directing them efficiently to the most appropriate parking for their attractions of choice.

1.26 Blackpool's strategic road network is comprised mainly of east-west and three main north-south links. These routes have to be capable of accommodating all transport modes in an efficient and equitable way. There are significant demands from Fylde Coast drivers particularly during school term times. The car is the dominant travel mode in Blackpool. Journey times can be slow and unreliable, particularly on north-south routes during the tourist season. There is limited scope and space for capacity enhancements; congestion impacts upon journey reliability, air quality and bus service reliability. A large number of visitors arrive in Blackpool by coach. Neither Talbot Road nor Lonsdale Road coach stations offer coach operators or their passengers with the quality of facilities that would be expected in a resort of Blackpool's size and status. Reception facilities for coaches in Blackpool are relatively poor, both in terms of drop-off and pick up points, and coach parking for staying groups.

1.27 There are three areas in the town centre where buses and taxis have priority although it is acknowledged that enforcement of traffic regulation orders needs to improve. It is proposed that bus priority enhancements are piloted on the Lytham Road corridor with a view to a wider role-out across the borough. There are facilities for pedestrians and cyclists at signal-controlled junctions and crossings, many of these are being upgraded as part of a Private Finance Initiative (PFI), which is also renewing most of the street lighting in the borough. There is a comprehensive footway network, but much of this requires maintenance. Cycling Towns has given Blackpool four east-west 'explorer' routes, connected to off-road provision on the traffic-free Promenade and in Stanley Park. The programme is expected to increase levels of cycling in the town, helping to tackle congestion and improve health. Elsewhere, the challenge is to accommodate cyclists safely on the highway network. Road condition is an issue for all road users.

Rail

1.28 Presently there are relatively poor links to the national rail network. Network Rail's project to electrify the line from Blackpool North to Preston and on to Manchester will help address this deficiency. This will facilitate rail services to major UK cities and the potential to increase rail's modal share, taking pressure off the inter-urban road network.

1.29 The line from Blackpool South connects to Lytham St Anne's joining the north line west of Kirkham and Wesham. Also known as the South Fylde Line, this line is single track. To increase service frequency a passing loop would be required. The Council has supported a Community Rail Partnership that promotes this line.

Tram

1.30 A successful Major Scheme Bid to the DfT has resulted in funding to comprehensively upgrade the Blackpool - Fleetwood Tramway. The new system will be operational from 2012. The challenge will be to realise the system's potential to encourage transfer from car on north-south routes, reducing congestion and pollution. Also, to build on the SINTROPHER tram-train pilot, looking at light rail connectivity between the tramway and the heavy rail network.

Air

1.31 Blackpool International Airport, a regional asset, is located to the south of Blackpool. Over the last few years passenger numbers have been in decline. The challenge is to reverse this trend, establishing a thriving regional airport that supports the local economy. The Council will support the airport in raising its profile. An expanded airport needs better public transport connectivity to reduce localised congestion and pressure for parking.

2. Challenges, Goals and Objectives

2.01 Identifying the challenges facing Blackpool and the Fylde Coast sub-region are a vital component of this LTP. Close co-operation with the other Lancashire transport authorities has helped identify these transport-related challenges and goals. The Council has built on this joint working by highlighting the key issues that need to be addressed in Blackpool over the plan period. Strategic objectives have been set to address the challenges and issues identified.

Lancashire Transport Framework

2.02 The 'Sub-regional Transport Framework for Lancashire' was commissioned by the Lancashire Economic Partnership and the three transport authorities. This followed close working on strategic transport issues through the Lancashire Connectivity Group. The overall aim of the transport framework was to identify action necessary to deliver the economic priorities for Lancashire. The project improved understanding of the existing and potential links between transport and Lancashire's economy and established a policy framework to systematically address issues identified.

2.03 A transport vision was developed: "Transport in Lancashire will have a key role in helping to make Lancashire a great place to live, work and play." This took on board transport's role as an enabler for economic and social activity against transport's negative impact on Climate Change, people's health, road safety and the quality of the built environment. Hence: "Transport will help in building a sustainable future, based on the principles of connectivity, supporting a competitive economy and meeting the needs of Lancashire's residents. This will mean changing travel behaviour to support a lower-carbon economy, and movement networks that are safer, more secure and more supportive of thriving communities."

2.04 The vision was supported by specific transport goals, framed around the National Transport Goals. In a Blackpool context, these are as follows:

- Competitiveness and growth – manage and improve transport as one of the elements to enable new jobs to be attracted, tackle the 'productivity gap' and secure a strong economic future.
- Climate Change – reduce carbon emissions from transport to enable Blackpool to play its role in contributing to UK carbon targets.
- Equality of opportunity – build strong communities by enabling the people of Blackpool, particularly the most vulnerable in society, to access education, employment, health and public services.
- Health, safety and security – tackle the negative impacts of mobility, by reducing accidents, improving personal security, promoting physical activity and improving air quality.
- Quality of life and natural environment – manage movement in Blackpool to support improved quality of life through tackling noise, reducing severance and creating liveable communities.

Challenges identified during joint working

2.05 Building on the Lancashire Transport Framework, joint working with LCC and BwDBC identified challenges under each of the five National Transport Goals (see paragraph A.4, Appendix A). The following challenges are considered to be particularly important in Blackpool:

- The car plays the dominant role for travel to work. In urban areas car dependency presents problems of traffic congestion and reduced air quality, contributing to Climate Change.
- Existing bus networks do not provide adequate access to more recently developed employment areas, necessitating high car-commuting levels and acting as a barrier to employment for car-less households.
- The visitor economy and its future development are crucial. This will require better transport networks, both strategic connectivity from the rest of the UK and local travel as part of the visitor experience.

2.06 Public and stakeholder consultation in mid 2010 identified the following as the biggest sub-regional challenges (shown in full at Appendix A):

- High car dependency.
- Road casualties, particularly child road casualties.
- Vandalism and anti-social behaviour, particularly on public transport.
- The fear of crime, particularly at night.
- High levels of carbon emissions.
- Growing the economy and providing access to jobs.
- A highway network that makes travel and transport difficult.
- The fear of traffic which deters people from walking and cycling.
- Low quality streets and footways, which reduce quality of life and make journeys difficult.
- A growing ageing population with specific transport needs.

Lancashire's Transport Goals

2.07 LCC's Transport Goals are relevant in Blackpool:

- To help to secure a strong economic future by making transport and travel more effective and efficient, and by improving sub-regional links.
- To reduce the carbon impact of Lancashire's transport requirements, whilst delivering sustainable value for money transport options to those who need them.
- To provide all sections of the community with safe and convenient access to the services, jobs, health, leisure and educational opportunities that they need.
- To improve the accessibility, availability and affordability of transport as a contribution to the development of strong and cohesive communities.
- To create more attractive neighbourhoods by reducing the impact of transport on quality of life and by improving the public realm.
- To make walking and cycling more safe, convenient and attractive, particularly in the more disadvantaged areas of Lancashire bringing improvement in the health of Lancashire residents.
- To provide value for money by prioritising the maintenance and improvement of Lancashire's existing transport infrastructure where it can help to deliver the transport goals.

2.08 The three top priorities identified in Lancashire (in terms of urgency and importance) also resonate in Blackpool:

- Support economic growth, the creation of jobs and access to employment.
- Improve child safety.
- Maintain our transport asset.

Blackpool's Transport Vision

2.09 'By 2016 Blackpool will have a well maintained and integrated transport network, which will be safer and more secure for all users. Journeys will be more reliable and less affected by congestion, which will contribute to sustained economic growth and a reduction in carbon emissions. There will be improved access to Blackpool by all transport modes to support the local economy, with more sustainable travel within the resort as part of an improved visitor experience. People will have more travel choices and better access to their destinations, particularly by walking, cycling and improved public transport, and will be healthier due to greater use of active travel options. Higher quality parking will be more efficient and effective in providing for the needs of residents and visitors.'

Blackpool's main transport issues

2.10 The following six key issues have been identified during the development of this LTP. Consultation with the public and stakeholders has been an important part of the process.

Highway maintenance

2.11 Over the last decade there have been insufficient funds to maintain the condition of Blackpool's highway network in an acceptable and steady state; the roads are deteriorating at the same rate or a greater rate than they are being renewed. A high proportion of footways are also in a poor and deteriorating condition, leading to high costs for tripping claims. There are maintenance issues with Blackpool's bridges, they are relatively old and many are deteriorating. The deteriorating highway network has an impact on visitors, residents and businesses in the town, affecting the local economy. The strategic road network (A, B and C roads) is currently deteriorating at 5% per annum. An extensive condition survey has shown that around 4% of strategic roads and 5% of their footways are life-expired and are in need of urgent repairs. A further 30% and 33% respectively will require repairs over the next four years. Only 36% of residential roads and 13% of residential footways are in good condition.

Road safety

2.12 Over recent years road traffic casualties have reduced significantly, however Blackpool still has one of the highest child casualty rates, per head of population, in the country. There are also issues with communicating the road safety message to harder to reach groups, for example young people. There is a causal link with deprivation, children in these areas are more vulnerable, a big issue in Blackpool. Speeding and rat running, two topical road safety related issues, impact upon residential amenity in the town. Following cuts to the road safety grant, the future of the Lancashire Partnership for Road Safety (with LCC and BwDBC) and camera enforcement is being discussed but will hopefully continue for the foreseeable future. To date, the Partnership has been effective in ensuring greater speed limit compliance, contributing to the reduction in casualties. The Council will ensure that its Road Safety Strategy accords with the national strategy that is being published in early 2011 to ensure Britain's roads are amongst the safest in the world.

Congestion

2.13 Traffic congestion occurs at key junctions and their approaches, particularly during school term time and at visitor peaks. Blackpool has a distinct challenge; it must cater for visitors as well as local residents and workers. The transport network must be fit for purpose in catering for these different needs; there is a particular challenge when the peak travel demands for these groups coincide. Congestion and queuing for visitors can contribute to a poor experience of the resort and impact on repeat visits and economic performance. Unrealistic journey times have the potential to affect the local economy. The Council monitors congestion levels on the network as part of its Traffic Management Act duty. With low car ownership and high levels of deprivation, there is potential for traffic to grow significantly, resulting in more 'endemic' congestion in some areas. High congestion levels affect the local economy; the resulting pollutants contribute to Climate Change and impact on local air quality. Blackpool's compact urban form means a lack of space to address network bottlenecks, notwithstanding funding constraints and the potential for induced traffic associated with capacity improvements. The trains serving both Blackpool North and Blackpool South railway stations can also be congested at tourist peaks, impacting upon the visitor experience.

The visitor economy

2.14 Visitors are the local economy's lifeblood and transport and travel is an integral part of the visitor experience. Most arrive by car; good access to car parks is important, as are the clear benefits of them not driving around the resort needlessly. Blackpool does not have a quality coach station; adequate facilities are provided but need improvement. The environment outside Blackpool North Railway Station is particularly poor, substantial improvements have been proposed as part of the Talbot Gateway scheme. The older more traditional trams are visitor attractions in their own right; several are being modified to comply with the 2010 Equality Act and will run alongside the modern vehicles. There is a shortage of dedicated car parking at Blackpool Pleasure Beach, little at the Winter Gardens and none at Blackpool Tower. Premier regeneration schemes are predicated on re-providing car parking and improving its quality on-site, and off-site if necessary. There is a clear need to manage visitor traffic more effectively and also to improve visitors' experience of travelling within the resort by more sustainable modes to help the management of congestion and improve environmental quality.

Parking

2.15 Car parking usage and occupancy occurs on a large scale in Blackpool. Some car parks have been improved and remodelled but the majority have not; advanced directorial signage has been improved on the main access routes from the M55 but not on the approaches to Blackpool Town Centre. If the town is to maintain and increase the numbers of resort visitors and its town centre is once again to be the first choice destination for Fylde Coast residents (for retail and leisure) then it is essential that visitors, shoppers, investors and developers are not deterred by real or perceived inadequacies in its car parking provision, both on and off-street. The regeneration of Blackpool is heavily dependent upon attracting car-borne visitors, the associated demands on the highway network and parking facilities (both on- and off-street) need to be managed in the best possible way. It is important that the impact on the built environment and other components of Blackpool's transport system is minimised. There is a need to ensure Blackpool's existing parking facilities are used in the most efficient and effective way and set out a strategy for future provision, linked to development and regeneration.

Accessibility

2.16 Ensuring people can get to the facilities they need is an important issue. In Blackpool most problems occur for those accessing healthcare, education and employment. Bus route changes have meant direct access to Blackpool Sports Centre is now not possible. NHS Blackpool (the local Primary Care Trust), has overseen the construction of three new Primary Care Centres; different travel patterns and pressures on local parking have resulted. Revisions to local bus routes have meant students and staff travelling from the south of the borough to the Bispham campus (Blackpool and the Fylde College) and the Blackpool Sixth Form College have to change buses in the town centre. The town's main business and employment parks are located at the edge of the borough, meaning public transport provision is limited, with congestion and parking problems a consequence. Provision of cycling facilities at developments has rarely been comprehensive and many bus services funded by developers have proved non-viable when the pump-priming period has ended. This has meant greater levels of car dependency and consequently more congestion and pollution. Apart from one major bus service serving Blackpool North railway station, there is no planned integration between bus and rail services in the town or direct connectivity between the railway and the tramway. The buses, trams and trains have different ticketing systems meaning limited opportunities for through ticketing. Affordability is an issue for some. Cycle and pedestrian routes have sometimes been provided in a piecemeal fashion and are not always direct or continuous. There is little public cycle parking at the town's railway stations and near tram stops. Most accessibility issues transcend the boundaries into neighbouring Fylde and Wyre boroughs, highlighting the need for joint working with LCC and the two district councils.

2.17 The following three supporting issues relate to the key issues above. They are also important in their own right, highlighted during consultation with stakeholders and the public.

Greenhouse gas emissions and air quality

2.18 Climate Change is a global concern. The transport sector is a significant contributor of greenhouse gas emissions. Climate Change means more extreme and unpredictable weather events, affecting visitors and residents alike. Coastal Blackpool is susceptible to Climate Change effects. Reliably hotter weather would benefit the resort; conversely more windy and wet weather would be detrimental to the fragile local economy. Rougher seas would have a detrimental effect on the Promenade and its transport infrastructure; more wind and rain would contribute to rising congestion by deterring walking and cycling.

2.19 Blackpool has one Air Quality Management Area (AQMA) in the town centre, which was declared in 2005. Pollution levels are monitored continuously to determine the success of measures implemented through the resulting Air Quality Action Plan. An Updating and Screening Assessment was undertaken borough-wide in 2009, which showed no further AQMA designations necessary.

Health and well-being

2.20 A significant health issue in Blackpool is the relatively low life expectancy; people's health is poor compared to the rest of the country, with significant spatial inequalities within the town. Health problems are exacerbated by poor diet, exercise levels and relative poverty. Over the last 10 years, the gap between the healthiest members of society and the least healthy has increased and in the same period, the population has also become less active and more overweight. This has led to an inexorable rise in what can be described as 'diseases of 21st Century living': obesity, diabetes and depression. Active travel, primarily more walking and cycling, can replace exercise lost to more sedentary lifestyles and importantly can help improve physical and mental health. The long-term health benefits of instilling travel skills beyond driving are likely to be very significant.

2.21 The Marmot Strategic Review of Health Inequalities in England 2010 stated that active travel and public transport are recommended for reducing health inequalities and active travel should be improved across the social gradient. Low levels of fitness and health are a major concern and impact upon the quality of life and well-being experienced by Blackpool's residents. Modal shift to public transport, walking and cycling can also help to reduce traffic congestion and improve air quality; this can reduce respiratory disease. The transport needs of elderly and vulnerable people need to be addressed to help them play a full role in society. Fundamentally, people need to feel safe when travelling.

2.22 In November 2010, the Department for Health published its White Paper 'Healthy Lives, Healthy People: Our Strategy for Public Health in England'. Key networks have been established through the 'Public Health Responsibility Deal' thereby promoting collaborative working with business and the voluntary sector. The networks cover food, alcohol, physical activity, health at work and behaviour change. The LTP aims to improve access to fresh food, increase levels of active travel, improve health at work through travel planning measures and change travel behaviour to help achieve its strategic objectives.

Travel behaviour

2.23 People's behaviour has implications for Blackpool transport systems. Collisions, injuries and deaths on the roads are often caused by human error; with speed often a significant contributory factor. People with access to cars enjoy their convenience, even if the journey they are making is relatively short. They often prefer to travel alone rather than share. There are instances where people do not behave considerately. A high proportion of younger children in Blackpool are driven to school, in many cases as part of a linked journey, for example to work or to the shops. The use of the car is often given no second thought; the social, economic and environmental consequences of car use do not lead people's decision making. However, the cost of fuel is becoming a more pressing issue.

2.24 Visitors enjoy direct access to the resort from the M55, which causes congestion at peak times. Parking has a significant land-take and is aesthetically unattractive (most parking is at surface level); the poor environment detracts from the visitor experience. Generally, car dependency results in congestion on strategic roads and as a consequence greenhouse gas emissions are higher. Blackpool's constrained road network allows limited opportunity for segregated off-road cycle routes. Many people lack the confidence to cycle due to real and perceived road dangers; traffic speed and driver behaviour are contributing factors.

2.25 Earlier childhood transport independence can contribute to reducing peak time congestion, known to reduce during school holidays. Anecdotally, many parents cite taking children to school as the reason they must drive to work. This independence also enables a wider range of social contacts and responsibility among young people. Investing in transport for young people will pay long-term dividends, as they are tomorrow's commuters. Work by the Blackpool Travel Plan Partnership shows that many people are unaware of travel options available and are reluctant to contemplate using alternative modes to the car. The Council is promoting the message that a small change in travel behaviour can make a big difference. The issue of travel behaviour is picked up again in the LTP Implementation Plan that should be read in conjunction with this document.

Strategic objectives

2.26 To address the challenges and key issues that have been identified and to inform the framework for implementing the LTP, the following strategic objectives have been devised:

- **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.

2.27 Underpinning this strategy will be the need to provide value for money and ensure best use is made of existing assets. Climate Change mitigation and adaption will be important considerations as the strategy is implemented.

2.28 Table 1 shows how Blackpool's strategic transport objectives help meet the National Transport Goals and Corporate Goals.

Table 1 - How LTP objectives help meet national and corporate goals

		National Transport Goals					Corporate Goals				
		Economic Growth	Carbon Emissions	Equality of Opportunity	Safety, Security and Health	Quality of Life and Healthy Natural Environment	Economic Prosperity	Safe, clean and pleasant place	Skills and education	Health and well-being	Efficient and high performing
LTP Objectives	**Highway Maintenance**	✔✔	✔	✔	✔	✔	✔✔	✔✔	✔	✔	✔✔
	Road Safety	✔	✔	✔	✔✔✔	✔✔	✔	✔✔	✔✔	✔✔	✔✔
	Congestion	✔✔	✔✔	✔✔	✔✔	✔✔	✔✔	✔✔	✔	✔	✔
	Visitor Economy	✔✔✔	✔✔	✔	✔	✔✔	✔✔✔	✔✔	✔	✔✔	✔✔
	Parking	✔✔	✔	✔✔	✔✔	✔✔	✔✔	✔✔	✔	✔	✔✔
	Accessibility	✔✔	✔✔	✔✔✔	✔✔	✔✔	✔✔	✔✔	✔✔	✔✔	✔

✔✔✔ Very important contribution
✔✔ Significant contribution
✔ Little or no contribution

3. Meeting the Transport Challenges

3.01 Six key issues have been identified and strategic objectives to address them formulated. There follows a description of how Blackpool Council will meet the transport challenges, which will help shape the LTP Implementation Plan's delivery mechanisms.

Highway maintenance

3.02 Blackpool Council, conscious that there have been insufficient funds to maintain the highway network in its current state, is looking for innovative ways of improving the overall condition of its highway asset (roads and footways). It has agreement to prudentially borrow £30m over 25 years to address the maintenance backlog and significantly improve the overall condition of the road network. Notwithstanding, the Council wishes to protect and maintain at least current levels of maintenance; to this end the DfT's December 2010 capital block settlement for highways capital maintenance is welcome news.

3.03 The Council will endeavour to maintain Blackpool's highways and transport assets to a good standard which meets the needs and aspirations of users and residents. Much of highway network is comprised of residential streets, some of it forms district and local centres which are focal points for local communities. The condition of Yeadon Way, a main arrival route into the resort, is deteriorating due to settlement near to its key structures (it was originally a railway embankment); better enforcement is needed to reinforce the weight limit for heavy goods vehicles.

3.04 The Council will ensure its footways and cycle routes are kept in as good a condition as possible, facilitating safer and healthier travel. The Council will look to integrate other initiatives into its maintenance work programmes, for example measures to improve traffic management, parking areas, road safety, bus stops and facilities for walking and cycling. This will help people access the key facilities they need and reduce pollution, to improve local air quality and help combat Climate Change. Liaison with neighbouring authorities will continue.

3.05 The Council will continue to report progress against the two national indicators (NIs) for highway condition:

- NI 168 Principal (A) roads where maintenance should be considered.
- NI 169 Non-principal (B&C) classified roads where maintenance should be considered.

3.06 The local highway network and other local transport infrastructure together represent by far the largest and most visible community asset for which Blackpool Council is responsible. The authority, through its Highways Asset Management Plan (HAMP) has compiled detailed information on what its infrastructure comprises and how much it is worth. The development of more cost-effective maintenance and replacement programmes is part of this process, supported by effective technical and management systems. The HAMP sets out what Blackpool wants to achieve with its highway network, clearly quantifying the value of the transport asset, identifying investment needs and priorities and establishing co-ordinated programmes of works.

3.07 Blackpool Council's Executive approved its interim HAMP in March 2010, its aims are to:

- manage and improve the safety of Blackpool's roads;
- maintain the current condition of the Strategic Road Network;
- manage the decline of the residential network in a safe state;
- reduce compensation claims from accidents;
- promote and enable walking and cycling; and
- where possible, increase local residents' and visitors' customer satisfaction.

3.08 All the Council's bridges and structures have been assessed and are to be integrated into the HAMP process. There is concern about the poor and deteriorating condition of many of these and the lack of funding to repair them.

3.09 The Council has commenced work on an innovative project to develop a new asset management system to enable it to manage its highway infrastructure more efficiently. Due to be completed at the end of 2011, the project is focused around the development of the Geographical Resource Platform (GRP). This will incorporate an innovative method for automatically calculating the exact area of roads and footways that Blackpool Council is responsible for, plus allowing it to monitor their condition and value its many thousands of assets such as carriageways, footways, barriers and road signs.

3.10 The GRP will also provide much wider access to asset information, enabling not only engineers, but a wider audience within the council and the general public to see and understand what highway infrastructure the authority owns and the condition it is in. The Council has a clear vision of how this development will use the latest in web-based mapping systems and innovative methods for calculating and modelling the performance of the highway infrastructure whilst at the same time monitoring the delivery of services and changes in highway assets. The GRP will enable the authority to accurately quantify, assess the condition of and hence value its highway assets. This will also enable the Council to manage its highway assets based upon a full picture of both its social worth and financial value, thus improving service delivery to its residents and visitors and enhancing the safety of the highway network.

Road safety

3.11 Blackpool Council is updating its Road Safety Strategy in 2011 to continue to address the issue of the number of people killed and seriously injured on Blackpool's roads and the severity of the casualties. Road casualties impose a heavy cost in both financial terms and human suffering. Statistics have shown levels of road casualties amongst young people to be relatively high. It should be stressed that all road casualties, particularly killed and seriously injured, are of concern. Other related issues to be addressed are crime and antisocial behaviour, particularly on public transport systems; fear of these happening can deter more sustainable travel.

3.12 There will be a continued focus on child casualty reduction; pedestrian, cycle and driver training have important roles to play in achieving success. Areas where there have been clusters of collisions will be targeted; safer routes initiatives will be prioritised, linked to the school travel plans. The strategy will address how to better communicate the road safety message to more vulnerable and harder to reach groups, raising awareness in the more deprived areas of Blackpool and targeting car users. It will address personal security issues, enabling people to travel more safely on Blackpool's transport network. There will be an emphasis on education, training and publicity which will complement the remodelled highways and effective law enforcement. The PFI will improve most of the town's street lighting, which will benefit road safety, along with enhancing crossing facilities at the majority of traffic signals.

3.13 Speeding and rat running will be addressed through traffic management and integrated area initiatives. There will be a focus on speed management and implementing 20mph zones where appropriate. A change in road user behaviour will be sought; more considerate attitudes will contribute to community cohesion as well as reducing the numbers of collisions resulting in people being killed or seriously injured and the severity of the casualties. Travel behaviour change will be sought through education, publicity, through the travel planning process and 'Smarter Choices' initiatives (techniques for influencing people's travel behaviour towards more sustainable options). The Road Safety Strategy will dovetail with the desire for more travel choice and a greater use of walking, cycling and public transport, and will set new targets for casualty reduction.

3.14 New developments will be more thoroughly assessed for road safety implications and mitigation sought where necessary. Through the PFI, over the lifetime of the plan, the Council will ensure that the majority of signal-controlled installations are made safer for all users, including pedestrians and cyclists.

3.15 Primarily, progress will be monitored annually (calendar year) through two national indicators which are published by the DfT and collected by the police:

- NI 47 People killed or seriously injured in reported road traffic accidents.
- NI 48 Children killed or seriously injured in reported road traffic accidents.

3.16 There is support in principal from Elected Members to continue with the Lancashire Partnership for Road Safety; work is currently being undertaken to identify an operational and funding model.

Congestion

3.17 Most congestion occurs during school terms, during the traditional morning and afternoon peaks, and on tourist routes. There is 'endemic' congestion in some areas, for example around the Oxford junction. Blackpool Council's policy on congestion is twofold. Firstly, to effectively manage the highway network where congestion is occurring and, secondly, to reduce the pressure on the network by reducing traffic demand. The Council does not want congestion levels to hold back the local economy, it is important that visitors are able to travel comfortably into and out of the resort by their mode of choice. It is also important that congestion does not deter residents from coming into the town to shop. Clearly more congestion and journey time unreliability will occur if traffic levels increase, detracting from the local amenity and the visitor experience. Greenhouse gas emissions need to be reduced and the network should cater for all modes and users in an efficient and equitable manner.

3.18 Car ownership is likely to rise from a relatively low level and car use is likely to become more attractive as some bus services are cut. The cost of motoring, fuel and insurance is likely to increase but people will still travel if they need to and so congestion levels will need to be kept in check. Blackpool's compact urban form means a lack of space for new road capacity. Large scale schemes are expensive and in the current climate unrealistic and unaffordable. For example a wholesale remodelling of the Oxford junction would cost over £2m, meaning the Council would be unable to deliver a balanced, value for money, programme across the borough.

3.19 The Council will make the best use of its existing network to ensure traffic moves as freely as possible, improving journey time reliability. Most of the signal-controlled junctions in the borough are being renewed under a PFI; the latest technology will be incorporated in the modified layouts, affording the Council the opportunity to utilise Urban Traffic Management and Control (UTMC) to optimise the operation of the highway network. This could also involve such measures as car park guidance systems and bus priority. In some instances, based on need, the Council will continue to add value to the PFI contract by allocating LTP resources to improve pedestrian and cycling facilities, and to improve the efficiency of traffic movements. Congestion will be managed in Blackpool mindful of the wider Fylde Coast network, particularly for north-south movement.

3.20 To reduce pressure on the network people will need to drive less. Not all trips made by car are essential and some of those that are deemed to be can be made at other times of day. Driving off peak is also cheaper and has less environmental impact. Drivers need to be fully aware of the real costs, as opposed to the perceived costs, of motoring. To help manage congestion, they need to drive more smoothly and be aware that more economical driving is better for the environment and for road safety. Simple things like having tyres inflated correctly can help to reduce carbon emissions. The Council will consider marketing campaigns to raise awareness of these issues. At the same time, drivers can be made aware of the benefits of alternative modes of travel to the car. There are tangible health and environmental benefits from these alternatives being adopted.

3.21 To reduce congestion and benefit the local economy, the Council will encourage more walking and cycling and greater use of public transport. Better integration of train, bus and tram services will be sought. For people living and working in Blackpool, a programme of 'Smarter Choices' measures, along with promotion of active travel, will be considered to encourage a shift to alternative modes of transport and reduce the need to travel altogether. PRoW networks will be improved to provide effective off-road links for sustainable movement. Travel planning initiatives will continue, which will also target car sharing; most of the benefits of the car can be realised but the cost and impact of motoring is much reduced. The former is pertinent due to the rising cost of motoring; especially fuel, insurance and vehicle depreciation. Reduced delay and fuel consumption due to alleviating congestion problems will assist the local economy and benefit the environment.

3.22 To monitor congestion levels there will be a new flow-weighted congestion measure which consists entirely of data produced by the DfT; this will be published quarterly. Other relevant indicators are bus punctuality; NI 178 measures bus services running on time, an indication of congestion. NI 198 collected through the school census, monitors children's usual mode of travel to school, which is a good proxy for the changing demands placed on the local highway network. Successful school travel plans will result in less congestion on local roads during the morning peak and after school finishing times.

The visitor economy

3.23 Blackpool's economy depends on tourism, the visitor experience of the resort's transport network is all important. Most visitors arrive by car and the quality of the access routes to the attractions form part of the visitor experience. Most of Seasiders Way has been improved but further enhancements are desirable. Yeadon Way will be prioritised for improvement. Advanced directional signing has been reviewed and a programme of improvements will be implemented. Effective and efficient car park access is at the core of the strategy, the aim is to manage congestion to improve journey quality and reliability. UTMC, linked to Variable Message Signs (VMS), can help achieve this. The regenerating town centre is an important destination.

3.24 Once in the most convenient car park for their destination, visitors need to be able to complete their journey safely and easily. There is a need to have clear walking, cycling and public transport (including taxi) options available for onward travel but people need to be confident their car is safe and secure. Wayfinding signing forms part of the programme, the cycle hire scheme presents a practical alternative and the local public transport network is a good way to travel the length of the Fylde Coast and out to Blackpool Zoo, which is also on the hire bike network. New developments will need to be accessible by all modes of transport, as appropriate.

3.25 Blackpool has limited capacity to accommodate significant traffic growth; therefore a change is required in the way that visitors travel to and within the town. To help achieve this the quality of rail services to the resort needs to improve, this means better rolling stock, more through trains to other UK destinations, improved interchange facilities at Preston railway station and a better environment outside Blackpool North railway station. Also, in future, potential connection to the proposed high speed rail network. In order to maintain the attractiveness of Blackpool as a destination for coaches, it is desirable to improve provision of coach parking in the resort. Taxis play an important role supporting the visitor economy by providing onward travel to destinations, especially for coach and rail passengers with significant luggage. Once in the resort, visitors need to be able to circulate with ease, without requiring a car. This means the provision of effective information (signing and wayfinding) to encourage the use of sustainable modes and links to public transport.

3.26 The renewal and upgrade of the Blackpool - Fleetwood Tramway will play an important role in catering for Blackpool's future travel needs. The north-south road corridors, including the Promenade, can be congested. The upgraded tram system has the potential to encourage modal shift from the car and play an important role in supporting the development of the visitor economy in the town centre and resort.

3.27 Blackpool International Airport has an important role to play in the future economic development and growth of the sub-region for residents and visitors alike. The Council will support the airport as it updates its Master Plan and Surface Access Strategy to improve public transport access by bus, coach and linkage with Blackpool North and nearby Squires Gate station on the South line.

Parking

3.28 To support the tourist-orientated economy, there is a clear need for a more strategic direction in the provision and management of town centre and resort public car parking, both on- and off-street. To improve efficiency, traffic and parking management must be looked at in totality, especially to support the commercial and the retail sectors in the Town Centre and district centres. Onward pedestrian routes from car parks are considered to be important. Opportunities to encourage and enable people with longer onward journeys to hire bicycles and use public transport will be taken.

3.29 Blackpool Council is developing a Parking Strategy to address how the different and sometimes competing demands of resort day visitors, staying visitors, residents, shoppers and commuters can be met in the best possible way. It will be developed in the context of Talbot Gateway proposals to redevelop the area around Blackpool North and the emerging proposals for a major leisure attraction on Central Car Park. The strategy will help ensure the economy of Blackpool is supported and that regeneration can be sustained. It is likely that shoppers and visitors will be prioritised over commuters.

3.30 Where possible, the Council will ensure the quality of Blackpool's main parking provision is improved in relation to its accessibility, ease of use, internal and external appearances, and the personal safety and security of its users. It will make more efficient and effective use of existing parking provision, trying to ensure customers use the most appropriate car parks. To encourage visitors to park their cars and travel around Blackpool by sustainable modes, car parks need to be safe and of high quality so visitors feel confident that their vehicle is secure.

3.31 To reduce emissions and improve efficiency, the Council will aim to reduce the time spent and the distance travelled when searching for a car park space, both on- and off-street. Subject to funding and maintenance budgets, it will consider the provision of a car park guidance system with VMS, linked to UTMC. This system would be integrated with proposals for Talbot Gateway and emerging proposals for Central Car Park.

3.32 Park and Ride is perceived as a solution to congestion in Blackpool but currently it would not be practical or cost effective as the considerable cost of start-up (there is insufficient funding) and operation (a site would be needed) would outweigh any revenue generated. The situation may change if a major development comes forward on Central Car Park. Presently, with Yeadon Way providing good access to well-located car parks that are seldom at capacity, a Park and Ride's purpose is not clear. Thus the Council will rely on traffic management and modal shift to manage congestion.

3.33 Parking pressure occurs during events, near attractions, on business parks and surrounding significant developments. Large developments need careful assessment with regard to access and parking to obviate the need for reactive measures after opening. Effective travel plans have a key role to play in reducing pressures on parking, improving accessibility, lowering levels of congestion and reducing carbon emissions.

3.34 The Council will only instigate work on a residents' parking scheme where there is a clear safety issue or a network management problem that could only be managed by such a scheme. Also, they need to be effective; many existing schemes have just displaced parking to the next available area not covered by a residents' parking scheme.

3.35 The adopted Blackpool Local Plan contains maximum car parking standards and minimum standards for cycle, disabled and motorcycle parking. The Council will ensure that all new developments have an optimal mix of parking provision.

Accessibility

3.36 The Council will help to improve access to key destinations. This includes the Town Centre, which is perceived by some as being inaccessible. Good access to Blackpool's town and district centres by all modes of transport is vital to support the local economy. Developments at Talbot Gateway and on Central Car Park present opportunities to improve access by car, bus, coach, taxi, foot and bicycle. Severance issues will be addressed. A bid to the Regional Growth Fund is being made to help bridge a funding shortfall in the Talbot Gateway scheme.

3.37 There are some instances where development has occurred at peripheral locations during past decades that are not or cannot be well served by public transport. Together this new LTP and the emerging LDF afford Blackpool Council the opportunity to better integrate land-use and transport planning in the years ahead. The 2011 census showed over 14,000 people lived in Fylde and Wyre districts and worked in Blackpool and over 12,000 people resided in Blackpool and worked elsewhere on the Fylde Coast. Joint working with neighbouring local authorities and partner organisations will be important to address accessibility issues. The Council will work with developers to influence locations for new development, aiming to reduce the need to travel and also to ensure adequate accessibility through improvements to the transport network to serve and promote new developments. There is recognition that the longer term viability needs to be considered when providing new or extending existing bus services.

3.38 Effective spatial planning will be crucial in siting development in locations that are easily accessible by sustainable modes, managing congestion and minimising future carbon emissions. Through the planning process, the Council will ensure all new developments are as accessible as possible by all main modes of transport, but particularly by public transport. Facilities to encourage cycling should be provided in all new developments. Travel plans should be implemented to improve and encourage more sustainable access (walking, cycling, public transport and car sharing) to workplaces and educational establishments. All travel plans should be reviewed at least annually.

3.39 Partners in the transport, education, skills and employment support fields will need to continue to work together to ensure that travel horizons are pushed outwards. By encouraging residents to take full advantage of the transport network, partners can increase the pool of opportunities within reach of residents. Personal travel plans could play a more important role.

3.40 Good public transport is important to enable local people and visitors, especially those from disadvantaged groups, to access employment opportunities, sports and leisure facilities, education and training. Due to Blackpool's geographical location, there is relatively little scope to combat worklessness by establishing stronger transport connections with areas beyond the Fylde Coast. As labour market linkages to major employment hotspots are limited, the focus must continue to be promoting local economic development and growth. In this regard, potential growth of employment and residential development close to M55 junction 4 presents an opportunity for a co-ordinated and structured approach. Development at this location must be as sustainable as possible.

3.41 The reduction in bus service provision is a concern. The Council will continue to liaise closely with operators to reduce the impact of service cuts, particularly those that affect evening and weekend services. Further quality bus initiatives will be taken forward, including stop and shelter upgrades, and the introduction of active bus priority. Rail will play a more important role; studies have shown the potential for service enhancements and the DfT is committed to electrify the line between Blackpool North and Preston, enabling electrified services to Manchester, Liverpool and other major towns and cities. Public transport should be better integrated, to make it a more viable alternative to the car. Timetables and ticketing are two areas where there is much scope to improve the situation that exists presently. Cycle parking should be provided at public transport hubs, such as railway stations and tram stops.

3.42 The promotion of cycling, through marketing and improved cycling infrastructure, will play an important role in increasing local accessibility within Blackpool and on the Fylde Coast. The Cycling Towns legacy will ensure large swaths of the town are more accessible by bike. The 'explorer' and promenade routes will be integrated into the Strategic Cycling Network. The Hire-a-Bike cycle rental scheme presents a real opportunity to improve access to resort attractions, supporting the visitor economy and improving the local environment.

3.43 School transport will be provided for those of whom there is a strict statutory duty to do so. Dial-a-Ride Community transport will continue to be available for those unable to use conventional public transport.

Greenhouse gas emissions and air quality

3.44 The Climate Change agenda and the environmental implications arising from increased carbon emissions have gained significance since the second LTP and should be important considerations in shaping transport policies and proposals. Central Government have committed to reduce greenhouse gas emissions; the target, set by statute, is a 14% reduction by 2020 against 2008 levels. In Blackpool there is a need for transport to aid economic regeneration but this should be carried out with as little impact on the environment as possible.

3.45 The need to reduce carbon emissions overarches at least three LTP strategic objectives. Viable sustainable travel options need to be available for congestion levels to be managed effectively; greener travel plays an important role in supporting the visitor economy; and more environmentally-friendly travel options are key to achieving good accessibility.

3.46 In 2008 Blackpool Council produced an Air Quality Action Plan to address air quality issues in its only AQMA, centred on Talbot Road (see Figure 2). The Council continues to monitor the situation; modelling has showed the situation has improved since the AQMA was declared in 2005. Improved air quality will benefit human health and encourage more active travel, which in turn will benefit local air quality and help combat Climate Change.

3.47 A 45% reduction in transport emissions can be achieved through a widespread adoption of electric cars, and the use of hydrogen to power heavy goods vehicles and buses. The Council hopes further incentives to introduce charging points and new technology will be brought forward by Central Government. Bus and coach operators have been playing their part by progressively reequipping their fleets with modern low emission vehicles.

3.48 The Council is overseeing the widespread introduction of more efficient street lighting, renewed through the PFI, which will reduce energy consumption markedly. Junctions modified as part of the same initiative will operate more efficiently, reducing harmful emissions. Modified layouts will help create conditions that are more conducive to walking and cycling. Climate Change adaption, in general, will be addressed through the HAMP process.

3.49 The implementation of 'Smarter Choices' initiatives can help reduce emissions; innovative marketing and promotion will be used to persuade people to change their travel behaviour. Blackpool has an effective Travel Plan Partnership and has a good track record of supporting the development of effective workplace, school and personal travel plans. These focus on initiatives to reduce the need to travel and encourage more car sharing, walking, cycling and use of public transport.

3.50 The Cycling Towns programme is encouraging more people in Blackpool to cycle more often. Recently the Town Centre has been transformed, with new public realm that gives priority to pedestrians. There will be economic and social benefits from more active travel, reducing the cost to society and on the NHS. The completely revamped Tramway presents opportunities for significant modal shift to a lower-carbon transport system. Blackpool's bus network is comprehensive and has seen growth in ridership during the second LTP period, helping to combat Climate Change. The rail network has also seen passenger growth; electrification of the line to North Station later in the plan period will reduce greenhouse gas emissions significantly. Ticketing arrangements need to improve to make public transport quicker and a more viable alternative to the car. 'Shared space' design reduces stop-start motoring and provides an environment more conducive to walking and cycling.

3.51 The Council will manage the network more efficiently for journeys that can only be made by car and for freight deliveries necessary by road; more efficient vehicles and vehicle operation will be promoted. Lower speeds, coupled with smoother driving, are necessary in order to achieve the strategic objectives of managing congestion and improving road safety. This will also reduce emissions of harmful gases and particulates, which will also be achieved by promoting alternatives to the car for personal trips.

Figure 2 - Air Quality Management Area

Health and well-being

3.52 LTP programmes will contain measures that encourage more active travel, mainly walking and cycling. Issues will be addressed by community route-based schemes focused on district centres, public transport hubs and educational facilities. Schemes will seek to reduce the negative impacts of traffic; its speed and dominance in particular. 'Smarter Choices' initiatives will include personal travel plans, promoting active travel in pursuit of LTP objectives. Partnership working with health providers will maximise opportunities and benefits.

3.53 The PFI contract will upgrade street lights and provide the opportunity to economically upgrade existing traffic signals and pedestrian crossing sites to provide better pedestrian and cycling facilities. 'Bikeability' cycle training, Bike-it and Bike Club initiatives will continue to increase levels of cycling in the local population. Cycling Towns routes and the rejuvenated Promenade will provide an environment conducive to leisure and exercise. 'Explorer' cycle routes link the Promenade to inland parks, Blackpool Sports Centre and open space, improving access to leisure opportunities that will bring health benefits. Access to social opportunities and fresh food are also considered important to help improve the population's physical and mental health. Fundamentally, the Council would like people to build exercise into their daily travel routines by walking and cycling more. Travel plans will play an important supporting role.

Travel behaviour

3.54 Blackpool residents and visitors have travel choice and discretion in the trips that they take. The Council intends to influence residents and visitors to alter their travel behaviour to select more sustainable modes. Congestion can be reduced and road safety, air quality and personal fitness improved, if people travel more using public transport, cycling and walking. The more people walk, the more potential for spend in local businesses. The Council will seek to improve resort access for residents and visitors using the travel mode that is most convenient for them, while encouraging modal shift to sustainable modes at the journey end, if not for the journey itself.

3.55 The Council will provide for sustainable transport modes in all transport scheme designs and initiatives. Modal shift to existing sustainable transport alternatives can reduce the need for infrastructure investment and the land take that this may involve. Sustainable modes must be convenient, reliable, affordable and safe in order for their usage to grow. The Council will not discriminate against car drivers, particularly visitors whose car-borne access to the resort's attractions will be made as convenient as possible. However, increasing car-travel within the resort cannot be accommodated indefinitely without affecting the local environment, economy and parking provision.

3.56 This LTP will continue to deliver quality bus improvements and bus priority to encourage bus use. Train and express coach services are available to visitors, ensuring more sustainable access to the resort. The Council will encourage modal shift to sustainable transport, offering alternatives to those affected by the rising cost of car travel. 'Smarter Choices' based marketing to increase patronage will make marginal bus routes more sustainable in the longer-term. Marketing will focus on local home-to-work and home-to-school trips, where there is greatest potential for modal shift.

3.57 Travel planning work has demonstrated that people are often unaware of travel options and can be put off by poor public transport payment systems and poor information about services. The Council is proposing a sustainable transport promotion programme using its 'Small Steps' brand, supported by a small works budget, which will help people switch modes if they wish to. At the time of writing, further Local Sustainable Transport Fund resources to support these programmes are being sought. It is intended that the NoWcard be developed into a cash-carrying smartcard over the plan period, reducing the need for cash payments on public transport.

3.58 The 'Small Steps to Active Travel' campaign will adopt 'nudge' marketing principles currently influencing government social policy thinking. Several local businesses and organisations are already involved in the Blackpool Travel Plan Partnership, identifying measures to remove barriers to sustainable travel, which may be as simple as cycle parking, drying rooms or lockers for outdoor clothing.

3.59 Developers are encouraged to consider transport sustainability and required, when necessary and relevant, to contribute to transport infrastructure and to support bus services.

Main modes of transport

3.60 Table 2 shows how different modes of transport will contribute to meeting the strategic objectives and help combat Climate Change. Policies for each main mode of transport are stated below.

Table 2 - Transport modes' contribution to meeting Strategic Objectives and combating Climate Change

	Strategic Objectives						
	Highway Maintenance	Road Safety	Congestion	Visitor Economy	Parking	Accessibility	Climate Change
Walking	✔✔✔	✔✔	✔✔✔	✔✔	✔✔	✔✔	✔✔✔
Private transport	✔	✔✔	✔	✔	✔	✔✔✔	✔
Bus	✔	✔✔	✔✔✔	✔✔	✔✔	✔✔	✔✔
Taxi	✔	✔	✔	✔✔	✔✔	✔✔	✔
Coach	✔	✔	✔✔✔	✔✔	✔✔	✔	✔✔
Rail	✔	✔✔	✔✔✔	✔✔	✔✔	✔✔	✔✔
Tram	✔✔	✔✔	✔✔✔	✔✔	✔✔	✔✔✔	✔✔
Cycling	✔✔✔	✔✔	✔✔	✔✔	✔✔	✔✔✔	✔✔

✔✔✔ Very important contribution
✔✔ Significant contribution
✔ Little or no contribution

Walking

3.61 The Council sees walking as the primary mode of transport for journeys under one mile. The second LTP saw regeneration schemes in Layton and Waterloo Road district centres that transformed the local environment and gave more freedom to the pedestrian. A strategic objective of the LTP is to manage congestion. It could be reduced in some areas if short car journeys were made by foot instead. Walking, as a mode of transport, has been neglected. This LTP aims to better realise the contribution it can make to achieve all relevant strategic objectives. Clearly there are benefits of a mode of transport that inflicts little wear or tear on the highway asset. In addressing road safety concerns regarding the numbers killed and seriously injured on Blackpool's roads, programmes need to consider pedestrians as vulnerable road users.

3.62 Walking will be promoted through 'Smarter Choices' programmes, including travel plans. These ongoing initiatives are vital to change travel behaviour in order to address rising congestion levels which hold back the local economy. The focus on schools will continue, encouraging habitual walking, in safety, from an early age. School travel plans, if successfully implemented can encourage safer active travel, with benefits for health and Climate Change mitigation.

3.63 The PFI contract will continue to upgrade pedestrian crossing facilities at the majority of signal-controlled junctions. Area-based sustainable transport schemes will address walking issues. In priority locations flag-to-flex schemes will continue to reduce tripping claims. Severance issues due to traffic will be considered for remedial action. More seating should be provided in pedestrianised areas of the Town Centre to help people who find walking difficult and need to take a break on their journey. Overall, more walking is good news for the local economy as pedestrian footfall in town and district centres benefits local businesses.

3.64 The Council will continue to run the Steps to Health Scheme to assist with the challenge of meeting the Government's recommended 30 minutes moderate activity per day on at least five days per week. Targeted at all age groups the walks are mainly for those who lead a sedentary lifestyle who want to partake in physical activity in a safe and enjoyable environment.

3.65 Blackpool's PRoW network penetrates into rural and semi-rural areas, connecting into Fylde and Wyre boroughs, facilitating countryside access and linking communities to leisure opportunities. PRoWs will be maintained to a high standard and where opportunities arise enhancements will be sought.

Private transport

3.66 This LTP recognises the importance of private motorised transport to Blackpool residents, for them to access the opportunities they need and to improve their quality of life. The car is the primary mode of transport and the numbers are likely to increase putting added pressure on the highway network and on-street parking. Due to the increasing cost of motoring, including car parking, power-two-wheelers (PTWs) have become more popular in recent years. The high and rising cost of insurance is an issue for young drivers and riders, particularly males. The rising cost of fuel is making car and bus travel more expensive; congestion exacerbates the situation as engines work far less efficiently and burn a lot more fuel with consequences for emission levels and air quality. The road safety message will continue to be emphasised, to reduce speeds and the numbers and severity of casualties.

3.67 The Council will prioritise trips that benefit the local economy, including by goods vehicles. Town Centre shopper parking will be given priority in the emerging Parking Strategy, considered vital to support the local retail sector. Traffic management will be improved to efficiently guide visitors to the most appropriate car park, making resort attractions more accessible and reducing unnecessary mileage Resort-wide, sufficient parking to support a regenerating and diversifying tourism economy will be provided but the use of cars whilst in the resort will be discouraged. The Council will support the safe use of PTWs by providing free parking areas in municipal car parks and by encouraging developers to do likewise through the planning process.

Public bus

3.68 Buses are a key element within Blackpool's transport system, reducing congestion, providing more sustainable personal mobility and making an essential contribution to Blackpool's economy. Buses carry over 16 million passengers annually on the Fylde Coast. Services afford people a viable alternative to the car for important journeys to work, education and healthcare. The Council will continue to support socially-necessary services, if resources are available.

3.69 During the second LTP period, the Council published its Bus Strategy which contains the following headline objectives:

- To enable more reliable bus services to be provided by improving punctuality.
- To make services more accessible by improving bus stops.
- To provide clear information, that includes onward interchange to other public transport modes, including possible Real Time Information.
- To encourage operators to provide a more modern bus fleet that is more comfortable to use.
- To encourage easy-to-use ticketing systems with increased off-bus ticketing to speed up boarding and alighting.

3.70 The public bus service in Blackpool is good, but the principal operator, Blackpool Transport, has felt compelled to make significant service alterations in mid 2010 mainly due to circumstances beyond its control, including the current economic climate and national concessionary fares scheme issues. Bus services have been rationalised: there are less early morning and evening services, and more routes now terminate in the town centre. At roughly the same time the Council made alterations to the traffic circulation in the Town Centre, which altered the routeings of well established bus routes, including those of the operator Stagecoach. More cuts cannot be ruled out.

3.71 The Council will maintain a Bus Operators' Forum and liaise with individual operators as appropriate. The inter-urban services that Stagecoach, Coastal Coaches and Cumfybus provide are considered vital, as is the support provided by LCC. Quality bus measures implemented on Blackpool Transport's lines 5, 7, 11 and 14 during the second LTP period will be extended to other corridors during the implementation plan period. These upgrades benefit other operators too. Where direct routes are available, bus services will be heavily promoted for Fylde Coast travel.

3.72 Despite recent network changes and forthcoming challenges from support for concessionary fares and the forthcoming 20% Bus Service Operators' Grant cut, buses have the potential to grow ridership as the resort regenerates. A bus priority system will increase service reliability, which is the prime concern for many bus users, as highlighted by local bus user satisfaction surveys. There are proposals to install traffic signal bus priority measures along Lytham Road to aid the movement of buses through junctions. Dependant on the success of the pilot, a bus priority programme will be implemented over the plan period. Through this, bus travel will become faster and more reliable and as such will increase the likelihood of attracting and maintaining patronage. It will also ease congestion, which holds back economic growth.

3.73 Passengers have a legitimate expectation of a safe, comfortable and clean passenger waiting environment so the Council will address the issue of bus stop provision over the plan period. Where appropriate, developer contributions will continue to be sought to enhance bus stops. More rigorous enforcement of parking regulations at bus stops will be encouraged.

Taxi

3.74 The Council recognises the important role taxis and private hire vehicles play in supporting the visitor and night-time economies. The role landaus play in providing pleasure trips is also acknowledged. Regular dialogue occurs between representatives of the trade and council officers concerning network and ranking issues. Appropriate ranks will be maintained for both day- and night-time economies. New development and regeneration projects will be required to provide sufficient taxi ranks in favourable locations.

3.75 For the taxi trade to fulfil its contribution to reducing congestion and achieving travel behaviour change, it needs to be available for the trips that people would otherwise require a car for when other non-car alternatives fail. In this way, taxis can help to support lower car ownership and use. In addition, taxis can play a useful role in carrying groups of visitors unfamiliar with the town and create a crucial link between transport hubs, hotels and attractions.

Coach

3.76 The Council recognises coach's potential for sustainable tourism access as complementary to rail travel, but is hard-pressed to provide the quality infrastructure needed to help the industry. Nonetheless, the excellent VisitBlackpool website promotes coach travel and provides information to coach operators and group travel organisers. The industry will receive the Council's support where possible.

3.77 Coaches are far more efficient movers of visitors to Blackpool than cars but the facilities for them are rudimentary; integration with the wider regeneration process is the only hope of replacing them. Basic coach parking is provided on Central Coach, Sands Way and Gynn car parks. Regeneration proposals, especially the potential redevelopment of Central Car Park, would significantly increase the demand for coach drop-off, pick-up and layover. The Central Corridor is strategically important as most facilities are located here.

3.78 Many scheduled coach services have recently been transferred from the Talbot Road Coach Station to a new coach facility, sited adjacent to Central Car Park. Although this has improved the offer to coach operators, it is a basic facility as the site is earmarked for development. Major developments will be required to provide appropriate facilities for coaches, their passengers and drivers. The facilities at Lonsdale Road Coach station will have to be re-provided if development occurs on the site.

Rail

3.79 In 2010 it was announced that the railway line between Blackpool North, Preston and Manchester is going to be electrified towards the end of the plan period. The Council aspires to new direct services to major UK towns and cities. The rail link to Preston would benefit from track and signal upgrades to improve line speeds. The Council will support any potential future connections to the high speed rail network.

3.80 Electrification will have considerable environmental advantages over the current diesel-based system and will significantly benefit the Blackpool and Fylde Coast economy due to faster journey times and enhanced services with more direct trains to major cities and conurbations. Connectivity with the national rail network will be much enhanced, substantially improving Blackpool's accessibility and increasing rail's modal share. This will help network management on the main access roads to the resort, improving environmental quality and encouraging repeat visits.

3.81 The South Fylde Line Community Rail Partnership will continue to be supported, as will SINTROPHER proposals to transfer the South Fylde Line to tram-train operation. The line would benefit from the provision of passing loops if the business case can be made, as service frequencies could be substantially improved. The line has great potential, with links to urban centres and employment sites en route to Colne in east Lancashire.

3.82 Research commissioned by the Council demonstrated growth potential from a wide range of investments, mainly better services coupled with electrification. To improve interchange there is certainly a need for the railway companies to provide covered public cycle parking at Blackpool North and other Fylde Coast stations. Also, to work in partnership with the bus companies to try and ensure their respective services integrate.

3.83 Rail travel will be promoted through workplace travel plans and VisitBlackpool will continue to work with train operating companies to promote rail services as a sustainable alternative to car-borne tourism.

Tram

3.84 The upgrade of the Blackpool- Fleetwood Tramway will be complete by Easter 2012. This will give Blackpool a modern and accessible transport system, providing good connectivity to Cleveleys and Fleetwood in Wyre borough. The new system will help Blackpool manage its congestion and will add a new dimension to the visitor experience.

3.85 Blackpool is Bombardier's first customer for the new Flexity2 tram; the latest design incorporates low floor design for easy access and state-of-the-art video surveillance equipment to improve passenger safety. The new trams use less energy than the older vehicles, which means reduced carbon emissions. They will run alongside a reduced fleet of heritage trams, which will be modified to comply with equality legislation.

3.86 The new system will provide a viable alternative for car use, especially for commuting. For the scheme to realise its full potential there needs to be better integration with other modes, for example with bus at Starr Gate and cycling at stops along the system's length. Through- and joint-ticketing, with the bus and rail networks, has the potential to increase ridership. The Council would like to construct a link to North Station (estimated to cost in the region of £15m) but there is no funding for this at present.

3.87 The Council will support any development phase of the SINTROPHER project using tram-train technology to improve Fylde Coast connectivity, including to Blackpool International Airport, although financial resources will not be immediately available.

Cycling

3.88 Blackpool Council will continue to promote cycling, especially for journeys between one and five miles. More cycling is seen as important to help reduce congestion, improve accessibility and health, and combat Climate Change. Cycling will be promoted for school travel, linked to school travel plans. Cycle promotion and training will be incorporated within 'Smarter Choices' programmes. Blackpool was delighted to be awarded Cycling Towns status in late June 2008.

3.89 As a consequence of the programme, cycling levels are expected to rise. The four 'explorer' routes that have been constructed will be incorporated into a revised Strategic Cycling Network. It is hoped that the Hire-a-Bike cycle rental scheme will become viable and self-sustaining. It would be boosted if employers were able to offer their employees scheme membership, which could be promoted through workplace travel plans.

3.90 All new developments will be required to provide cycle parking/storage for residents, workers and visitors; workplaces should provide secure clothing storage, changing/washing facilities and a drying room. In flats and apartments secure cycle parking should be provided within the development for bicycles (and mobility buggies as appropriate) at the ratio of one per dwelling. Emphasis will be placed on workplace and residential travel plans to ensure the facilities are well used. Public cycle parking will be expanded, to be provided at Blackpool North railway station and all new developments that serve the public.

3.91 The Council will ensure provision of Advanced Stop Lines (ASLs) and other cycle-friendly infrastructure, where appropriate, through the PFI programme. Specific cycling measures will be incorporated in area-based sustainable transport schemes. On the Strategic Cycling Network, and elsewhere as practicable, challenging 'pinch points' for cyclists will be identified and remedied.

3.92 'Bikeability' on-road cycle training will continue, free for children only, with funding being provided directly from the DfT. This will be complemented by a variable package of measures focused on schools and workplaces. Bike-It, Bike Club, Go Ride and town-specific measures will aim to increase cycling's modal share. Alternative travel opportunities will be promoted using radio, web, newspaper and billboards, with an aim to change travel behaviour.

4. Resources and Delivery

4.01 An objective-led approach will be central to the delivery of Blackpool's third LTP; the objectives are stated at the end of Chapter 2. In a period of relative austerity the level of funding to deliver the third LTP has been reduced significantly.

Capital

4.02 On 13th December 2010 Blackpool Council was informed of its local transport capital block settlement for 2011/12 and 2012/13, and indicative allocations for 2013/14 and 2014/15. The 2011/12 allocation from the DfT is a 23% reduction from 2010/11, the last year of the second LTP. The Integrated Transport Block (ITB), for smaller transport improvement schemes, has fallen from £2,764m in 2010/11 to £1,285m in 2011/12, a 54% reduction and a significant loss of transport investment potential. The allocation for highways maintenance has increased 56%, from £1,087m in 2010/11 to £1,694m in 2011/12. ITB and capital maintenance allocations for 2012/13 are £1,371m and £1,524m respectively.

Major schemes

4.03 Blackpool Council and LCC were both delighted to be awarded DfT funding in early 2008 to upgrade the Blackpool and Fleetwood Tramway, a Major Scheme. The upgrade will dramatically improve public transport along the Fylde Coast, boosting the regeneration of both Blackpool and Fleetwood. The Council's top priority, for which there is currently no funding, is an extension from Talbot Square to Blackpool North railway station. Regardless, outline proposals will be developed in the hope that additional major scheme funding becomes available in the latter years of this LTP.

Revenue

4.04 Revenue budgets have been reduced substantially as part of the Council's response to Central Government's Comprehensive Spending Review (October 2010). Staff numbers are being cut and the Council's contribution to the Lancashire Partnership for Road Safety is being reduced following the abolition of the road safety grant.

Local Sustainable Transport Fund

4.05 Central Government are inviting local transport authorities to develop bids for the Local Sustainable Transport Fund in partnership with local communities. This new fund is designed to challenge local transport authorities to deliver packages of measures that support economic growth, reduce carbon emissions improve safety and increase levels of physical activity in their area; solutions need to be financially robust and sustainable in the long term. The Council will bid for the first tranche of funding by the deadline in mid April 2011. The DfT have announced that there will be a 60/40 split, capital to revenue.

Project 30

4.06 A plan has been drawn up to repair or renew around 40 miles of carriageway and more than 80 miles of footway across Blackpool over the next four years. The refurbishment of the highway network will be funded by borrowing £30m over 25 years, with the repayment costs met from the annual highway budgets, as well as cutting back on the money paid out each year in compensation claims for 'trips and slips' on damaged footways. Work will begin in the central areas of Blackpool, where most life expired roads are located. The Council will look at the potential for gaining added value from the project by aligning the works to renew the footways with that to replace street lighting under the PFI.

Street lighting and traffic signals PFI

4.07 A four-year programme is underway to replace most of the street lighting columns and most of the signal-controlled installations in the borough. The new street lights emit white light which is better for safety and security, and uses less energy, which is better for the environment. The renewal of the signal-controlled junctions presents the Council with opportunities to make them safer and more user friendly for all road users. The Council will continue to add value to the project by funding enhancements that benefit more sustainable modes of transport and improve congestion management.

Developer contributions

4.08 Contributions will be sought when necessary and relevant, presently through Section 106 and Section 278 agreements. By 2014 the Council will need to have a Community Infrastructure Levy framework in place for standardised tariff-style contributions. This will be taken forward through the LDF.

Partnership working

4.09 The Council recognises that effective partnership working is key to delivery, with:

- LCC, Fylde Borough Council and Wyre Borough Council (on cross boundary issues)
- Blackpool Transport and Stagecoach (Bus Operators' Forum and Bus Strategy implementation)
- Blackpool Travel Plan Partnership
- Blackpool Cycling Forum
- BwDBC (benchmarking and best practice)
- Highways Agency (M55 motorway)
- Strategic rail and coach (liaison)
- Blackpool International Airport (liaison)

Monitoring

4.10 As of late 2010, the requirement to report on National Indicators (NIs) is much diminished. The only transport-related NIs that remain and will be reported are:

- NI 47 People killed or seriously injured in reported road traffic accidents.
- NI 48 Children killed or seriously injured in reported road traffic accidents.
- NI 168 Principal (A) roads where maintenance should be considered.
- NI 169 Non-principal (B&C) classified roads where maintenance should be considered.
- NI 178 Bus services running on time.
- NI 198 Children's' usual mode of travel to school.

4.11 The Council will also monitor:

- Bus and tram patronage
- Cycling
- Congestion (reported by DfT using their own data)
- Traffic composition (modal split)
- Parking (through the Parking Strategy)
- Whole of Government Accounts (for the HAMP) – highways infrastructure assets gross replacement cost and depreciated replacement cost

4.12 All local highway authorities have to comply with the Whole of Government Accounts programme by 2012, which obliges councils to report the true monetary value of their highway network each year, in the same way as a private company values its assets for accountancy purposes.

Implementation Plan

4.13 A concerted programme of interventions is required to address the issues that have been identified. A complementary document has been produced that describes the measures that will be prioritised under each objective. Several interventions meet multiple objectives; the document shows these linkages. The culmination of the report is a programme for the next four years, 2011/12 to 2014/15, although the allocations for the latter two years are only indicative at present. Resource allocations under the ITB are scarce, as is its own revenue, so the Council hopes to secure additional funding through the Local Sustainable Transport Fund.

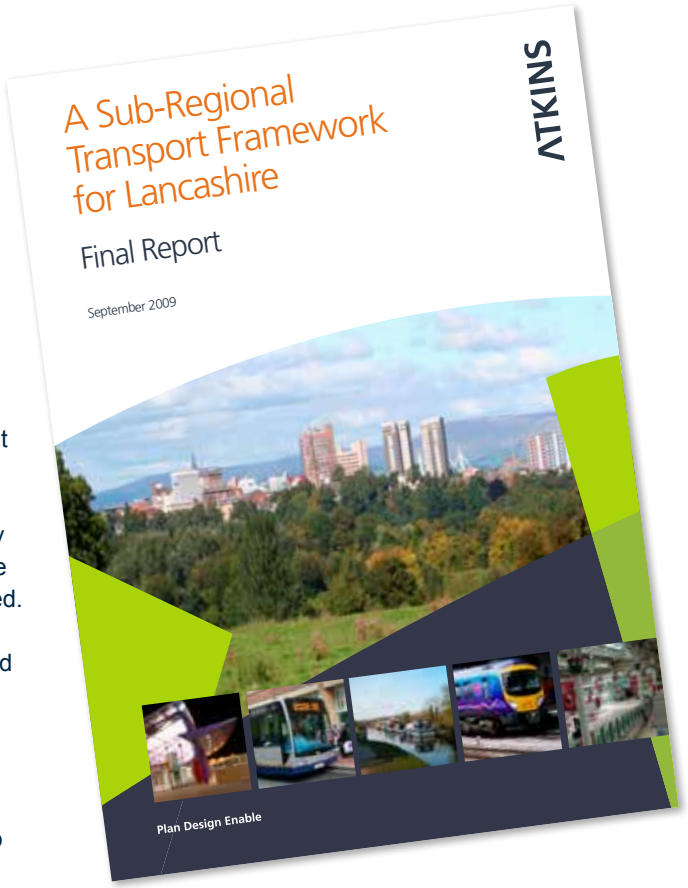
Appendix A Consultation

Stakeholder and public engagement

A.1 The three local transport authorities in Lancashire (Lancashire County Council, Blackburn with Darwen Borough Council and Blackpool Council) launched their joint working on their third LTPs at an all-day event held at the Gujarat Centre in Preston on 9th November 2009. 'A Sub-Regional Transport Framework for Lancashire' (commissioned by the Lancashire Economic Partnership and the three transport authorities) was also presented. Presentations were given in the morning to invited stakeholders, the afternoon being used for workshops.

A.2 The LTP development process was presented to the Blackpool Strategic Partnership's Board on 15th April 2010. Following the board meeting, each sub-group was consulted using the 'goal champion' arrangements. All five corporate goals are relevant and integrate well with the LTP process, but in particular the goal of improving Blackpool's economic prosperity to create jobs and opportunities for local people.

A.3 Stakeholders were given information on the plan during an initial consultation process, with a closing date of 10th September 2010. They had the opportunity to comment on draft policy background documents and prioritise the challenges (grouped under each of the five National Transport Goals). In a centrespread in the June 2010 edition of 'Your Blackpool' (Blackpool Council newspaper delivered to every address in the borough), the general public had the opportunity to prioritise the challenges and provide additional comments.



A.4 The key challenges identified were as follows:

Support Economic Growth, challenges:

- Poor highway network makes travel and transport difficult
- Cost of delay from congestion to local business
- Slow delivery and occupation of employment sites
- Slow delivery of new housing
- Difficult access between residential areas and employment opportunities
- Quality of travel and ease of accessibility for visitors

Reduce Carbon Emissions, challenges:

- High level of carbon emissions
- High dependency on cars for personal travel
- Movement of goods required to meet the population's preferred lifestyles
- The distance travelled to access or deliver goods and services
- Effect of extreme weather on the transport system

Promote Equality of Opportunity, challenges:

- People need the skills to support the future economy
- Travel and accessibility difficulties contribute to inequalities, particularly in health
- The needs of different social groups may mean that they do not have equitable access to key services
- There is a growing ageing population with specific transport needs
- People in isolated communities suffer poor access to services and social networks
- Limited awareness of travel opportunities is restricting people's life chances

Contribute to better Safety, Security and Health, challenges:

- Road casualties
- Road casualties amongst children
- Road casualties in areas of disadvantage
- Passengers using public transport may encounter vandalism and antisocial behaviour
- People feel at risk of crime in some public space, particularly at night

Improve Quality of Life and a Healthy Natural Environment, challenges:

- The gap between the most and the least disadvantaged people and communities
- Low quality streets and footways reduce quality of life and make journeys difficult
- Fear of traffic deters shift to walking and cycling
- Impact of traffic, including noise and air pollution, can reduce people's well-being
- Impact of traffic can reduce community cohesion and social inclusion

A.5 Stakeholders were asked:

- if they supported draft goals (below) and which they saw as the most important;
- if the right challenges and draft strategic objectives had been identified;
- what transport measures they saw as being most effective in delivering the proposed goals; and
- if they had any other comments.

A.6 The following goals were devised:

Draft goal for Supporting Economic Growth:

- We will secure a strong economic future by making transport and travel more effective and efficient.

Draft goal for Reducing Carbon Emissions:

- We will reduce carbon emissions to help achieve a low-carbon and resilient transport system.

Draft goal for Promoting Equality of Opportunity:

- We will improve life chances and achieve a fairer society by improving access to key services and opportunities.

Draft goal for Contributing to Better Safety, Security and Health:

- We will enable people to travel safely and reach the services they need and the opportunities that help them succeed.

Draft goal for Improving Quality of Life and a Healthy Natural Environment:

- We will create more liveable communities by making transport less intrusive and more sustainable.

A.7 A further round of consultation was undertaken on drafts of this Strategy and the Implementation Plan. The responses received from stakeholders and the public to both consultations have been thoroughly analysed, the comments collated and fed into the LTP development process.

Local Sustainable Transport Fund

A.8 Information on this new initiative was presented at the community-orientated area forums in January and February 2011. Officers were present to provide information and gather views. Questionnaires completed at the events have been analysed to help indicate priority issues. Additional consultation has been undertaken in a main council office, a library and with members of Blackpool's Travel Plan Partnership.

To ensure our services are accessible to all, documents prepared by Blackpool Council are available in large print, Braille, on audio-cassette or computer disk upon request.

We can also provide help for British Sign Language users and provide information in other languages. Please ask for details or telephone 01253 477477.

J95892 4-11

Report to:	**EXECUTIVE**
Relevant Officer:	Alan Cavill, Director of Place
Relevant Cabinet Member:	Councillor Gillian Campbell, Deputy Leader of the Council (Tourism, Economic Growth and Jobs)
Date of Meeting:	20 June 2016

BLACKPOOL TRAMWAY EXTENSION TO BLACKPOOL NORTH STATION

1.0 Purpose of the report:

1.1 To consider recommending the Full Council to apply for the necessary order to authorise an extension of the Blackpool Tramway to Blackpool North Station.

2.0 Recommendation(s):

2.1 To recommend to the Council to approve the making of an application to the Secretary of State for Transport for a Transport and Works Act Order under the 1992 Act, to authorise an extension of the Blackpool Tramway to Blackpool North Station.

3.0 Reasons for recommendation(s):

3.1 Extending the Blackpool Tramway to Blackpool North Station would facilitate:

- Connectivity and integration between the existing tramway and National Rail services at Blackpool North railway station. At present, there is no connection between the tramway which runs alongside the Promenade, and the railway station. The tramway extension will improve connectivity both within Blackpool and to the wider sub-region for commuters, and for visitors accessing the resort;
- the use of public transport, by enabling visitors and residents to access the existing railway station from the tramway network, thus encouraging modal shift and reducing transport emissions;
- Regeneration and economic growth, by improving transport provision and accessibility to jobs and services, and improving the connectivity between the economically important seafront and the redeveloping town centre. The tramway extension will facilitate urban realm enhancements in the town centre as well as improving access for employers in Blackpool to a larger labour pool; and

- The promotion of quality of life through a safe and healthy built and natural environment.

In order to extend the tramway, powers are needed to construct, maintain and operate the tramway extension, and to acquire necessary land rights. The most convenient way of obtaining these powers is through a Transport and Works Act Order.

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:

It is possible to apply separately for planning permission for the tramway extension, and to seek to acquire all the necessary land rights voluntarily. However, this is a more complex course of action, and less likely to succeed than making a single application for a Transport and Works Act Order. In addition, the Transport and Works Act Order can clarify the relationship between the operating powers for the tramway extension and those for the existing tramway, which would not be possible through a planning application.

4.0 Council Priority:

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

5.0 Background Information

5.1 A Transport and Works Act Order under the 1992 Act provides approval for the construction, operation and maintenance of a transport system. An order authorises the construction of the works and provides the necessary rights over land on a permanent and temporary basis. Blackpool Council intends to apply for such an Order to undertake an extension to the Blackpool Tramway from North Pier to Blackpool North Station. The Order application will be accompanied by a request to the Secretary of State to give a direction as to deemed planning permission, along with draft planning conditions.

5.2 The order is to provide for, amongst other matters: The power to construct, maintain, and operate the tramway, including powers to keep apparatus in streets, to undertake relevant street works, to survey and investigate land, and to give the necessary rights over the land, including temporary use of land for construction and

maintenance of the tramway. It will also modernise the operating powers for the existing tramway, where appropriate.

5.3 The following documents will be submitted:

- Transport and Works Act Order Application Form
- Draft Order
- Explanatory Memorandum
- Statement of Aims
- Statement of Consultation
- Declaration as to the status of Applicant
- List of all consents, permissions or licences required
- Funding Statement
- Estimate of Costs
- Request for Direction as to Deemed Planning Permission
- Supporting/Planning Statement
- Land and Works Plans, Sections, Traffic Regulation Plans and other Order Plans
- Planning Direction Drawings
- Supporting Environmental Documentation (Air Quality Assessment, Flood Risk Assessment, Heritage Assessment, and Transport Assessment)
- Book of Reference

5.4 A notice will be published in a local newspaper to inform members of the public and other interested parties of the application. The first notice will be published not more than 14 days prior to the date of the application and not later than the actual application date. The second notice will be published not later than seven days after the date of the application. Further, notices will be posted along the route of the proposed works, and sent to affected owners, occupiers and statutory consultees. The application documents will be deposited in the local area (likely at Central Library) and on the Blackpool Council website.

5.5 After the application for the Order there will be a statutory 42 day period where representations, supportive comments or objections can be submitted to the Secretary of State for Transport. The Secretary of State may appoint an independent Inspector to conduct a local public inquiry into the proposals if the objections warrant this. This would be an opportunity for those wanting to take their representations and comments further to put forward their views in full. Likewise, the council would be able to set out its case for the scheme. After the end of the inquiry the Inspector will submit a report to the Secretary of State for Transport with the Inspector's recommendations.

5.6 Whether or not the matter proceeds to inquiry, the Secretary of State will decide whether to grant the application for the Order, and whether any changes to it are required. The Secretary of State's decision will be given in writing. It will also be advertised and those who participated in any inquiry will be sent a copy of it.

5.7 Does the information submitted include any exempt information? No

5.8 **List of Appendices:**

None

6.0 Legal considerations:

6.1 Preparation and submission of the application for the Order will accord with all relevant procedures and processes, guided and led by a Parliamentary Agent. The resolution recommended in this report is the first of two such resolutions required to make the application for the Order.

6.2 By virtue of Section 20 of the 1992 Act, Councils have the power to apply for Transport and Works Act Orders. In conjunction with other ancillary consents, such an Order would provide the Council with the necessary authorisation to build, maintain, and operate a relevant scheme. The power to promote an order is, by virtue of Section 20 of the 1992 Act and Section 239 of the Local Government Act 1972, subject to the same conditions as would apply to a Council was it to promote a Parliamentary Bill. This means that the resolution to apply for an order must be passed at a meeting of the Full Council and confirmed at a further meeting of Full Council after the application has been made. It is anticipated that the first resolution would be considered by Full Council on 8 July 2016, and the second on 16 September 2016. In each case the necessary resolutions must be passed by a majority of the Full Council.

7.0 Human Resources considerations:

7.1 Staff time will be needed to produce documentation and manage the process, which can be found internally and through necessary specialist consultancy support.

8.0 Equalities considerations:

8.1 None

9.0 Financial considerations:

9.1 The cost of preparing and submitting the application for a Transport and Works Act Order does not deviate from information provided in reaching the decision on the Extension of the Tramway on 28 April 2014 (Decision EX30/2014 refers).

10.0 Risk management considerations:

10.1 For the project to proceed, it is vital that the required resolutions are passed by a clear majority of members of the authority. If the required resolutions are not made, the application cannot be progressed.

11.0 Ethical considerations:

11.1 None

12.0 Internal/ External Consultation undertaken:

12.1 A stakeholder and public consultation process is ongoing. Statutory consultees (including the Environment Agency, Natural England, and Blackpool Council (Flood Risk)) have been consulted. None of those statutory bodies have raised any issues with the scheme.

12.2 Additionally, the proposal was featured in the Spring 2016 edition of Your Blackpool. A public exhibition will be held in Blackpool to coincide with the submission of the application in July 2016. Further, as noted above, various notices will be posted and sent and application documents will be made available for public consideration, during the 42 day period referred to at Paragraph 5.5 of the report.

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:	8/2016
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: 10 June 2016 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:	Mark Towers, Director of Governance and Partnerships
Relevant Cabinet Member	Councillor Simon Blackburn, Leader of the Council
Date of Meeting:	20 June 2016

MEMBER DEVELOPMENT PLAN 2016 – 2019

1.0 Purpose of the report:

1.1 In line with the Council's commitment to member training and development, a Member Development Plan has been produced that sets out priorities for member development for the current term of office (with individual training needs addressed through Personal Development Plans). The Plan will cover the period from 2016 - 2019.

1.2 The Plan has been put forward for approval by the Member Training Panel.

2.0 Recommendation:

2.1 To agree the Member Development Plan 2016 – 2019 attached at Appendix 4a.

3.0 Reasons for recommendation:

3.1 Blackpool Council is signed up to the North West Employers Member Development Charter, which demonstrates ongoing commitment to member training. As part of this commitment, a Member Development Plan is produced to ensure that member training is focussed, appropriate and in line with the Council's aims and objectives.

The Plan identifies key member development priorities from 2016 – 2019 and provides a framework for all member development. This ensures that training provided is appropriate and fit for purpose.

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 plan is relevant to both Council Priorities namely:

"The economy: Maximising growth and opportunity across Blackpool"

"Communities: Creating stronger communities and increasing resilience".

5.0 Background Information

5.1 The Member Development Plan 2016 – 2019 has been produced following consultation with all elected members and feedback received as part of the Member Induction Programme, which ran from May 2015 to early 2016. The Plan also links member development objectives to the aims of the Council Plan.

5.2 Consultation has taken place with all elected members, the cross-party Member Training Panel and key officer stakeholders.

5.3 As a result of the consultation, three key priorities have been identified:

- Priority 1 - The changing role of the elected member
  To assist members in the transition from the more traditional 'can do everything' approach for their constituents to a more facilitative role and also how to make the most of ICT to engage with their communities.

- Priority 2 – Building resilience in communities we represent
  How to equip members with the relevant skills, knowledge and tools to effectively identify issues within their communities, build relationships with appropriate groups and communicate messages and challenge effectively, whilst providing their residents with the knowledge and skills to access relevant information and to find their own solutions to problems

- Priority 3 – Effective decision making, accountability and challenge
  Ensuring that members understand the policies and legislation relevant to their particular roles, their accountability within the roles that they hold and how to challenge effectively.

5.4 Part 2 of the Plan sets out these priorities in further detail and identifies the different ways in which these can be addressed to accommodate different learning styles.

5.5 Does the information submitted include any exempt information? No

5.6 **List of Appendices:**

Appendix 4a –Member Development Plan 2016 - 2019

6.0 Legal considerations:

6.1 None

7.0 Human Resources considerations:

7.1 Officers will facilitate individual training events, as agreed.

8.0 Equalities considerations:

8.1 The Member Development Plan will ensure the relevant and timely development of elected members and assist them by providing the skills and knowledge required to undertake their roles and make decisions, in-line with legislation and Council policies. Group and individual training sessions aim to meet the individual needs of members.

9.0 Financial considerations:

9.1 The members' training budget will cover the cost of external training providers and training resources.

10.0 Risk management considerations:

10.1 If member training is not organised in-line with the requirements of the Council and the role of the elected member, members may not be trained appropriately and may not be furnished with the necessary skills and knowledge to undertake their roles appropriately.

11.0 Ethical considerations:

11.1 A Member Development Plan, developed through consultation with elected members and officers, will support the Council's core values, morals and beliefs.

12.0 Internal/ External Consultation undertaken:

12.1 Consultation has taken the form of questionnaires, one-to-one discussions and group feedback with elected members. The Plan has been developed as a result of the consultation and includes suggestions put forward by individual members and the cross-party Member Training Panel.

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?

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

15.0 Call-in information:

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

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

TO BE COMPLETED BY THE HEAD OF DEMOCRATIC GOVERNANCE

16.0 Scrutiny Committee Chairman (where appropriate):

Date informed: Date approved:

17.0 Declarations of interest (if applicable):

17.1

18.0 Executive decision:

18.1

18.2 **Date of Decision:**

19.0 Reason(s) for decision:

19.1 **Date Decision published:**

20.0 Executive Members in attendance:

20.1

21.0 Call-in:

21.1

22.0 Notes:

22.1

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Appendix 4a

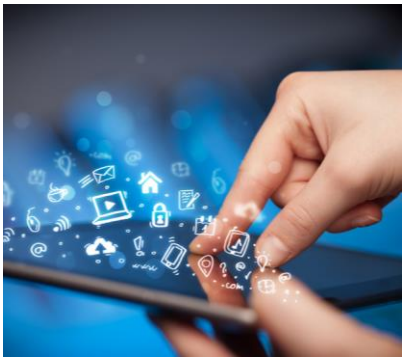
Member Development Plan 2016 – 2019

www.blackpool.gov.uk

Blackpool Council

Welcome……

To the Member Development Plan 2016 - 2019



This Plan has been developed by the cross-party Member Training Panel, following consultation with all Blackpool elected members and key stakeholders within the Council. It demonstrates the Council's commitment to developing all our elected members, to ensure that they are equipped with the relevant knowledge and skills to undertake their varied roles effectively.

The past 12 months has been very busy for member training and development, with a full induction programme following the Local Elections in May 2015,

which was designed to ensure that all new members were able to 'hit the ground running' and take up their positions on the various Council committees with confidence.

In addition to committee specific training, there has also been a focus on introductory training to key areas of responsibility within the Council, such as Child Sexual Exploitation, Dementia Awareness and the role of members as Corporate Parents. The three member development priorities that have been identified for the period 2016 to 2019 will help to build on this introductory training, as well as addressing many other areas of significance for elected members.

Via the Member Training Panel, we will ensure that learning and development focusses on how to address and respond to the many social and economic challenges facing Blackpool and the Council. The Panel will also take a lead as we move towards reassessment of the Member Development Charter over the next 12 months.

Cllr Graham Cain,

Chairman of the Member Training Panel

Contents

		Pages
1.	Recap of the last 10 months – the Member Induction Programme 2015	1 - 2
2.	Member Development Priorities for 2016 – 2019 • How have the development priorities been identified? The consultation process. • Priorities for 2016 – 2019 • How will these priorities be met?	3 - 7
3.	Evaluation of member development	8
4.	The role of the Member Training Panel	8
5.	Declaration of Commitment to the North West Charter for Member Development	9

1. Recap of the last 10 months – the Member Induction Programme 2015

Following the Local Elections in May 2015, a Member Induction Programme was provided for the 8 newly elected members. This was an intensive period of learning for new members, which was split into two parts, with initial training running from 11th May up to the summer recess, followed by the second part of the programme, from September to December 2015.

What learning opportunities were provided for members?

Committee-based training

Introductory training to all formal Committees	To provide information relating to the roles of the different committees and individual and collective member responsibilities. Enabled members to 'hit the ground running', providing them with the information needed to undertake the procedural aspects of their roles.
In-depth committee specific sessions for committee members	To address committee-based skills, such as the role of scrutiny and, for the Regulatory Committees, legislation-based topics. Members were equipped with the introductory knowledge required to undertake committee roles.

Council structure

Marketplace event with members of the Corporate Leadership Team	To provide new members with the opportunity to meet the Directors on a one-to-one basis. Enabled new members and Directors to 'put names to faces' and find out introductory information about each other and their areas of responsibility.
Departmental briefings	To provide department specific information, relating to key officers in the Council, departmental responsibilities and priorities for each service. Members increased their awareness of the roles and responsibilities of the different council directorates and their particular priority areas.

Behavioural training

Members' Code of Conduct	To provide an overview of the Code of Conduct and expectations regarding elected member behaviour. Members' understood their responsibilities regarding the Code of Conduct.
Public speaking	To increase members' confidence when speaking to groups of people and at meetings. Members' were equipped with the skills and knowledge to effectively speak in public.
How to engage with communities effectively	To build awareness of the different methods of engaging with individuals and community groups and how to deal with constituent casework effectively.
Chairing skills	To provide members with the skills to effectively chair meetings, within their formal council committee roles and when attending meetings within the community.

ICT skills

iPad set up and introductory one-to-one and group training → A significant developmental area for Blackpool councillors over the last 12 months, to enable the move to paperless working and electronic access to committee agendas and Council emails.

Briefings on key areas of Council responsibility…

Child Sexual Exploitation
Corporate Parenting
Dementia

→ To provide members with an overview of key important areas of Council responsibilities, relating to vulnerable groups and how these areas link to committee and scrutiny roles of members. Introductory sessions to be followed up by a rolling programme of training on an annual basis.

Of course, the period of induction is not limited to these initial months, as ongoing training is to continue to be provided on a whole range of topics. The provision of training throughout 2015 and early 2016, which has seen over 130 sessions being run for members, has provided the building the blocks of learning for the next few years, with more in-depth training to follow.

The feedback received from the Member Induction Programme so far has helped to identify learning and development priorities for the next few years and this will help to structure requirements for the Induction Programme in 2019.

2. Member Development Priorities for 2016 – 2019

How have the development priorities been identified? The consultation process.

Consultation has taken place with all members and key officers over recent months, to help to identify the member development priorities up to 2019.

- All new members have undertaken **Personal Development Plans**, to discuss learning so far and areas for future development, on a one-to-one basis. Personal plans are to be rolled out to all members over coming months.
- The **Member Training Panel**, a cross-party group of members, considered training and development as part of the Induction Programme and identified key priority areas of learning for the next few years.
- The **Leaders of the political groups** provided input into how they see their members developing and key areas for the coming years.
- **Regulatory and Scrutiny Committee Chairmen** considered training requirements from a Committee-based perspective.
- **All members** were asked to consider what personal skills they would need to help them to undertake their roles in an ever- changing environment, with reduced budgets and resources.

As well as reflecting the current training requirements of members in terms of their committee, procedural and community roles, the consultation also considered the aims within the **Council Plan 2015 – 2020: 'The economy: Maximising growth and opportunity across Blackpool' and 'Communities: Creating stronger communities and increasing resilience'.** To undertake their varied roles effectively, members need to understand how the Council is working to improve the local economy and tackle the social, health and educational inequalities that exist within the Town and how the decisions that they make within their formal committees and partnership working impact on these.

Priorities for 2016 – 2019

As a result of this consultation process, three key development priority areas have been identified, which link the internal Council role of the elected member to the external influences within the Town and to the two Council priorities.

- **Priority 1 – The changing role of the elected member**
- **Priority 2 – Building resilience in communities we represent**
- **Priority 3 – Effective decision making, accountability and challenge**

How will these priorities be met?

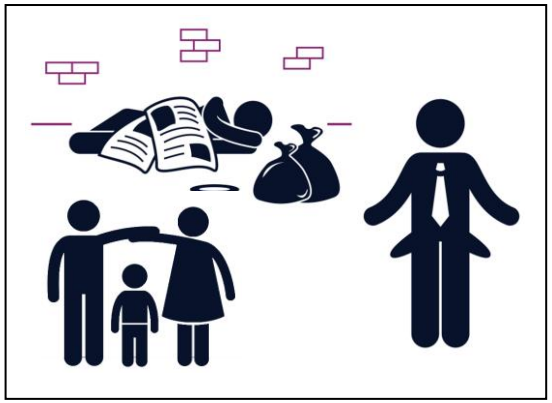
Priority 1 – The changing role of the elected member	
The Local Authority landscape has experienced extensive change over recent years, with Councils facing increasing budgetary pressures, which has had a direct impact on the services and resources provided by the Council to communities. This, in turn, has impacted on the traditional role of the elected member, as they have had to change from a 'can do everything' approach for their constituents to a more facilitative role. Understanding how the Council works and being realistic in what can be done for constituents is key to enabling members to serve their communities effectively. There is an expectation that members will make best use of technology and develop their ICT skills, to proactively engage with the different groups within their wards and to disseminate information relating to the Channel shift programme within the Council, to their constituents. What does this mean in terms of training and delivery? • Workshops on the differences between strategic decision-making and members' 'grass roots' involvement in their communities. • Interactive training to build confidence and to develop the interpersonal skills required to respond effectively to challenge and conflict, enable difficult conversations to take place and to manage the expectations of residents, community groups, fellow councillors and officers. • A job shadowing programme to be developed, to enable members to see first-hand the services provided by the Council to residents, how they operate and how to develop constructive relationships with the different areas. • Interactive training to develop ICT skills, to enable members to locate relevant information quickly and to communicate this information effectively to their constituents. • Workshops focussing on the different communication methods available, including making use of digital media, such as social media, online blogging, online surgeries and councillor websites, as well as measuring the effectiveness of more traditional communication methods, such as face-to-face surgeries and leafleting.	 **Outcomes for members** **Members will:** • **Develop an understanding of the differences between the role of members at a strategic and ward level and how this impacts on their different roles** • **Develop skills to effectively manage the different expectations of their communities** • **Increase knowledge of Council services and how these are delivered 'on the ground'** • **Develop ICT skills to effectively find and disseminate information quickly and appropriately to their communities**

<table>
<tr><td>Link to Council Plan:
• Priority Two - Communities: Creating stronger communities and increasing resilience</td><td>• Develop different methods of communicating with their constituents, including through the use of digital media</td></tr>
<tr><td>Priority 2 – Building resilience in communities we represent</td><td></td></tr>
<tr><td>All members have a role to play in making sure that the most vulnerable in society are protected and empowering the communities that they represent. This is done most effectively when members have the relevant facts and figures at their disposal and understand how the Council and its partners operate.

A key skill for members is the ability to effectively engage with all areas of their communities, to be an active voice and advocate on behalf of the people they represent. To do this, members need to be aware of the key issues that impact on their wards, to enable them to identify what help and support is required to help individuals and groups move forward and make positive changes to the community. Members must, therefore, be equipped with the relevant skills, knowledge and tools to effectively identify issues within their communities, build relationships with appropriate groups and communicate messages and challenge effectively, whilst providing their residents with the knowledge and skills to access relevant information and to find their own solutions to problems.

What does this mean in terms of training and delivery?

To increase members' knowledge and understanding of the Council and its partners and how to engage community groups with their work, to help them to identify resolutions to issues:

• Briefings on how Council services are changing and what this means for constituents.
• Briefings and workshops on the roles of partners and other organisations in delivering different services to the community. A focus on how these relationships work and how members can gather relevant information to achieve positive outcomes for their communities.
• Interactive training on how to be an effective community enabler and facilitator, to help constituents and community groups access the information that they need.</td><td> 
Outcomes for members

Members will:
• Increase their knowledge of the changing roles and responsibilities of the Council, partners and third sector organisations and how this impacts on their communities
• Develop the skills to be effective enablers and facilitators
• Make appropriate use of the ward enquiry system, to resolve issues and identify ward priorities</td></tr>
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• Training on appropriate use of the member enquiry system and how to use ward statistics to appropriately identify trends and issues within the different wards. To increase members awareness of issues linked to child poverty, health inequalities, benefits, employment issues and opportunities within the town, to empower communities, to help people to help themselves in the face of continuing budgetary pressures: • Briefings and workshops on the Council's involvement in different projects, including employment and enterprise, housing and community safety, health, safeguarding, social care, young people and volunteering, so that members can communicate these effectively to their constituents. • Protecting the vulnerable: ➢ Workshops, interactive training and online learning on Child Sexual Exploitation, to develop an understanding of what it is and the role of the Council, elected members and partners in identifying those at risk and taking preventative action. ➢ Increase understanding of the different mental and physical health challenges within communities and how these impact on individuals and social groups. ➢ Briefings on the Council's responsibilities relating to child poverty **Link to Council Plan:** • **Priority Two - Communities: Creating stronger communities and increasing resilience**	• **Increase their awareness of projects linked to the Council and how their constituents can benefit from these** • **Increase their knowledge and understanding of the factors impacting on different social groups within the town and how to increase resilience within communities**
Priority 3 – Effective decision making, accountability and challenge	
A key responsibility for elected members is to make decisions and recommendations that directly impact on the running of the Council and the services delivered to the Town. It is therefore imperative that all members understand the policies and legislation relevant to their particular roles, their accountability within the roles that they hold and how to challenge effectively. What does this mean in terms of training and delivery? • Workshops focussing on meeting procedures and the role of members on committees. • Briefings on the impact of national policy and legislation on decision making and service delivery within the Council.	

• Training for all members prior to sitting on any Regulatory Committee. To include modular-based programmes of delivery for Planning, Licensing and Audit Committees. • A programme of training on the role and power of Scrutiny, to develop the Scrutiny function. To include questioning skills, challenge and the role of the Chairman, relationships with Council officers, the Executive and external organisations and how to develop outcomes within Scrutiny meetings. • Briefings on how the infrastructure works within the town, to include parks, highways and transport. • Briefings on how Council finances work. • Workshops on the Council's companies and the roles and responsibilities of being a Company Director. **Link to Council Plan:** • **Priority One - The economy: Maximising growth and opportunity across Blackpool** • **Priority Two - Communities: Creating stronger communities and increasing resilience**	**Outcomes for members** **Members will:** • **Increase their knowledge of formal meeting procedures** • **Increase their knowledge of national and local policy and legislation and how this impacts on decision-making within the Council** • **Build their understanding of the role of Scrutiny and develop skills to effectively challenge within the Scrutiny function** • **Increase their knowledge of the infrastructure within the town and the role of the Council in delivering services to communities** • **Develop an understanding of how Council finances work and how this impacts on strategic decision-making** • **Increase their knowledge of the role of the Council's companies** • **Develop the skills to effectively challenge decisions, to provide better outcomes for communities**

3. Evaluation of member development

The effective evaluation of learning and development opportunities is important to ensure that training is meeting the needs of all members and providing value for money. In future months, there will be an increased focus on the evaluation of training opportunities, to measure learning and the effectiveness of training delivery.

What does this mean?

Members will be encouraged to reflect on all learning that they have undertaken, via pre and post-course evaluation forms, personal plans and skills assessments. Officers within Democratic Governance will play a role in this, as both members and officers will be asked to demonstrate how training has improved the performance of committees and individual members, in terms of accountability and robustness of decision-making.

4. The role of the Member Training Panel

The Member Training Panel is a cross-party group of members, with an interest in promoting learning and development with their fellow councillors. The Panel plays a key role in ensuring that the training and development provided to members meets their requirements, is delivered effectively and provides value for money.

Terms of Reference for the Panel:

1. To champion and promote learning and development among members

2. To develop a Member Development Plan, based on Council and individual priorities, and undertake timely reviews to measure progress of the Plan

3. To identity and develop suitable learning opportunities to ensure that development needs are met, including the Member Induction Programme and support throughout the term of office

4. To input into and oversee the Member Development Charter process

5. To evaluate the quality of training to ensure that training is delivered to a consistently high standard and offers value for money

6. To make recommendations to the Executive, the Council or its committees as appropriate

NORTH WEST CHARTER

on

Elected Member Development

We believe that at the heart of any Local Authority dedicated to meeting the needs of its community will be a commitment to the development of its Elected Members. Members will be supported and assisted in playing their vital role in modernising local government.

Signing up to the principles of the Charter commits the local authority to work towards expressing their commitment in practice by implementing the six key points of the Charter.

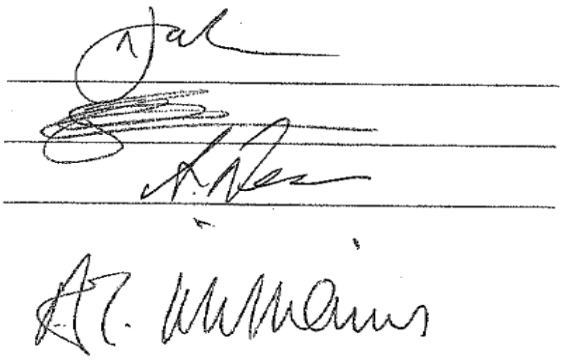
- Having a statement of intent.
- Ensuring that all Members are made aware of training and development opportunities.
- Having a process to identify individual development needs which involves Members.
- Having an Officer allocated to assist Members and groups in identifying needs and providing information on resources.
- Having a strategy to meet the training and development needs of Elected Members.
- Implementing the strategy locally.

Signed by Chief Executive:

Signed by Leader:

Signed by Chair of employers' Organisation:

Signed by Leader of the Principal Opposition:



Report to:	**EXECUTIVE**
Relevant Officer:	John Blackledge, Director of Community and Environmental Services
Relevant Cabinet Member:	Councillor Gillian Campbell, Deputy Leader of the Council (Tourism, Economic Growth and Jobs)
Date of Meeting:	20 June 2016

LITTER STRATEGY 2016 TO 2020 AND LITTER AND DOG FOULING ENVIRONMENTAL ENFORCEMENT

1.0 Purpose of the report:

1.1 To consider the 'Keep Blackpool Tidy' Litter Strategy 2016-2020, prepared in conjunction with Keep Britain Tidy.

1.2 To consider entering into a one-year pilot with 3GS Environmental Enforcement Solutions in relation to taking a more robust approach in litter and dog fouling enforcement.

2.0 Recommendation(s):

2.1 To agree to the adoption of the 'Keep Blackpool Tidy' Litter Strategy 2016-2020.

2.2 To agree to a one-year pilot working in conjunction with 3GS Environmental Solutions to carry-out cost neutral enforcement activity in relation to litter and dog fouling.

2.3 To authorise the Director of Community and Environmental Services, after consultation with the Chief Corporate Solicitor, to enter into an appropriate one-year contract with the company.

2.4 To authorise the Director of Community and Environmental Services, after consultation with the Head of Procurement and Development, to grant an exception to Corporate Procurement Rules under clause 10.11 to undertake a 12-month pilot with 3GS Environmental Enforcement Solutions.

3.0 Reasons for recommendation(s):

3.1 Blackpool as a resort is resurgent, with in excess of 17 million visits being recorded last year. The catalyst being the significant investment in the promenade and attractions, in addition with the comprehensive events and activity programme the town has developed. Dealing with litter is becoming more challenging and it is important that we have a clear strategy and direction to deal with the issue(s).

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

3.3 Other alternative options to be considered:

Other alternatives which are more educational and participating and campaign led are being progressed with Keep Britain Tidy (KBT).

4.0 Council Priority:

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

5.0 Background Information

5.1 Blackpool is the country's number one seaside holiday destination, with visitor figures far in excess of any other resort in the country; in excess of 17 million visits. Investment in the infrastructure and events programme of the town by the Council and private sector has certainly paid off. Although, this success must be seen against the range of challenges the town faces as a result of deprivation and transience, which in addressing with a diminishing resource and public purse is becoming more and more difficult.

5.2 Litter and waste is one such challenge, with the reduction in resources ongoing, it is now vital that a better way of working with residents and businesses is considered and turned into a plan of action. If all concerned can embrace the concept of a 'litter free Blackpool' and the aspiration to be the 'cleanest seaside resort' by 2020, then even with a diminishing resource we can improve the cleanliness of our town.

5.3 Therefore in October 2015 the Deputy Leader of the Council (Tourism, Economic Growth and Jobs) agreed a Cabinet Member Decision to work in conjunction with Keep Britain Tidy in producing a litter strategy and plan for Blackpool to 2020.

5.4 In order to better understand the challenges Blackpool faces and identify key actions that could make a difference, Keep Britain Tidy has undertaken a number of data gathering exercises to help inform the strategy and identify potential solutions.

5.5 Keep Britain Tidy's research consisted of six elements:

- A street survey of 200 Blackpool residents
- An online survey that residents were invited to complete
- Focus groups where Keep Britain Tidy could understand better what local residents felt about the quality of the environment in which they live
- An opportunity for members of the Blackpool Business Leaders Group to share their views about what the business community felt about litter in the town
- Two workshops for elected members
- Consultation with officers from across the Council.

5.6 The research with residents revealed that cigarette litter and chewing gum were the key issues identified by those surveyed along with dog fouling, fast food litter and soft drinks litter. Residents also mentioned that they considered many of the litter bins were overflowing litter bins or there were too few bins provided by the Council. Respondents to the surveys also felt that enforcement was not sufficiently strong enough to deter people from littering.

5.7 Keep Britain Tidy also undertook a baseline environmental survey of a number of key sites in the town, including areas where visitors would most likely to visit including the town centre and its car parks, the Promenade, main road and rail entry points. Also surveyed were locations where residents are most likely to frequent such as Stanley Park and secondary shopping centres. The purpose of the environmental survey was to provide an independent assessment of the state of the town's environmental quality as of February 2016.

5.8 Although this is a one off view outwith the main holiday season, the key findings of the survey included:

- The overall cleanliness of the town was comparable with other towns
- Around 5% of sites have litter present
- The town centre was cleaner than the outer shopping centres
- Cigarette butts and chewing gum were the main items of litter recorded
- Dog fouling was low appearing on only about 2% of sites
- Only a few litter bins were recorded as overflowing
- Rubbish was found on approaches to both railway stations.

5.9 Based on the research to date, delivery against six strategic objectives have been highlighted, of which delivery against will, it is believed, substantially reduce littering in Blackpool:

Objective 1 – Monitoring
90% of Blackpool's public spaces will meet a Local Environmental Quality standard of B+ and be predominantly free of any litter.

Objective 2 – Communication
At any time, 90% of people living, working and visiting Blackpool are aware of the 'Keep Blackpool Tidy' campaign.

Objective 3 – Design
Litter traps have been identified and designed out where possible. Good quality, consistent styled bins are gradually rolled out, prioritising high footfall areas. There are no reports of overflowing bins.

Objective 4- Education
Every child in Blackpool has the opportunity to learn about the impacts of litter and to take part in at least one litter pick per year.

Objective 5 – Engagement
Individuals, communities and businesses across Blackpool take up voluntary measures to keep their areas clear of litter and loose waste.

Objective 6 – Enforcement
Proportionate, regular enforcement supports a growing perception with resident of Blackpool that action is being taken on persistent litterers.

5.10 The Blackpool Litter Strategy 2016-2020 is attached at Appendix 5a, with the 2016/17 Action Plan at Appendix 5b. The strategy will be managed by a Steering Group, which will sign off the 2016/17 action plan, which is indicative at this moment in time until the strategy is formally adopted.

5.11 In relation to the strategy, objective 6 relates to enforcement, which highlights the need for a wider enforcement strategy. However, in regards to litter and dog fouling, there is not the resource within the Council to focus on this. Therefore, discussions have been taking place with a company called 3GS Environmental Enforcement Solutions, who operate this service in conjunction with a number of local authorities, including Leeds City Council, Bournemouth Council, Rhonddha Cynon Taff Council and Swansea Council.

5.12 3GS Environmental Enforcement Solutions delivers a comprehensive managed on-site based environmental enforcement service providing a professional cost neutral solution that focuses on the growing issue of street scene environmental crime.

5.13 The company provides a fully trained team of officers who oversee the administration and issuing of fixed penalty notices (FPN's)/penalty charge notices (PCN's), who would be under the supervision of the Council's Public Protection division and co-located with them.

5.14 3GS Environmental Enforcement Solutions would not only with the issuing of fixed penalty notices and penalty charge notices but also would play a key role in supporting the Council and Keep Britain Tidy in encouraging more businesses to sign-up to the campaign and also in the education process.

5.15 The service includes processing of issued fixed penalty notices and penalty charge notices, appeals and as required collation of prosecution files, using the Council's existing systems, equipment and protocols.

5.16 3GS Environmental Enforcement Solutions operates a Total Management Solution (TMS) bespoke back office software system, enabling them to fully automate and integrate other management and operation of all their enforcement activities, from issuing fixed penalty notices and penalty charge notices to payments to court if appropriate.

5.17 The TMS system is user friendly, adaptable and efficient and delivers an end to end service that includes:

- fixed penalty notices and penalty charge notices issued via fully integrated android devices
- Automated reminder letter processing
- Document archiving and case management
- Detailed report templates
- Centralised identification verification
- Online viewing and payment portal.

5.18 In terms of the company's financial operating model, the Director of Community and Environmental Services has assessed this and is satisfied that it is robust and sustainable. The financial information considered is commercially sensitive and therefore forms an exempt background paper to this decision.

5.19 Dialogue and correspondence has also taken place with other authorities utilising the services of 3GS Environmental Enforcement Solutions, with positive feedback.

5.20 Therefore, it is recommended to agree to an exception to procurement procedures and enter in to a one-year pilot with 3GS Environmental Enforcement Solutions, which is cost neutral as services are funded through the issuing of fixed penalty notices and penalty charge notices and that the Director of Community and Environmental Services, after consultation with Legal Services, enters into an appropriate one-year contract with the company. The Head of Procurement and Development has been consulted and considers that in this situation it would be reasonable to allow a trial of the operation by granting an exception for a fixed period.

5.21 If the 12-month pilot is successful and the concept of enforcement activity in this area is proven, the Council would undertake a compliant procurement exercise to appoint a service provider for the longer term.

5.22 In relation to the pilot period, it is proposed that this will focus on the area covered by the Public Space Protection Order of the town centre and Promenade, with the area potentially extended if the pilot proves successful.

5.23 Does the information submitted include any exempt information? No

5.24 **List of Appendices:**
Appendix 5a - The Blackpool Litter Strategy 2016-2020
Appendix 5b- 2016/17 Action Plan

6.0 Legal considerations:

6.1 An appropriate contract to be put in place for the one-year pilot in conjunction with Legal Services.

7.0 Human Resources considerations:

7.1 The company will work in conjunction with the Council and be overseen by the Public Protection Division.

8.0 Equalities considerations:

8.1 The Community and Environmental Services enforcement policy which takes account of vulnerable people will continue to be used.

9.0 Financial considerations:

9.1 The strategy will be directed by a Corporate Steering Group with actions costed and managed within the Council's budget management process, applying for appropriate funding, in conjunction with Keep Britain Tidy, where possible and applicable.

9.2 The 3GS Environmental Enforcement Solutions service is cost neutral.

10.0 Risk management considerations:

10.1 The company works in conjunction with other local authorities, therefore the key risk of business sustainability is minimised.

11.0 Ethical considerations:

11.1 The service will aim to improve the quality of the town's environment and enforce against inappropriate behaviour.

12.0 Internal/ External Consultation undertaken:

12.1 Keep Britain Tidy has consulted local residents, businesses, officers and Councillors.

13.0 Background papers:

13.1 Financial operating model of 3GS Environmental Enforcement Solutions (exempt).

14.0 Key decision information:

14.1 Is this a key decision? No

14.2 If so, Forward Plan reference number:

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

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

15.0 Call-in information:

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

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

TO BE COMPLETED BY THE HEAD OF DEMOCRATIC GOVERNANCE

16.0 Scrutiny Committee Chairman (where appropriate):

Date informed: Date approved:

17.0 Declarations of interest (if applicable):

17.1

18.0 Executive decision:

18.1

18.2 **Date of Decision:**

19.0 Reason(s) for decision:

19.1 **Date Decision published:**

20.0 Executive Members in attendance:

20.1

21.0 Call-in:

21.1

22.0 Notes:

22.1

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Keep Blackpool Tidy

Blackpool Litter Strategy

2016 – 2020

Draft Strategy prepared by Keep Britain Tidy

VISION

Working in partnership, Blackpool Council and Keep Britain Tidy have a vision is to make the town the cleanest seaside resort by 2020.

The aim of this strategy is to provide a long-term sustainable approach achieving this ambitious vision.

Blackpool is home to more than 140,000 residents while millions of people come to Blackpool every year to enjoy the unique environment and attractions. The council intends to cement Blackpool's position as the UK's number one family resort with clean, award winning beaches, and a reputation for cleanliness that supports and drives a thriving economy and a happy and healthy community.

This can only be achieved through genuine partnership working, preventing littering at source and encouraging residents and visitors alike to be proud of living, working and holidaying in Blackpool.

This strategy identifies the activity that will deliver against this vision.

PURPOSE

The strategy outlines the vision for Blackpool and identifies a number of strategic objectives that will help to better manage and prevent litter in the future.

Blackpool has a rich tradition and proud heritage of being the first mass market seaside resort. More than 17 million visits a year to the town and it remains one of the country's most popular destinations. 24,000 Blackpool jobs still rely directly on tourism – the most of any seaside destination – and enjoy's the greatest concentration of leisure attractions outside London.

Blackpool Council is looking to the future and wants to recreate the feeling that 'Blackpool is back' as the best seaside resort in the UK. To do so it needs to take advantage of its iconic attractions such as the Winter Gardens, the Tower and Tower Buildings, the Pleasure Beach, and of course the true one-off that is the Blackpool Illuminations.

Blackpool's Corporate Plan 2015 -2020 outlines the Council's two strategic objectives;

- Maximising growth and opportunity across Blackpool
- Creating stronger communities and increasing resilience.

To help deliver the Council's strategic objectives, it currently spends £2.8 million on keeping Blackpool's streets clean, including:

- Providing and emptying litter bins
- Regular litter picks
- Cleaning the streets
- Enforcement of the law when sufficient evidence is available
- Promoting litter campaigns.

Keep Britain Tidy

In June 2015, Keep Britain Tidy was invited by Blackpool Council to discuss a litter campaign for Blackpool. During this meeting, the aspiration to become the cleanest seaside resort in England by 2020 was agreed. Following the meeting, staff from Keep Britain Tidy hosted a workshop for Blackpool Council to discuss what a campaign for Blackpool would look like, what the unique issues facing Blackpool were and what would be needed to start this work quickly.

Following the workshop, we were invited to submit a proposal for Keep Britain Tidy's future involvement in assisting Blackpool Council in creating a strategy to meet its aspiration.

There were three elements that went to make up the assignment, they were:

- Better understand the key litter issues that Blackpool faces
- Develop a brand under which the different actions can sit
- Provide a strategy and action plan that help will guide the Council and its partners to reducing the amount of litter in the town.

THE PRESENT

In order to better understand the challenges Blackpool faces and identify key actions that could make a difference, Keep Britain Tidy undertook a number of data gathering exercises to help inform the strategy and identify potential solutions.

Keep Britain Tidy's research consisted of six elements:

- A street survey of 200 Blackpool residents
- An online survey that residents were invited to complete
- Two focus groups where Keep Britain Tidy could understand better what local residents felt about the quality of the environment in which they live.
- An opportunity for members of the Blackpool Business Leaders Group to let us know what the business community felt about litter in the town
- Two workshops for elected members
- Consultation with officers from across the Council.

The research with residents revealed a number of findings in relation to litter.

On littering:

The research with residents revealed that cigarette litter and chewing gum were the key issues identified by them along with dog fouling, fast food litter and soft drinks litter. Residents also considered that many of the litter bins were often overflowing with litter or there were too few bins provided by the Council. Respondents to the surveys also felt that enforcement was not sufficiently strong enough to deter people from littering.

Keep Britain Tidy also undertook a baseline environmental survey of a number of key sites in the town, including areas where visitors would most likely to visit including the town centre and its car parks, the promenade, main road and rail entry points. Also, locations where residents are most likely to frequent such as Stanley Park and secondary shopping centres were surveyed. The purpose of the environmental survey was to provide an independent assessment of the state of the town's environmental quality as of February 2016.

Although this is a one off snap shot taken out of season, the key findings of the survey included:

- The overall cleanliness of the town was comparable with other towns
- Around 5% of sites have litter present
- The town centre was cleaner than the outer shopping centres
- Cigarette butts and chewing gum were the main items of litter recorded
- Dog fouling was low appearing on only about 2% of sites
- Only a few litter bins were recorded as overflowing
- Rubbish was found on approaches to both railway stations.

STRATEGIC AIMS

Based on the research to date, six strategic objective aims have been identified, which is believed that if delivered will substantially reducing littering in Blackpool.

Objective 1 – Monitoring

90% of Blackpool's public spaces will meet a Local Environmental Quality standard of B+ and be predominantly free of any litter.

Objective 2 – Communication

At any time, 90% of people living, working and visiting Blackpool are aware of the 'Keep Blackpool Tidy' campaign.

Objective 3 – Design

Litter traps have been identified and designed out where possible. Good quality, consistent styled bins are gradually rolled out, prioritising high footfall areas. There are no reports of overflowing bins.

Objective 4- Education

Every child in Blackpool has the opportunity to learn about the impacts of litter and to take part in at least one litter pick per year.

Objective 5 – Engagement

Individuals, communities and businesses across Blackpool take up voluntary measures to keep their areas clear of litter and loose waste.

Objective 6 – Enforcement

Proportionate, regular enforcement supports a growing perception with resident of Blackpool that action is being taken on persistent litterers.

Objective 1 - Monitoring

90% of Blackpool's public spaces will meet a Local Environmental Quality standard of B+ and be predominantly free of any litter.

What gets measured gets done.

Set a target. Then measure the triple bottom line on an annual cycle: the litter on the floor, people's attitudes to littering, council spending on clearing litter.

Measurement and target setting

An effective strategy needs effective measurement. An annual local environmental quality survey which is designed to be both statistically significant and representative of Blackpool's public spaces should be incorporated into the annual business planning and budgeting cycle. A report on the results and comparison to previous years should be published every year. It is essentiall that the impact of the strategy can be measured. Putting a measurement process in place will allow targets to be set and monitored. The Code of Practice on Litter and Refuse outlines the standards expected nationally, it states: 'It is recognised that a grade A cannot be maintained at all times, and the presence of a few small items of litter and refuse, not yet accumulating, are regarded by the public as acceptable for short periods of time. It is expected that managers of land should, through monitoring and the appropriate use of resources, keep their land clear of litter and refuse so that it does not fall below a grade B and is cleansed to an A on a regular basis'. See grading criteria below.

To align with the ambition to become the cleanest coastal resort in the country, the target should go further than maintaining a grade B standard, with 90% of sites surveyed recording a grade A or B+, as set out in the Code of Practice. In addition to litter, the survey should also look at the quality of other Local Environmental Quality issues that contribute to the overall cleanliness of an area. The survey should also monitor the following and set relevant targets:

- Levels of detritus (mud, grime etc.)
- Levels of fly-posting
- Levels of graffiti
- Levels of staining
- Levels of recent leave and blossom fall
- Levels of weed growth
- Instances of fly-tipping
- Business waste placed out.

In addition, the survey should incorporate an element of litter counting and volume calculations to produce accompanying robust data on numbers of littered items and the volume associated with specific litter types to inform further action.

Measuring changes in perceptions

A perception survey should also be undertaken every year with residents, employees and visitors within Blackpool. This should once again be statistically robust and representative of the Blackpool community. Questions should test general awareness of the new 'Keep Blackpool Tidy' campaign, together with perceptions on whether littering is actually declining in Blackpool and why.

Local Authority expenditure on litter

Blackpool Council should be able to report year on year reductions in spending on street cleansing as a result of the strategy.

Ultimately, the strategy will be successful if Blackpool is actually becoming cleaner, people perceive that this is the case and the annual spend on street cleansing is not increasing in real terms, or indeed is reducing.

Key Strategic Activity

Stakeholder	Action
Blackpool Council	Commission an annual Local Environmental Quality survey Commission an annual public perceptions survey Provide timely budget information on street-scene team spend
Keep Britain Tidy	Produce an annual report updating on progress against the strategy, drawing together the data from the 'triple bottom line' Release annual results to the media at agreed times Make recommendations on how standards could be improved Use aspects of the report to develop new campaign and communication themes for the follow year

Objective 2 - Communication

At any time, 90% of people living, working and visiting Blackpool are aware of the ‘Keep Blackpool Tidy’ campaign.

The right message at the right time to the right people

Develop a brand. Then stick to it. But underpin it with relevant messages about specific issues to your target audience.

The Brand

Keep Blackpool Tidy

Keep Blackpool Tidy

A headline campaign developed and reinforced over many years will be critical to the success of the strategy. Logos and wording needs to be simply, catchy and emotive. The ‘Keep Blackpool Tidy’ logo will appeal to a range of segments, including people who make the connection to the wider ‘Keep Britain Tidy’ message.

The type face and colour can be tweaked to provide an exact match for Blackpool Council’s own corporate colours, with the Council logo appearing on all marketing and promotional materials and fonts will be in line with corporate branding guidance.

The Annual Marketing Plan

An annual marketing and campaigns gantt chart will identify what campaigns are taking place and when. Each campaign will have its own individual campaign plan to identify aims/objectives, target audience, budget, timescales, key messages, communication activity/channels, as well as how activity will be monitored and evaluated. Plans will also identify roles and responsibilities of the KBT and BC marketing and communication teams.

Broad awareness raising

A full review of available outdoor advertising locations should be made in Blackpool. Outdoor advertising sites in known hotspot areas should be targeted for regular use with 6 sheet and 48 sheet bill board posters reminding and reinforcing the primary message to 'Keep Blackpool Tidy'.

Segmentation and location analysis

A full analysis of segments should be undertaken to establish the key segments, related to key variables including age, employment and consumption choices.

Specific messaging on key litter should then be regularly tailored to these segments, based on need, location and timing. However, it is vitally important that any specific messages are always associated with the primary anti-littering 'Keep Blackpool Tidy' brand and logo to maintain consistency and a sense of one coherent campaign.

In particular, key littered locations should be fully assessed for typical user segments and the various stakeholders engaged in those areas should be encouraged to help communicate anti-littering messages. Typical locations in Blackpool will include train stations, car parks, bus stops, parks, the frontages of pubs and clubs, takeaway food outlets.

Communication channels used should be based on the above analysis, and will vary from typical outdoor or indoor advertising to use of traditional print and broadcast media, through to social media (including Instagram and YouTube).

Digital marketing

Digital marketing channels including website content, as well as advertising via Facebook, Instagram, Twitter etc should be identified as key communication channels, where appropriate, and be identified as part of each individual marketing campaign plan (for example, litter pick

campaigns, dog fouling campaigns etc). Given that a large proportion of Blackpool residents access information online (many via smartphones), it is imperative that digital channels are used, particularly when trying to target a younger audience.

Traditional media

An effective working relationship needs to be developed with local, regional and national media. Local media needs to feel they can play a role as a partner to the campaign, although will clearly wish to preserve their independent position. However, they should be encouraged to report all instances of both success and successful enforcement. If possible local media should be encouraged to provide a regular page dedicated to raising awareness of people issued with Fixed Penalty Notices or fined in court.

Communicating good news

It is interesting to note that there is in some instances a marked difference between how people perceive the cleanliness of an area and actual cleanliness on the ground. For instance, there is a marked difference between perceptions of dog fouling in Blackpool (a real issue for people) and reality on the ground (dog fouling is not present in many areas). To counter this, it is recommended that Blackpool Council assesses the variety of communication channels open to it and how good news stories can be dropped into key areas and at the right times, with the correct framing to encourage a shift in perceptions. Keep Britain Tidy's research on perceptions can inform this work.

Using other parties to communicate news

Simple communication toolkits for volunteer groups and schools can be developed which will allow them to issue their own press releases about their good work, using the Keep Blackpool Tidy branding. This helps support the idea that the campaign is being developed by people in Blackpool and not through the sole preserve of the council.

Key Strategic Activity

Blackpool Council	Develop and adopt the campaign branding and how it relates to the Blackpool Council and Keep Britain Tidy logos Identify key areas and publications for use of the brand Ensure the brand is associated with stories that relate back to the strategy – and incorporate both good news and bad news stories
Keep Britain Tidy	Undertake detailed segmentation analysis of Blackpool residents and visitors Develop an annual calendar of campaign activity and interventions – based on progress with the strategy, blockages and key issues Support Blackpool Council in delivery of specific campaigns and interventions throughout the year Provide support to Blackpool Council on communication channels and framing of key messages to challenge incorrect perceptions Approach the Blackpool Gazette, Wave FM and Radio Lancashire and develop media partner relationships Develop a campaign and communication toolkit for local groups – enabling them to develop their own press releases under the Keep Blackpool Tidy campaign brand

Objective 3 – Design

Litter traps have been identified and designed out where possible. Good quality, consistent styled bins are gradually rolled out, prioritising high footfall areas. There are no reports of overflowing bins. Bins that target specific waste types for recycling are gradually being phased in.

Make it easy for people to do the right thing, make it hard for people to do the wrong thing

Map the known hot-spots. Ensure appropriate provision for disposal and recycling. Consider nudge interventions to ensure people can do the right thing at the right time. Use good design to encourage good behaviour.

Design out 'litter placement' and 'litter traps'

National observational research shows that many people feel guilty about littering, and many would not throw directly on the floor, instead an increasing amount of litter is 'placed' rather than thrown. Typical examples of this are coffee cups places outside railway stations. To ensure that the strategy tackles all forms of littering, it is recommended that observational analysis is carried out on littering behaviour in Blackpool. This will enable sites where 'litter placement' occurs are identified. The areas could then look to encompass designs that do not encourage litter placement, and look to provide greater provision in those areas.

Carry out a full observational audit of the centre of Blackpool, identify potential litter traps, focusing on areas where it is difficult to cleanse, as highlighted in the picture and focus on designing out these problems.

Bin provision

Good quality and appropriate bin provision that enables people to do the right things is a crucial part of the strategy. Having a bin in place is only the first step. It is also important to keep litter bins serviced regularly so that members of the public can deposit their litter. Bins that are dirty or not in a good condition can deter people from using them. Also, if bins are too full litter can spill from them, undoing the good work of people who have done the right thing. Furthermore, in line with Circular Economy thinking, bins should be seen as receptacles for valuable materials that can be collected and recycled, not just containers for mixed waste bound for landfill.

It is recommended that a review is carried out on the current provision across Blackpool, and a strategy put in place to ensure bins are located in areas of need, and that all bins provided are clean and not overflowing. The current Enevo pilot aimed at providing digital intelligence on litter levels in bins should be evaluated and rolled out if successful. All new bins should be attractively and consistently styled.

The opportunity to encourage corporate investment in the resort for bespoke bins aimed at the collection of their packaging and waste products, can be explored in line with conversations ongoing nationally. This could take some of the financial burden from Blackpool Council.

Specific Interventions

Providing opportunities to nudge people to do the right thing will also contribute to the overall strategic aims. Implementing new approaches to behaviour change that provide effective, efficient and sustainable solutions will ensure the long term positive impact.

It is essential a partnership approach is used when implementing an intervention, which those businesses in the area. Interventions need to be focused on problem areas and issues, and piloted in target areas, and then scaled if deemed successful. As part of this strategy, it is recommended that interventions are put in place to tackle littering and fly-tipping issues.

Events and Peak Period

It is essential that a more robust plan is put in place to deal with large events and peak period within Blackpool, in order to ensure litter is dealt with more effectively and efficiently. Ensuring bins are not overflowing and appropriate resources are deployed.

Cigarette Litter

KBT's national survey demonstrates that cigarette litter is the number one littered item in the country and this waste type features highly in the analysis of litter in Blackpool.

Research suggests that many smokers don't consider cigarette butts to be litter. Dropping cigarette ends and not disposing of them properly is a criminal offence. Part of our campaign will be to raise awareness of this to people and we will also explore options for the disposal of cigarette ends. We will link with KBT in relation to any national initiatives in relation to smoking.

Additionally, reducing smoking opportunities means reduced smoking. When smokers cannot smoke in particular settings, they smoke fewer cigarettes and so fewer cigarettes are dropped. Blackpool Council has committed, through it's Tobacco Control Strategy, to work towards the introduction of smokefree zones, outdoor events and family orientated tourist attractions in the town being smokefree. Recent local insight work with both residents and visitors to Blackpool found that the majority of people support the introduction of smokefree outdoor spaces within Blackpool. This strategy can work together with the Keep Blackpool Tidy: Litter Strategy.

Alleyway Dumping

The high number of HMO's in Blackpool presents a particular littering issue, with short term tenants often at the margins of society and with limited or no connection to the area. Whilst alleyways can be the subject of 'professional' fly-tippers, in a number of cases it's the tenants themselves who are littering and fly-tipping in alleyways.

Whilst legislation only requires provision of bins equivalent to one typical household, this can often be insufficient. Making it easy for people in HMOs to do the right thing should be a clear focus for any intervention, as the short term nature of tenancies make a broader message around 'caring for the resort' more of a challenge.

Where space allows the use of Paladin bins for use by multiple tenants should be piloted. Additionally, research from elsewhere suggests that cleansing alleyways, then providing hooks for bin bags to keep them off the floor, actually results in a significant reduction in littering and fly-tipping.

Innovations should look to provide easy to access and simple to use facilities for HMO tenants, alongside clear signage for landlords on collection days.

Predation from bags

In seaside resorts, seagulls are a particular issue and responsible for opening bags of waste, creating litter. The current pilot of seagull proof bags should be analysed and scaled, if found to be successful. Other pilots are underway in England and analysis of results elsewhere will be considered in designing scalable solutions. Restricting easy food sources for seagulls is a primary mechanism for encouraging to relocate to their natural habitat and away from urban centres.

Littering at key times

A specific issue referenced by residents in particular, is the perception that littering (particularly food and drink packaging) is worse around pubs, clubs and bars and at specific times e.g. evenings, weekends, bank holidays.

Bin provision in these areas should be assessed, in particular the hot-spots and the walking distances before litter is dropped. There may be potential to explore temporary bin provision in known hot-spot areas and at key times.

There is also clearly an opportunity to explore communication, messaging and education via licensed premises and their own role in keeping their premises and surround clear of litter.

Bins as resource hubs

Blackpool could consider trialling bespoke bins that also contain litter pickers, bags and gloves allowing residents to use the equipment for keeping their areas clean and the bin for disposal of street litter collected.

Key strategic activity

Blackpool Council	Undertake an assessment to identify litter hotspots and traps with a view to design out Carry out an assessment of current bin stock – review both placement and quality Commit to trials aimed at separate collection of littered items Plan in place for events and peak periods Commit to trialling interventions that aim to reduce littering
Keep Britain Tidy	Provide opportunities for Blackpool to be involved in innovation through national trials and interventions Support Blackpool in developing local interventions in partnership with local stakeholders Provide support and advice through an environmental audit and full bin stock audit

Objective 4 - Education

Every child in Blackpool has the opportunity to learn about the impacts of litter and to take part in at least one litter pick per year.

Encouraging a generation of young people to consider littering as socially unacceptable

Give young people a voice, let them help deliver the strategy, reward them for their ideas and energy.

Providing support to schools

There needs to be a focus on developing an engaging and Blackpool specific school pack, with specific activity such as litter surveys, for use in Blackpool schools and focused on litter and the associated problems. This pack would encourage schools to raise awareness in class and at assemblies and would encourage pupils to get involved and take ownership. Part of the strategy would be to encourage Blackpool schools to work through the Eco-schools programme, providing a framework to follow. Many Eco-Schools choose to tackle litter in their school as one of their first priorities. It is a highly visible issue and one that is easily understood by all ages. A litter-free school is very noticeable and can enhance a school's image in the local community.

Annual Competition

All schools can be encouraged to take part in an annual competition to provide a new campaign idea, poster or intervention to tackle littering. With the support of local media, this can be developed into a high profile event and form part of the general raising of awareness amongst young people. An annual installation at the illuminations could form part of the prize for the winning pupil, cementing the local link for young people.

Engaging with the wider community

Schools are very often a hub in the community, using schools to act as a catalyst for change in the wider community and ensuring every school in Blackpool is part of the wider community engagement campaign. Blackpool could support litter picks in schools, encouraging schools to involve parents and the wider community to cascade the anti-litter message.

Young people as role models

Develop case studies demonstrating where young people have taken action against litter and are passionately about the issue. This helps to challenge stereotypes of young people as litterers and helps encourage the next generation through positive role modelling.

Education is not just for children

Educating people and raising awareness of litter is an underling theme across the strategy. However, specific resources could be developed for use by landlords, hoteliers, housing association and the Blackpool Council to work to educate resident and visitors.

Key strategic activity

Blackpool Council	Identify all schools in Blackpool Support the development of an education pack for schools Develop the idea of an illumination specifically given over to winning entries in an anti-littering competition
Keep Britain Tidy	Lead on the development of the school resource pack Work to engage all Eco-Schools in Blackpool with the littering pack Work to engage all Eco-Schools in Blackpool with the competition Provide staff and engaging third parties to speak to schools classes and assemblies Provide clear linkage to Love my Beach volunteers and options to join up messaging and education around litter Work with Love my Beach to further develop the existing Business Pack and Hotel pack resources for wider use throughout Blackpool Develop case studies of young people as role models and highlight in local media

Objective 5 - Engagement

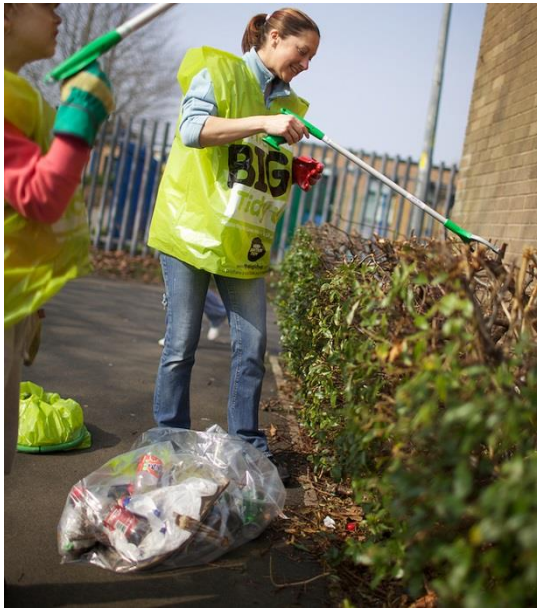
Individuals, communities and businesses across Blackpool take up voluntary measures to keep their areas clear of litter and loose waste.

Giving a voice to the people who care

80% of people don't litter. 80% of the residents, visitors, business owners and employees in Blackpool probably don't litter. Support them to build a movement for change.

Working together

It is essential that a partnership approach is taken to ensure long lasting behaviour change and to meet Blackpool strategic aims. There are many stakeholders in Blackpool that need to be involved in the implementation of the strategy; this includes residents, local businesses, land lords, schools, community groups and individuals.



Being part of the solution

Ensuring everyone can do there bit and see the huge benefits that come from this will ensure the long terms sustainability of the strategy, and create a litter free Blackpool. There are many different ways Blackpool can engage with its different stakeholders – and there needs to be a clear plan developed for this. There is a range of activities that can be put in place to ensure everyone in Blackpool has the opportunity to be part of the solution.

Reporting litter – encourage everyone to report any issues with litter, possibly through an app. Use this data to target activity.

Create opportunities for involvement – create an overarching community engagement campaign encouraging residents, businesses and other stakeholders to clean up. This should include large scale events initiated by the council, but also a year-long call to action, with support for those who want to create new community groups and carry out litter picks. To do this, the council can provide a 'start up pack' that includes Keep Blackpool Tidy branded Hi-Viz vests, litter pickers and safety information.

Wider community – Blackpool benefits from a very strong business community that includes those dependant on tourism. It is essential those stakeholders assist in delivering the strategy. Raising awareness of the positive impact on the local economy of a litter free town is essential. These businesses can help to implement the strategy in a number of ways; it is recommended that all stakeholder sign up to a voluntary pledge that forms part of the strategy, the pledge could include the following:

- **Businesses** – assist in communicating the anti-litter message to its customers, display the Keep Blackpool Tidy brand, commit to cleaning outside their own premises through a voluntary initiative and award scheme, ensure their business waste is contained and out of site where possible, engage in community clean ups
- **Hoteliers** - assist in communicating the anti-litter message to guests, display the Keep Blackpool Tidy brand, commit to cleaning outside their own premises, ensure their business waste is contained and out of site where possible
- **Landlords –** provide an information pack to residents to ensure they dispose of waste correctly, assist in communicating the anti-litter message to guests, display the Keep Blackpool Tidy brand, commit to ensuring the land around there properties are free from dumping.

Blackpool Council	Develop an overarching Community Engagement Campaign for Blackpool Develop a pledge for businesses and stakeholders Work with all stakeholders to deliver the strategy
Keep Britain Tidy	Support Blackpool in development of its Community Engagement Campaign using its national contacts Support Blackpool in engaging its stakeholders

Objective 6 - Enforcement

Proportionate, regular enforcement supports a growing perception with resident of Blackpool that action is being taken on persistent litterers.

A good strategy needs good execution, it also needs teeth….

20% of people do litter. 20% of the residents, visitors, business owners and employees in Blackpool probably do litter.

Enforcement offers another means of behaviour change and can be an effective action to tackle this problem; if managed properly, it can act as a successful deterrent and result in cleaner streets. If managed badly, it can lead to ill-feeling and negative publicity in the press. Keep Britain Tidy research shows that 25% of the general public are not aware that they can be issued with a fixed penalty notice for committing an environmental offence, and just 49% of the general public believe that fixed penalty notices are an effective behaviour change tool. Therefore, it is essential that any enforcement activity is part of the wider strategy of engagement and raising awareness of litter across Blackpool.

Deliver an effective and efficient litter enforcement strategy that delivers a zero tolerance on littering

The enforcement strategy should be designed to deal with all types of environmental crime, from low-level offences to more serious criminal activity such as fly-tipping. The non-payment of FPNs needs consideration in an enforcement strategy. A successful strategy will strike the right balance between resources being used on issuing fixed penalties and time spent on prosecutions. A fixed penalty notice should only be issued where there is enough evidence to support a prosecution, so in the event that it is not paid, an authority will be able to follow it up in court.

External service provision

A number of authorities around the country are now engaging the services of private enforcement companies. This often leads to a significant uplift in FPN's and prosecutions and is attractive to local authorities as the service can be provided by the contractor on a zero cost basis. There is no direct evidence as yet that substantially raising the number of FPNs issued reduces littering in of itself. However, as part of a planned strategy that encourages communication, education and facility provision in addition to enforcement it can provide a real 'stick' underpinning the role out of the strategy.

Awareness raising campaign – raising awareness that litter carries a fine

Irrespective of the manner in which enforcement is delivered, raising awareness of the impact and issues associated with littering forms part of the wider strategy. It is also important that prior to any enforcement being carried out, that there are communications that litter carries a fine. Keep Britain Tidy research shows that people who have seen or heard about fixed penalty notices being issued via (local and national) newspaper reports are significantly more likely to think they are effective – therefore use of local media should be actively sought and encouraged.

Longer term solutions

For particular long term issues, Blackpool should consider use of other means of enforcement, rather than just FPNs for littering, such as Public Space Protection Orders. It is also essential that the local Magistrate's Court is engaged in the strategy, to ensure a consistent message is provided.

Blackpool Council	Develop and deliver the Enforcement Strategy for Blackpool Commit to raise awareness that littering carries a fine Ensure a robust training regime for anyone carrying out enforcement activity
Keep Britain Tidy	Support Blackpool in development of an Enforcement Strategy Continue to work nationally to raise awareness that litter carries a fine, with a focus on local support in Blackpool Provide training for staff through the Enforcement Academy Work with local magistrates to explain the issues of littering and fly-tipping and ensure that the seriousness of the offences are understood, so that effective penalties are issued

ACTION PLAN 2016/17

Month	Action	Partners
June	Agree strategy with elected members Agree action plan Establish steering group Agree initial 12-month marketing and campaigns plan with BC marketing team/waste services (including media activity) Begin planning for launch Engage Eco-Artist ' Moose' to create stencils with Keep Blackpool Tidy – ready for reverse graffiti installation in July Prepare Billboard and Bus Shelter posters	Blackpool C KBT Clear Channel / JC Decaux
July	**Media Launch:** 3rd week of July Install the 'reverse graffiti' images at key locations around Blackpool overnight on Sunday Install bill board and bus shelter posters in key locations on Sunday Invite community volunteers to come and help litter pick the location on Monday alongside Blackpool Council staff and invited media. Free event following in Winter Gardens for volunteers, community groups, housing	Blackpool C KBT Winter Gardens Community Volunteers

	associations, sports clubs, businesses, council employees. Short opening speeches, short workshop sessions on elements of the strategy. Ideas collated together with offers of support.	
August	Support introduction of smoke-free outdoor spaces in Blackpool MEDIA RELEASE: support the official launch of the first smoke-free outdoor space Develop the Keep Blackpool Tidy volunteer network. Confirm structure and two workshops per year for volunteers to come together with Keep Britain Tidy, Blackpool Council and invited speakers. Organise kits from Glasdon for all confirmed volunteer groups. **MEDIA RELEASE**: Officially launch the Keep Blackpool Tidy Volunteer Network – with Glasdon, Blackpool Council, KBT and volunteers	Blackpool C KBT Glasdon Network Rail Public Health
September	Develop a new local environmental quality survey and local perceptions survey for Blackpool. **MEDIA RELEASE**: Announce that local people will be asked every year to report on whether litter on Blackpool's streets is improving	KBT Blackpool C
October	Develop the schools pack for Blackpool – ready for launch in the Spring Term. **MEDIA RELEASE**: Local schoolchildren from Blackpool schools help develop ideas for the pack in a workshop held by KBT, invite media to observe and interview children on the day	KBT Blackpool C Schools

November	First meeting of the Keep Blackpool Tidy volunteer network **MEDIA RELEASE**: local media invited to attend and interview volunteers Review litter management arrangements in relation to events and dealing with peak periods	Blackpool C KBT Glasdon
December	No activity	
January	Report reviewing first six months of new enforcement initiative. Survey recording people' on street views and perceptions. MEDIA RELEASE : Findings from the report, number of FPNs issued, peoples view of the scheme	Blackpool C KBT
February	Results of the ENEVO bin sensor trial MEDIA RELEASE : Blackpool moves to become a 'Smart Town' (assuming trial successful)	Blackpool C KBT
March	Keep Blackpool Tidy – mass volunteer event as part of the national 'Spring Clean' organised by KBT **MEDIA** – invited to record an organised mass clean up at a central Blackpool location	KBT Blackpool C

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