

# Public Document Pack



**BLACKPOOL COUNCIL**

Tuesday, 16 November 2021

To: The Members of Blackpool Council

Lady Mayor, Ladies and Gentlemen

You are hereby summoned to attend a meeting of **Blackpool Council** to be held in the Council Chamber at the Town Hall, Blackpool on Wednesday, 24 November 2021 commencing at 6.00 pm for the transaction of the business specified below.

A handwritten signature in black ink, appearing to read 'David Lewis'.

Director of Governance and Partnerships

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## **Business**

### **1 DECLARATIONS OF INTEREST**

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

(1) the type of interest concerned either a

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

and

(2) the nature of the interest concerned

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

### **2 MINUTES OF THE LAST MEETING HELD ON 29 SEPTEMBER 2021** (Pages 1 - 8)

To agree the minutes of the last meeting held on 29 September 2021 as a true and correct record.

### **3 ANNOUNCEMENTS**

To receive official announcements from the Mayor.

### **4 EXECUTIVE REPORTS**

(Pages 9 - 30)

To consider the attached reports to Council from the Corporate, People and Place portfolios.

Members are reminded that:

- The Lead Executive Member has up to three minutes to present the report, after which there will be a period of no longer than 25 minutes per report for questions/comments (a green card will give a one minute warning, red for the end of the debate).
- There will be three minutes per question/ comment from any Councillor on anything within the portfolio and no limit to the number of times a Councillor can ask a question.
- There will be a period of up to 25 minutes for responses from any Cabinet Member on their area of responsibility at the end of the questions/ comments for each report.

### **5 CLIMATE ACTION PLAN**

(Pages 31 - 68)

To consider the recommendations of the Executive on 8 November 2021 on the Blackpool Climate Action Plan in line with the Climate Emergency Declaration.

### **6 PARTNERSHIP GOVERNANCE FRAMEWORK**

(Pages 69 - 80)

To consider the Audit Committee's recommendation that Council adopts the Partnership Governance Framework and that it forms part of the Council's Constitution.

#### **Venue information:**

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

#### **Other information:**

For queries regarding this agenda please contact Sarah Chadwick, Democratic Governance Senior Adviser, Tel: (01253) 477153, e-mail [sarah.chadwick@blackpool.gov.uk](mailto:sarah.chadwick@blackpool.gov.uk)

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

### **Present:**

Councillor Burdess (in the Chair)

### Councillors

Baker	Collett	Jackson	R Scott
Benson	Cox	Kirkland	Sloman
Blackburn	Critchley	Matthews	Smith
Brookes	Farrell	B Mitchell	Stansfield
Mrs Callow JP	Galley	O'Hara	Taylor
Campbell	Hobson	Owen	Walsh
Clapham	Hugo	Roberts	L Williams
D Coleman	Hunter	D Scott	T Williams
G Coleman	Hutton	Mrs Scott	Wilshaw

### **In Attendance:**

Neil Jack, Chief Executive

Dr Arif Rajpura, Director of Public Health

Mark Towers, Director of Governance and Partnerships / Monitoring Officer

Lorraine Hurst, Head of Democratic Governance

Jenni Cook, Democratic Governance Senior Adviser

Sarah Chadwick, Democratic Governance Senior Adviser

### **Apologies:**

Apologies for absence were received on behalf of Councillor Cain who was on official Council business.

### **1 DECLARATIONS OF INTEREST**

The following councillors declared personal interests in agenda item 6a 'Executive Member Report – Corporate Portfolios' and indicated that should discussion take place on the financial position of the company, their interests would become prejudicial and they would therefore leave the meeting:

- Councillors Burdess, Galley and Matthews – as Council-appointed non-executive directors of Blackpool Transport Services Ltd
- Councillors Campbell, Farrell and Roberts - as Council-appointed non-executive directors of Blackpool Airport Operations Ltd.

Councillor Benson also declared a Disclosable Pecuniary Interest in the agenda item as her spouse was an employee of Blackpool Transport Services Ltd and indicated that she would leave the meeting if the financial affairs of the company were discussed.

## MINUTES OF COUNCIL MEETING - WEDNESDAY, 29 SEPTEMBER 2021

### 2 MINUTES OF THE LAST MEETING HELD ON 24 MAY 2021

**Resolved:** That the minutes of the Council meeting held on 24 May 2021 be signed by the Deputy Mayor as a correct record.

### 3 RESOLUTION OF CONDOLENCE AND MINUTE'S SILENCE

The Council noted the sad news of the deaths of Honorary Alderman, former councillor and Mayor, Mrs Sylvia Taylor and former Councillor Sheilagh Dyson (nee Baugh), former Deputy Mayor.

Councillors L Williams, Clapham, G Coleman, Benson, Jackson and Blackburn paid tribute to Mrs Taylor. Councillor Taylor spoke in respect of Mrs Dyson.

The following resolution of condolence was then moved:

‘The Council sends its deepest sympathy to the families and friends of Honorary Alderman and former Mayor Sylvia Taylor and former Councillor Sheilagh Dyson for their loss and places on record its recognition of the dedication to office of these civic office holders’.

**Motion carried:** The motion on being submitted to the Council was carried unanimously.

Council then held a minute’s silence as a mark of respect.

### 4 ANNOUNCEMENTS

There were no announcement made.

### 5 DIRECTOR OF PUBLIC HEALTH UPDATE REGARDING THE PANDEMIC

Dr Arif Rajpura, Director of Public Health was invited to address members of the Council on the latest development in relation to the Covid-19 pandemic.

Dr Rajpura reported on the trends of cases and testing levels in Blackpool compared to other areas and factors affecting the numbers of positive cases. Members were also advised of a number of initiatives that had taken place across Blackpool in order to improve vaccination rates and the importance of refreshed communication messages was noted along with continuing mitigations against Covid and other winter-borne diseases.

### 6 EXECUTIVE REPORTS AND COMBINED FIRE AUTHORITY REPORTS

The Executive Lead Members for the meeting presented reports to the Council on work undertaken in the Corporate, Place and People portfolio areas. The reports covered corporate, strategic and policy issues, together with work being undertaken in transforming services and with partners.

## MINUTES OF COUNCIL MEETING - WEDNESDAY, 29 SEPTEMBER 2021

The Council also received a report from representatives of the Lancashire Combined Fire Authority in relation to the work being undertaken by the authority.

Questions, comments and debate were invited from all councillors on each of the report areas.

Notes:

1. The Leader of the Council agreed to provide a written response to:
  - Councillor R Scott in relation to the Talbot Gateway Phase 3 development and how the 2,000 new jobs being created would align with the Council's aims in relation to zero carbon emissions, due to the environmental impact of workers travelling into the area from around the region
  - Councillor T Williams to confirm any details of the Government's reported intention to fund up to 75% of uncollected Council Tax
  - Councillor T Williams and Councillor Blackburn on details of recent legislation in relation to the sale of 'zombie knives' as well as clarification on whether the recent fatality had occurred before the legislation had been passed and whether the Trading Standards service had visited the retailer that had sold the weapon.
2. Councillor Hugo agreed to provide a written response to Councillor Walsh on the cost of replacement of trees that had been recently been damaged or stolen, how the cost would be met and whether any progress had been made in terms of action in relation to the perpetrators.
3. Councillor Cox left the meeting during the above item.
4. Following consideration of the item, the Council agreed a short adjournment.

### 7 CODE OF GOVERNANCE

It was reported that the Audit Committee in April 2021 had considered a draft local Code of Governance in line with good practice and had recommended its approval to the Council.

Members were also advised that as part of the annual review of the Council's Governance Statement, supporting evidence in relation to the governance framework and Code of Governance would also be considered and updated by the Audit Committee.

**Motion:** Councillor Galley proposed (and Councillor L Williams seconded):

- '1. To adopt the attached Code of Governance and agree that it forms part of the Council's Constitution.
2. To agree that the Audit Committee be authorised to update the 'Blackpool Governance Framework' section at the end of the Code (specifically the supporting evidence for each of the thematic strands) each year when it produces the Annual Governance Statement, but that any changes to the content of the Code be referred

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to full Council (not including changes in legislation or decisions made from time to time by or on behalf of the authority)'.

**Motion carried:** The motion was submitted to the Council and carried.

### 8 AUDIT COMMITTEE ANNUAL REPORT

The Chair of the Council's Audit Committee presented his report to members on the work of the Committee over the last municipal year, in particular highlighting the focus on the Strategic Risk Register, work on improved governance processes, risk reporting and Audit Academy training programme. Members acknowledged the work of the Audit Committee in assisting the Council to ensure that it remained a sustainable and resilient organisation.

### 9 SCRUTINY ANNUAL REPORT

The Chair of the Scrutiny Leadership Board presented a report to members on the work of the scrutiny committees during 2020/21 and in doing so highlighted the importance of scrutiny in reviewing Council services. Members acknowledged the work of the scrutiny committees and the number of scrutiny reviews undertaken during the year.

Members noted that there were currently two parent governor vacancies on the Children and Young People's Scrutiny Committee and the Chair expressed her wish that volunteers were sought to fill these vacancies.

(Note: Following consideration of the item, Councillor D Coleman left the meeting).

### 10 STANDARDS COMMITTEE REFERRAL

The Council received a referral from the Standards Committee following a hearing held in relation to the Council's Code of Conduct involving Councillor Simon Blackburn.

The Chair of the Standards Committee at the time of the hearing advised that the Committee had recommended censure of Councillor Blackburn and that an apology had been received. He also advised that the Committee had recommended that all councillors remained vigilant in their responsibilities in accepting and registering gifts and hospitality.

**Motion:** Councillor Taylor proposed (and Councillor Benson seconded):

1. To accept the referral from the Standards Committee and the accompanying censure and endorse the finding of the committee into Councillor Blackburn's failure to register the gifts he received, details of which are in the published decision notice.
2. To note that the Code of Conduct for Members is being reviewed as a result of the LGA model code of conduct.
3. To affirm the view of the Standards Committee about councillors and the

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importance of being open and transparent in their dealings in accepting and registering such items and not to leave their conduct open to question’.

**Motion carried:** The motion was submitted to the Council and carried.

(Note: Following consideration of the item, Councillor Blackburn left the meeting).

### 11 STATUTORY APPOINTMENTS

Members considered a report on proposed statutory appointments following the departure of the postholder of Director of Children’s Services and that of the Deputy Chief Finance Officer. In relation to the former position, it was noted that the Chief Officers’ Employment Committee had agreed the offer of appointment to Ms Vicky Gent in March 2021 and that the Chief Executive had designated Ms Gent as the interim statutory appointment under the Children’s Act 2004.

**Motion:** Councillor L Williams proposed (and Councillor Taylor seconded):

- ‘1. To confirm the appointment of Ms Vicky Gent as the Council’s new statutory Director of Children’s Services in accordance with Section 18 of the Children’s Act 2004, making permanent the decision of the Chief Executive.
2. To confirm the appointment of Mark Golden as Deputy Chief Finance Officer in accordance with Section 151 of the Local Government Act 1972 with immediate effect.
3. To request that the Director of Governance and Partnerships makes the necessary amendments to the Council’s Constitution’.

**Motion carried:** The motion was submitted to the Council and carried.

### 12 REVIEW OF POLITICAL BALANCE AND APPOINTMENT OF COMMITTEES

The Council considered a review of the political balance of its committees and membership, following notification received from Councillor Blackburn in July 2021 that he no longer wished to be treated as a member of the Labour Group.

**Motion:** Councillor L Williams proposed (and Councillor Taylor seconded):

- ‘1. To re-appoint the following Council committees, with powers and duties as previously agreed:
  - Scrutiny Leadership Board
  - Adult Social Care and Health Scrutiny Committee
  - Tourism, Economy and Communities Scrutiny Committee
  - Children and Young People’s Scrutiny Committee
  - Audit Committee
  - Appeals Committee
  - Planning Committee

## MINUTES OF COUNCIL MEETING - WEDNESDAY, 29 SEPTEMBER 2021

- Standards Committee
  - Chief Officers Employment Committee.
2. To re-appoint a Scrutiny Leadership Board, with a political balance membership of three Labour, four Conservative (to be made up of the Chairs, Vice Chairs of the three Scrutiny Committees and the Chair of the Audit Committee) and Cllr Mrs Callow, the non-aligned Independent Member, as Chair of the Committee.
  3. To agree the political balance attached at Appendix 12(a) to the Council report and appointments to the above committees at Appendix 12(b).
  4. To re-appoint the Licensing Committee with the powers and duties as set out in the Constitution (membership of thirteen and a composition of seven Labour, five Conservative and one Blackpool Independent).
  5. To request the Licensing Committee to re-appoint the Public Protection Sub-Committee, including the appointment of the Chair and Vice-Chair.
  6. To agree that any membership changes to committees or sub-committees during the course of the Municipal Year continue to be reported to the Director of Governance and Partnerships by the relevant Group Leader for implementation.
  7. To agree to the memberships of the committees of the Council and their Chairs and Vice Chairs as set out in Appendix 12(b) to the Council report and that delegated authority is continued to be given to the committees themselves to determine changes to Chairs and Vice Chairs, in line with the principles set out in this report, should the need arise for change during the municipal year.
  8. To note that the membership of the Health and Wellbeing Board and the appointment of the Chair and Vice-Chair of the Board are not affected.
  9. To agree that the Director of Governance and Partnerships be authorised to amend the Constitution accordingly'.

**Motion carried:** The motion was submitted to the Council and carried.

### 13 REPORT OF THE INDEPENDENT REMUNERATION PANEL

Members received the report from the Independent Remuneration Panel in relation to a number of special responsibility allowances that had been scheduled for review in 2021. The review had included a joint meeting with the Fylde Independent Remuneration Panel regarding allowances for independent persons.

**Motion:** Councillor L Williams proposed (and Councillor Taylor seconded):

'That the recommendations in the report from the Independent Remuneration Panel are approved'.

## MINUTES OF COUNCIL MEETING - WEDNESDAY, 29 SEPTEMBER 2021

**Motion carried:** The motion was submitted to the Council and carried.

### 14 BLACKPOOL MEDAL

Members considered proposals for the award of the Blackpool Medal posthumously to Brian London, the former British and Commonwealth boxing heavyweight champion who had sadly died in June. The proposal was following discussions between the Group Leaders who had considered it appropriate to honour Brian for his service to Blackpool and to mark his sporting achievements.

**Motion:** Councillor L Williams proposed (and Councillor T Williams seconded):

- '1. To agree that Brian London (Brian Sidney Harper) be posthumously awarded the Blackpool Medal in recognition of his eminent service to the Borough.
2. To request the Director of Governance and Partnerships to organise a Special Meeting of Council, for the award of this medal.
3. To note that the Group Leaders are due to meet to look at the nomination process for awards and honours'.

**Motion carried:** The motion was submitted to the Council and carried.

### Mayor

(The meeting ended at 8.56pm)

Any queries regarding these minutes, please contact:  
Lorraine Hurst, Head of Democratic Governance  
Tel: 01253 477127  
E-mail: [lorraine.hurst@blackpool.gov.uk](mailto:lorraine.hurst@blackpool.gov.uk)

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## **CORPORATE PORTFOLIOS**

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The 'Corporate' portfolio consists of:

- Councillor Lynn Williams – Leader of the Council
- Councillor Ivan Taylor – Deputy Leader of the Council and Cabinet Member for Partnerships and Performance

The full details of the portfolio areas can be found on the Council's website at <https://www.blackpool.gov.uk/Your-Council/Your-councillors/Executive-members.aspx>

## **Strategic Issues**

### **Delivering Transformational Change in our Town Centre – Creating a new Civil Service Hub**

I know you will now all be aware of the fantastic announcement on 10 November that potentially more than 3,000 civil servants will relocate to our new £100m Civil Service Hub development in Talbot Gateway. This is just terrific news for Blackpool. It has taken several years of patient and determined negotiation to get to this point but represents the biggest boost so far to our ambition to rejuvenate the town centre through the introduction of high-quality office developments.

The site will be a new regional hub for the Department for Work and Pensions (DWP) and will result in staff from existing sites at Warbreck House and Ryscar House moving into the Blackpool Hub and Assessment Centre at Talbot Gateway when the new offices are completed in the autumn of 2024. This will create and protect thousands of jobs, and provide a huge boost for the town centre's retail economy. The location of the site next to frequent tram, bus and rail services will also help to reduce the carbon footprint of staff travelling to work. I am personally very happy that confirmation of the signing of this deal will now end speculation over whether the scheme is still viable in these new days of hybrid working.

The Council will own the freehold of the office building and DWP have signed a lease agreement with commercial terms which commits them to the site for 25 years, with the Council forward funding the acquisition of the necessary property, the demolition of the existing structures and site clearance, the construction of the office building and then the construction of the surrounding public realm, infrastructure and the temporary car park. The Council will also forward fund the fitting out of the building, with these costs being reimbursed by DWP as they are incurred and prior to them taking occupation of the building.

All of the property needed for the development is now owned by the Council following sign-off of the Compulsory Purchase Order by government, whilst outline planning permission was granted earlier this year, with detailed planning permission to be considered by the Planning Committee on 16 November

(after the publication of this agenda). I am particularly pleased that we have been able to support the relocation of the King Street Dental Surgery into temporary accommodation and then into the old Hop public house, retaining vital health services in an area of high need.

Delivery of the Civil Service Hub, alongside so many other things in the town centre such as the new Conference and Exhibition Centre, new market, extension to Houndshill, museum, tram extension, new hotels – and of course Blackpool Central – represents transformational change for our town, and underlines the scale of this administration’s ambition for Blackpool. It is now happening, and thousands of our residents will benefit from the job opportunities that will follow.

### **A new Medium Term Financial Sustainability Strategy – More Levelling Down than Up**

The Executive approved our new Medium-Term Financial Sustainability Strategy (MTFSS) for the 6-year period until 2026/27 on 8 November 2021. Whilst our focus continues to be on ensuring that the Council can protect whatever vital services we can, one statistic bears repeating: that Blackpool Council will have had £1.181 billion less to spend on services between 2010 and the end of 2021/22 as a direct result of government cuts. Almost £1.2 billion less to provide essential services to communities in the most deprived borough in the country, with a further £58.4m of savings forecast to be needed during the life of the strategy. So forgive me if I remain sceptical with Members about the government’s mantra of levelling up – the Council’s finances continue to be levelled down as far as we can go.

Each successive year the scope remaining for savings from efficiency measures becomes less. Delivering savings of the above magnitude has had an unavoidable impact on service levels, resident satisfaction ratings, jobs and morale and with 77% of the revenue budget now earmarked for social care (adults and children) more radical, fundamental, transformational and sustainable solutions will become necessary by 2027 if compensating government funding is not provided.

Against this backdrop, the Strategy summarises the comprehensive review and assessment that has been undertaken of how the Council can finance its future service delivery and the level of savings needed if these activities are to be facilitated and maintained. It also considers the risks anticipated throughout what is perceived to be an ongoing challenging period for local government following the shocks to the UK economy, upward demands upon services, inflationary pressures and the competing demands for resource from other central government departments.

Whilst the preparation of the Medium-Term Financial Sustainability Strategy has taken place within an extremely complicated matrix of forecasts and assumptions, its formulation has been governed by ten guiding principles, eight of which were in place from the previous strategy:

- i) the statutory obligation to balance the Council’s Budget in each year of the period
- ii) resourcing services in line with Council priorities
- iii) embedding a culture of value for money and efficiency savings in all activities
- iv) keeping local taxes and charges as low as practicable
- v) maximising the level and resilience of the resources of cash, assets and people
- vi) ensuring significant risks are identified and mitigated where possible
- vii) ensuring financial reserves reflect the levels of business and risk
- viii) optimising capital spending freedoms

And two new principles to account for our current circumstances:

- ix) a sympathetic but robust approach to income and debt management in accordance with a refreshed Income and Debt Recovery Strategy
- x) adherence to the Council's climate emergency declaration of reaching net carbon zero by 2030 (and measures to lead the town towards the same objective).

In the absence in recent years of medium-term planning guidance and settlements from central government, the narrative in this strategy conveys a clear direction, even if the numbers will change from year to year.

### **Our Shared Climate Emergency – Time to Act**

The presentation of the Climate Action Plan elsewhere on this agenda marks the formalisation of a process underway for some time of starting to think about our work from the perspective of the future of our planet. We must all change and adapt, and the Council needs to lead this change locally. As part of this, I am pleased that our two new graduate climate change officers are energetically challenging our thinking and looking for other ways of delivering our priorities whilst reducing our carbon emissions.

Most recently, we have extended an invitation to all members to attend Carbon Literacy Training, with a lively first session being held in October. I sincerely hope you will take up the opportunity. I am told even those of you who are well read on the topic will learn something, and as you will be asked to commit to a personal action to reduce your carbon footprint, it will make a real contribution to our aim. We have also piloted a version of the Literacy course with a cross-section of council officers and will roll further training out next year.

### **Promising Developments in Waste Collection Policy**

The government announced its intention that councils would start collecting food waste in the 2018 Resources and Waste Strategy. This has now moved forward with the recent announcement of more than £300 million for English councils to implement free, separate food waste collections from 2025. We expect the full cost of the process to be met by central government under rules which ensure that new council responsibilities are fully funded.

DEFRA are planning other reforms around waste and recycling, including the new extended producer responsibility scheme for packaging. I would certainly welcome these moves, albeit ones which were delayed two years due to the pandemic, as making a significant difference to our response to the Climate Emergency.

### **Corporate Issues**

#### **Corporate Peer Challenge: LGA praise for the Council's "direct, bold" role in investing in Blackpool**

Corporate Peer Challenges are part of the Local Government Association's sector-led improvement support offer and generally take place at 4-5 year intervals. Our latest review was held in March 2020, just weeks before the full impact of the pandemic started to be felt, delaying both their final report and our response to it. The team, made up of senior officers and Councillors from other organisations, noted the clear progress made towards the delivery of our council vision since their previous visit. They made

ten recommendations, covering Council priorities, financial reporting and policy, partnership working, communications and our response to the Climate Emergency. The Peer Challenge report, together with the council's detailed response, was considered and approved by Executive on 8 November.

I am pleased to say that we have already made great progress on the issues raised prior to the delivery of the report, and have continued to respond positively to the majority of recommendations made whilst simultaneously delivering an extraordinary response to the pandemic, as evidenced by the contents of this report and the wider agenda for this meeting of Council. As ever, we will continue to look outward to learn from the best of what local government has to offer, whilst offering the best of our own experience as a leader and innovator.

### **Financial Year 2021/22 – Monitoring to 31 August 2021 (Month 05)**

The full-year forecast position at this stage of 2021/22 shows a deterioration in the Council's financial standing with working balances expected to fall by £6,539k, including £3,920k of which is Covid-related, to a deficit of £246k by the end of 2021/22.

The three principal areas of overspending are:

- Children's Services, which is forecasting an overspend of £4,056k including £762k Covid-related costs. We have invested an additional £8.17m in August 2020 following the approval of the refreshed Children's Services Medium Term Financial Strategy (CSMTFS) to cover the increase in numbers and unit costs of Looked After Children (LACs), develop the placements market and to increase the capacity within internal fostering. Work to reverse the current trend and other service improvements should ensure the service can live within the current budget by 2022/23. However, the Children's Social Care division has had a worsening position since May 2020 of £3,218k, mainly due to the additional support required following the breakdown of high cost placements.
- Strategic Leisure Assets, which is forecasting a pressure of £3,172k, of which £2,361k are net losses resulting from Covid restrictions after assuming modest income from the Sales, Fees & Charges compensation scheme in quarter 1. In accordance with the original decision for this programme by the Executive on 7 February 2011, the projected overspend on Strategic Leisure Assets of £811k (excluding Covid costs) will be carried forward and transferred to Earmarked Reserves. The Leisure Assets medium-term financial plan now forecasts the service to break-even, in-year, during 2025/26 with a cumulative breakeven in 2037/38.
- Adult Services, which is forecasting an overspend of £2,518k in part due to Adult Commissioning Placements forecasting a £2,626k overspend. The total Covid-related costs of £5,537k are partially offset by the Infection Prevention Control grant (£1,185k), Lateral Flow Testing grant (£922k) and a contribution from the Blackpool Clinical Commissioning Group (£1,249k) for Enhanced Hospital Discharges. Non-Covid pressures relate to increased demand within nursing placements and complex cases.

We are developing plans to address these pressures in the rest of the financial year, in addition to progressing any outstanding budget savings.

## **Supporting the Council's Wholly-Owned Companies**

Several of our council Wholly-Owned Companies (WOCs) faced significant income losses as a result of the pandemic lockdown and subsequent social distancing restrictions, impacting both company profitability and cashflow. To ensure continuity of services and support them with recovery, in November 2020 the Executive approved the establishment of a £24m Covid Recovery Fund ringfenced to WOCs of £20m plus a 20% contingency, from within the existing Business Loans Fund.

To access the loan facility companies needed to produce a 5-year Covid recovery plan with a cumulative breakeven income and expenditure position by the end of year five, or as close as possible to this term, to be monitored by the Council's Business Loans Fund panel. Loans were offered at a fixed rate over five years, thereby providing the WOCs with certainty over future repayments requirements, with individually-tailored offers being made on either an interest-only basis with balloon principal repayment, or with monthly repayments of interest and principal.

To date there have been Covid-related loan approvals of £13.3m of which £7.3m has been drawn down. £1.1m has already been repaid.

The Council also supports its WOCs' capital spending (capex) requirements where there is a robust business case demonstrating either a valid 'Spend to Save' initiative or an opportunity to spend to generate income. The Council's exposure to principal and capitalised interest in respect of such WOC capex loans is currently £40.6m.

The consolidated forecast financial position of the Council's WOCs is a loss of £2.33m based on their individual Month 5 financial monitoring reports. This represents an improvement of approximately £1.13m from the Month 4 position, resulting from some businesses reporting better than expected trading in the initial months of the 2021/22 financial year. However, the Government's delay in relaxing Covid restrictions from 21 June 2021 to 19 July 2021 has adversely impacted some forecasts.

## **Council Tax and Business Rates**

The Council Tax collection rate at the end of October 2021 was 58.33%, marginally down on the same time last year. An additional £4.77m has been collected in 2021/22 to date compared to 2020/21. We have now re-started court action to recover Council Tax debts, but continue to offer support to people who are struggling to pay where possible.

The recent Budget announced continued discounts for retail, hospitality and leisure businesses within Blackpool, who will receive a 50% discount on their Business Rates bills in 2022/23.

## **Working with Partners**

### **More than just business – delivering Social Value**

We all share a commitment to the Council supporting the town in whatever way we can and one way is to ensure companies who we spend money with give something back to the community. I am therefore pleased to report that we have confirmed the appointment of a Social Value Officer to maximise the value we get from these relationships. They have not only started on the hard work of making sure

social value is at the heart of our decision-making processes by strengthening our policies, procedures and governance with new arrangements and establishing a new working group, but have also been delivering work with a really positive impact on our local communities to ensure we go further than required by our legal duty to deliver social value.

The main thing is to have embedded social value into our procurement process. As a result, we have already seen millions of pounds of benefit coming to the town, with the social return on investment delivered by Tysons Construction at the Troutbeck scheme alone topping £4.6 million so far. That scheme has delivered 12 apprenticeships, improved the employability of local young people through giving them 36 hours of support to get into work, spent over £4 million with local small and medium businesses and made in-kind contributions to the Mereside Boys and Girls Club and Friends of Little Marton Windmill. Mereside School have even been given an educational teepee which sounds like great fun, maybe we should get one for our committee meetings! I am especially pleased that 90% of site labour is local to Blackpool, meaning that this work is directly putting money into the pockets of our residents. This close relationship between the contractors and the town is perhaps best seen through some of the team taking on the National Three Peaks 24 hour challenge to raise funds for Fylde Coast Women's Aid, raising funds for trips for children in care to complement time spent by the team volunteering with them.

There are many other examples of social value too, including support during Covid restrictions and staff spending time volunteering with local third sector organisations. This is an area of work which really contributes to our priority of strengthening communities, and I intend to cover our progress in more detail as part of my future reports to Council.

## **Transforming Services**

### **Accolades aplenty for Blackpool Airport Enterprise Zone**

Investment Monitor's Economic Zone Sustainable Recovery Strategies Awards 2021 have recognised what we have all known for some time – that our Enterprise Zone is making a huge difference to jobs and opportunities in Blackpool. Competing alongside some of the world's best Free Zones, we were congratulated on our resilience in the wake of the global pandemic and our strategy to retain existing companies and attract new businesses, garnering two Editor's Choice Awards for Digital Connectivity and Advocacy for the potential of Enterprise Zones to deliver benefits across the country.

Not wanting to rest on our laurels, work to develop the Enterprise Zone further continues at pace. With the first matches across the 12 new football pitches having taken place in October, the next stage of development is to construct the £3m Common Edge changing facilities, which will come into use in spring 2022 and replace the old facilities for the start of the next football season. Detailed design work is also progressing for the new floodlit 3G pitch and rugby pitch, with the start of construction anticipated in early 2022.

Demand and enquiries for premises at the EZ remains strong particularly from the engineering, energy and data sectors, with feasibility studies being undertaken on six schemes. Five new businesses have moved into the zone in the last quarter, which now supports 1,925 jobs. In addition, the finishing touches are being put in place on the Multiply Components development on Amy Johnson Way, with the fit out on their new 40,000 sq ft premises due to complete in January 2022.

Following approval by the Town Deal Board and Executive, detailed design work is now underway on the new Eastern Gateway access road and associated highways improvements to serve the Enterprise Zone. This will link the Enterprise Zone to Common Edge, as well as creating new access points from Amy Johnson Way to the airport to facilitate the building of the new aircraft hangers mentioned later in this report. With the initial planning application for the new highway to be submitted in late November, a further round of engagement with the local community was due to take place on 16 November (following the publication of this agenda) at AFC Blackpool.

### **Blackpool Airport – fully in our hands**

1 November 2021 was an historic date in the long and proud history of the airport, with the operating company Blackpool Airport Operations Limited (BAOL) taking over the Civil Aviation Authority (CAA) operating licenses for the airport and its Air Traffic Control service. Regaining full control of the airport paves the way for additional investment to renew and upgrade the essential operational facilities, ensuring the airport has the solid base essential for future growth. We aim to capitalise on this with proposals to develop new hangar accommodation well advanced, with submission of planning applications to Fylde Borough Council anticipated in the new year.

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## PEOPLE PORTFOLIOS

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The 'People' portfolio consists of:

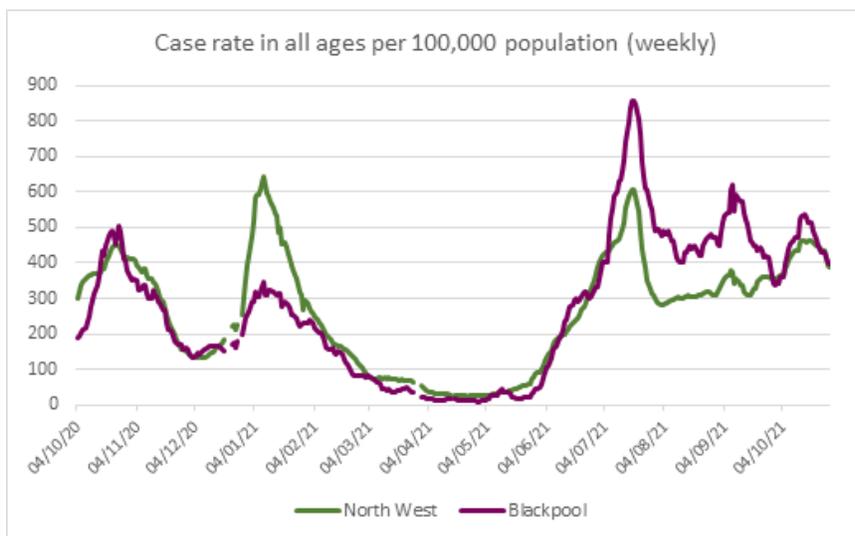
- Councillor Kathryn Benson - Cabinet Member for Community Engagement, Aspirations and Community Assets
- Councillor Gillian Campbell - Cabinet Member for Inclusion, Youth and Transience
- Councillor Jo Farrell - Cabinet Member for Adult Social Care and Health
- Councillor Jim Hobson - Cabinet Member for Children's Social Care and Schools

The full details of the portfolio areas can be found on the Council's website at <https://www.blackpool.gov.uk/Your-Council/Your-councillors/Executive-members.aspx>

## Strategic Issues

### COVID-19 case rate – high, but falling

The chart below shows the trend in the 7-day case rate per 100,000 people since October 2020. The case rate in Blackpool residents was higher than the North West and England rate over the summer period but the Blackpool case rate has now fallen into line with the North West and England rate and has been declining for two weeks. The case rate remains highest in school-aged children (particularly secondary school) and is also relatively high in 30 to 55 year olds, most likely due to this cohort containing a high number of parents. In the last two weeks cases have declined most rapidly in school aged children with the October half-term, relatively high levels of immunity acquired via infection and to a lesser extent the impact of the 12-15 year old vaccination roll-out all contributing.



The recent fall in the all age case rate has not been reflected as clearly in those aged over 60. This continues to cause us concern as this is the group most vulnerable to serious illness.

### **Vaccination Rate update**

Across Blackpool partners are working together to support the vaccination programme and in particular the booster programme for those identified as most vulnerable where the protection may be waning. All people 16 and over are eligible for two vaccination doses and people are still being encouraged to come forward to maximise coverage across the population. 12-15 year olds are eligible for a single booster dose unless they are vulnerable where they will receive two, with delivery being via secondary school visits or by booking through the national system. We are also looking for more people aged 50 and over, those in health and care roles and those who are clinical vulnerable to come forward for a third booster dose 182 days after their second dose.

As at 4 November 2021, 71.1% of Blackpool residents aged 12 or over have had both doses and 77.7% have had a single dose, slightly ahead of the national average. 21.1% of those aged 12-15 have had a dose, which is 3.1% below the figure for England and likely due to only two schools being visited before half term.

We work with our health partners to make sure that people are able to access the vaccine from the right location for them. For people for whom the booking system is not accessible, they can “drop in” to the site on Blackpool South Car Park and we are continuing to take the Vaccine Van around Blackpool to increase vaccination uptake, including boosters, amongst those over 15 years old. To date we have delivered over 10,000 vaccinations, with the mobile vaccination service continuing to be a very popular method of delivering vaccines. The Van gives residents an opportunity to ask questions, allay fears and turn up to a location that suits the individual without having to book.

### **Continuing to support Community Testing**

We are really pleased to report that the level of PCR testing conducted in Blackpool remains high, with good access to symptomatic testing being available. 734.7 people per 100,000 were tested between 22 and 28 October, significantly more than the North West (587.1) and England (651.9) figures. 8.2% of PCR test conducted by Blackpool residents currently return a positive result, compared with 9.6% across England as a whole.

We continue to take a very proactive approach with local businesses and visitor attractions to encourage regular asymptomatic testing. Most businesses that we have worked with since December 2020 onwards are continuing to test staff through assisted onsite testing, at home testing or a blend of both. Whenever there is a positive case, our Public Protection team make contact to ensure regular testing is taking place and if not encourage them to do so, supplying them with LFD test kits to support this. We are also ensuring that we support efforts to mitigate COVID outbreaks amongst the asylum seekers currently housed at the Metropole Hotel, providing test kits for staff and residents.

### **Face Coverings – still vital in the battle against Covid**

Despite the change in national restrictions, we continue to encourage the use of face masks, particularly as we come towards the winter and conditions which are more likely to encourage the spread of Covid. In particular, the BID and Public Protection teams are reminding businesses of the importance of

recommending the use of face coverings, especially at our indoor venues. Supplies of face masks are available for businesses to access from our Community Testing Hub in Hounds Hill.

### **Recognition of the Youth Justice Partnership**

I am pleased to share with you that The Head of Service for Adolescent Services, Sara McCartan, received a letter from the Minister for Justice congratulating the Youth Offending Service on its recent very positive inspection, where the service was deemed to be good overall with several outstanding features. The letter noted the strides made across the partnership in underpinning out of court disposal work and noted that the improvement of the service had been particularly impressive given the substantial social challenges that Blackpool faces, in addition to the additional strain of COVID on children, young people and services in the past year.

### **School Attendance**

Since the start of COVID, attendance in Blackpool schools has been strong and consistently at or above the reported national averages. This has continued throughout the current autumn term and is thanks to the hard work of our schools and the support of all our families.

The latest available national figure (published 21 October) was 88.2%, down from 90% on 14 October. In Blackpool, across 25 schools on 21 October, overall attendance was 92%. This reflects the hard work done by local schools throughout the pandemic in keeping as many children as possible regularly attending schools and accessing education.

### **Corporate Issues**

#### **Putting on a show – comedy and dance from Showtown**

In advance of the opening of the Showtown museum in 2023, the team has been busy with two key activity projects in recent months. The first, Open Up the Mic, is a partnership project with HeadStart and Blackpool comedian Ruth E. Cockburn. The project targets young people at risk of mental health issues guiding them through the process of becoming a stand-up comedian, helping develop skills in speaking, writing and performing comedy. Eight young people performed their own stand up sets for a live audience in the Comedy Station, opening up about issues personal to them. A further cohort will provide their final performance in December.

The second is Get Dancing, a partnership project with LeftCoast to get everyone doing Blackpool's newest social dance "The Blackpool Way". The project is inspired by Blackpool's long tradition of novelty dancing going back to the 1860s, with 125 suggested moves crowdsourced from all over the world. A new piece of music was composed, a website created ([www.getdancing.uk](http://www.getdancing.uk)), a digital school pack distributed and the dance has been taught to hundreds of Blackpool residents across Blackpool. Creative Leads, House of Wingz, have performed The Blackpool Way across Blackpool to a wide range of audiences. All of this built towards the creation of a film that will celebrate Blackpool's dance past and present. A three day shoot involved ten Blackpool locations, a crew of 20 and a cast of over 124 from the local community. The film will be showcased in train stations, public screens and dance and film festivals around the country to promote Blackpool's special significance in the world of dance.

## **Park Ranger Service: connecting people with the great outdoors**

The forest school activity programme delivered by the Park Rangers team continues to flourish, with weekly activity sessions delivered within the Better Start wards, a half term activities programme in Stanley Park and a fully-booked spooktacular Halloween event for local families at Revoe Park attracting over 140 people. The programme is designed to encourage children and local families across Blackpool to enjoy the outdoors and learning how to interact with nature.

Our work within the Better Start wards has seen a 46% increase in participants from 731 in June 2021 to 1,071 in September 2021. In addition, our Better Start volunteer hours has increased by 65% from 301 hours to 498 hours for the same period. This increase in engagement and volunteer support from the local community demonstrates the programmes' continued success in getting local families and residents back to nature.

## **Welfare Support for those in need**

Since the self-isolation payment scheme started we have awarded £456,500 for main scheme cases and £173,000 for discretionary cases to financially support residents to self-isolate and continue to pay this where appropriate.

The Household Support Fund was recently announced by Government to help households most in need with food, energy, water bills and essential costs over the winter and up until March 2022. We are finalising plans to distribute the funding, with the intention of providing vouchers to families in receipt of Free School Meals for the holiday periods and funding to the third sector to deliver support within the community. We are also planning to provide a separate fund to assist with utility bills, which we will announce further details on shortly. We are working hard with our partners to reflect on what we have learned from the distribution of previous funds to ensure that the money is routed to the places where it is most needed and can have the greatest impact.

## **Catering Services - Securing New Business**

We are pleased to announce that our Catering Services team has been successful in securing the Fylde Coast Academy Trust (FCAT) tender for seven local schools. This is the latest success for a service which has seen significant growth in the provision of catering recently, going from providing 30,000 meals a month in January 2020 to over 100,000 meals a month in November 2021.

## **Transforming Services**

### **We are Undefeatable Sport England Pilot**

In 2019 Active Blackpool secured funding from Sport England to deliver a pilot of an innovative approach to engage with inactive people with long term health conditions (LTHCs). Working with the Adult Social Care and reablement team, the pilot aims to provide education, improve awareness of physical activity opportunities within the community and get people with LTHCs more physically active. 50 frontline adult social care staff have had training to raise awareness of the importance of being active and different ways in which they can support their clients to be more active, leaving staff more knowledgeable and confident to support and provide advice to clients about being active.

## **Business Health Matters: supporting physical and mental health**

Business Health Matters is a ground-breaking programme that supports local businesses in improving the physical and mental health of their employees so that staff are fitter, happier and more resilient. This ultimately offers opportunities for them to upskill, remain in employment and live longer, happier lives. Businesses benefit from this with increased productivity and sustained workforces, resulting in reduced absence costs and lower staff turnover rates.

The programme launched in September and saw Active Blackpool deliver pilots with three local businesses. To date, four instructors from the Active Blackpool Exercise Referral team have completed training to carry out health checks traditionally provided with GP surgeries as part of the over 50's health check. Further training will take place in January 2022.

## **Children's Social Care – Demand and Improvement**

In national data released in the past month about Children in Need and Child Protection during the financial year April 2020 to the end of March 2021, there was a general pattern of a decrease in demand in aggregate across England during the year – perhaps not surprising given the lengthy period of national lockdown contained within that timeframe and the partial operation of schools and other key safeguarding partners. Looking at the local authority areas most similar to Blackpool, there is a similar pattern, although child protection activity remained closer to similar levels. Looking at Blackpool's relative position in the group of ten similar areas (Hartlepool, Middlesbrough, Redcar & Cleveland, South Tyneside, Halton, Knowsley, Tameside, North East Lincolnshire, Kingston Upon Hull and Stoke-on-Trent) Blackpool is now most commonly in the middle of the group for volumes of activity and is no longer the highest in any volume measure. This speaks to the stability and tight management of the service that has grown over the past three years. Looking at the data for other similar local authorities also reveals that one or two have really struggled in the past year.

We know that pressure on Children's Services after the end of the last lockdown (April onwards) has grown in Blackpool – reflecting the legacy of unidentified need during the past year (the demand that was missing from the figures for England in 2020/21). There are some indications as autumn moves into winter that this pressure is beginning to reduce, with the three month rolling rate for referrals for a social care assessment falling by 12% between the end of September and the end of October and looking like it is returning to something closer to pre-COVID rates (early 2020).

For the families in need of more intensive intervention, there is a stable picture. Child Protection activity remains relatively quiet both comparatively to similar areas and historically for Blackpool and the number of children subject to a child protection plan in the town is slightly less than 300 (295). The number of children in the care of Blackpool remains less than 600 (12% down from its peak in May 2020) and holding steady. The number of older children entering public care remains at the lowest rate for a decade, as it has been for the past 12 months.

In their recent visit monitoring the progress made in Blackpool since the 2018 inspection, published on 2 November, Ofsted noted that Blackpool is making steady progress, specifically in relation to the positive impact of recent service improvements to support vulnerable families and to reduce the high number of children in care. The report noted the impact of senior management oversight and scrutiny of planning for children entering care. They also noted that a new service to support children on the edge of care is bringing about positive change to children's lives and that social workers feel positive about the new model of practice, Blackpool Families Rock. The report went on to stress the need for greater

consistency in practice, while acknowledging the ongoing challenges of recruitment and retention of social workers, the social challenges of Blackpool and the fact that senior leaders know the service very well and had in place plans to address these issues.

### **Arts and Culture - Recovering from the pandemic**

A recent scrutiny committee examined the damaging impact of the pandemic on arts and culture in Blackpool and how organisations can safely re-engage and re-build their audiences. It acknowledged the critical financial support provided by the Arts Council to sustain local organisations via the Cultural Recovery Fund and investment by Historic England via the Heritage Action Zone to support new cultural activity. To make the most of this, we are developing a Blackpool Cultural Partnership and Cultural Plan, strengthening a sector that contributes so much to our civic life and national reputation.

The review is particularly timely as Arts Council England (ACE) has recently announced that Blackpool will be one of 15 priority places in the North where they want to develop new opportunities for investment. Our forthcoming Cultural Plan and Partnership will therefore aim to make the most of the new opportunities that will come from this new relationship with ACE.

## **Working with Partners**

### **Working in Partnership with Health Services**

As of 4 November 2021, Blackpool Teaching Hospitals Trust is admitting on average 11 or 12 COVID patients every day, with a rapid rise over the last 2-3 weeks exceeding rising occupancy levels elsewhere in the country.

Adult Social Care works closely with the two Fylde Coast hospital sites, Blackpool Victoria Hospital and Clifton Hospital to support them to meet this pressure and the forecast winter strains. The last 20 months has seen accelerated discharge arrangements put in place with significant reconfiguration of staff bases to ensure that joint delivery systems minimise delay and maximise safe and appropriate discharge from hospital.

In line with DHSC guidance a seven day a week Transfer of Care Hub (TOCH) has been developed through which all discharges from the hospital, where some community service is likely to be needed, are managed through their single point of access. The hub is a multi-disciplinary team with staff from Blackpool ASC, Lancashire County Council ASC and NHS colleagues.

The Hub also incorporates the Home First Team, staff from Social Care and Health who oversee those less complex discharges with a view to rapidly assessing people at home to ensure that they regain as much independence as possible as quickly as possible. More complex discharges requiring a residential or nursing setting will be reassessed within weeks of being discharged, to plan and ensure that people regain as much independence as possible in a setting appropriate to their needs.

Arrangements are in place for all planned discharges from Clifton Hospital to be steered through the Hub from December. Once this is in place the community expertise will be located in one place and allow rapid decision making for future care and support needs in relation to people being discharged.

A and E social workers are part of the Hub and in-reach into the A and E department to prevent hospital admission where community services can provide a safe alternative to in-patient care, reducing the

pressures on the Acute Hospital services. This also reduces the potential for 'deconditioning' (where people can lose their confidence and existing physical capabilities) and avoids the risk of hospital-acquired infections.

There have been regular planning meetings in developing the above and these continue. There are also daily system reviews of delivery, and when the system is particularly pressured up to three times daily system calls, with all partners in health and social care services, including commissioned external providers, to undo any blockages contributing to delays and support all partners to deliver to the optimum level achievable.

As we head into winter with pressures already high in all parts of the system, our strong track record of joint working will really come into its own.

### **Care and Support – Provider Services**

The Council's adult social care provider services remains at the forefront of responding to the Covid pandemic in caring and supporting vulnerable residents of Blackpool. Planning is underway and steps are being taken in anticipation of a high demand for social care services over the winter period. This is made more difficult given the current situation with recruitment into social care and the wider health sector. However, the services are engaged in a local recruitment campaign supported by the Fylde Coast Health and Social Care Career Academy and the Association of Directors of Adult Services (ADASS) regional and national recruitment campaign.

The development of a new £2m Respite and Short Breaks service for adults with learning disabilities and/or autism is nearing completion by mid November 2021. Service users, families and carers have settled on the name for the service, this being 'Coopers @ Ambleside'. We are planning a launch event in the near future and further details will be shared in due course.

The Council's provider services continue to support the wider system across health and social care through the provision of hospital discharge 'care at home'. We are taking steps towards developing a dedicated 'hospital discharge service' which will better support hospital discharges but also the wider social care market. It is likely that in playing to strengths, a significant amount of the reactive and urgent care will be delivered by the Council's services, with the more stable / longer term social care delivered by the wider market of providers.

The Council's ARC (Assessment and Rehabilitation Intermediate Care Service) continues to deliver a residential care setting for patients in hospital who are ready to be discharged but who are within 14 days of a Covid positive diagnosis. There has been a requirement over recent weeks to increase the bed capacity for this purpose in response to the growing hospital admissions as a result of the increasing Covid infections within the Blackpool population. The ARC is an integrated model of care and delivered in partnership with Blackpool Teaching Hospitals which has ensured that the ARC is better able to meet the holistic needs of people with additional clinical needs as a result of Covid as well as what we would typically see within the social care sector. This is a strength for Blackpool and the ARC is our 'Designated Setting' - the only residential setting in the Town that is able to admit Covid positive patients being discharged from Hospital.

The Provider Peer Support and Resilience Team continues to support all social care providers across Blackpool with very practical operational assistance, support and guidance. In addition the team also coordinate an Emergency Workforce that is deployed to social care settings at times of increased staffing shortages, this in the main due to Covid infections but is also available to support general

resilience of the provider. This support has a significant impact on the ability of care home providers to maintain their level of provision in supporting admissions of people being discharged from hospital, thus ensuring that the hospital is better able to continue to care for the most poorly patients.

The Council has developed its approach to Quality Monitoring of care services over a number of years, and our support for providers has been a strength throughout the pandemic. However, over the period of the pandemic, there has been a reduction in visits into care homes by all professionals and informal visitors in accordance with National Guidance, in order to maintain effective Infection Prevention and Control. There was a corresponding increase in video / phone contact with providers by health and Social Care professionals and Quality Monitoring staff. In addition, there are significant staffing challenges in all areas of health and social care, which makes delivering safe and effective services even more challenging than they already were.

Over the course of this year, Quality Monitoring and other professionals' on site visits have restarted, together with informal visitors and most recently Healthwatch in exercising their 'Enter and View' responsibilities are restarting. The Director has continued weekly dial in briefings with live Question and Answer sessions in support of helping providers deliver safely to our service users and keep up to date with latest learning and developments. In what is undoubtedly the toughest operating environment in living memory, it is testament to the hard work of providers and all who work with them that the majority continue to deliver an acceptable standard of service. For a small number of providers, this has proved exceptionally difficult and we have worked together as a system to support safe service delivery, with the oversight of the Quality Monitoring Team, where standards of service fall below an acceptable level in one or more areas. We are also organising a series of learning sessions for a range of teams whose staff visit care homes in the course of their day-to-day work, to maximise their contribution to highlighting emerging problems so that we can respond effectively at the earliest opportunity. This is in addition to the regular contacts we have in place with each individual provider through the Quality Monitoring Team.

## PLACE PORTFOLIOS

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The 'Place' portfolio consists of:

- Councillor Lynn Williams - Leader of the Council and Cabinet Member for Tourism and Culture
- Councillor Ivan Taylor – Deputy Leader of the Council and Cabinet Member for Partnerships and Performance (Housing)
- Councillor Neal Brookes - Cabinet Member for Enforcement, Public Safety, Highways and Transport
- Councillor Jane Hugo - Cabinet Member for Climate Change
- Councillor Mark Smith - Cabinet Member for Business, Enterprise and Job Creation

The full details of the portfolio areas can be found on the Council's website at <https://www.blackpool.gov.uk/Your-Council/Your-councillors/Executive-members.aspx>

## Strategic Issues

### A Big Step forward for Blackpool Central

I am pleased to report that the scheme has now received outline planning permission for the whole development, which includes the demolition of the buildings on site, three new indoor theme park buildings, a hotel, some new public open space and a new coach station and car park. The first stages of the scheme have also been given detailed permission for the new 1,306 space multi-storey car park and for the Heritage Quarter. This includes the former King Edward VII Picture House for food and beverage use and King Edward Apartments and Public House for use as an apart-hotel, ground floor retail units and food and beverage. The permission includes public realm and vehicular access and related partial demolition and extensions.

Detailed supplementary agreements are now being finalised so that the construction of the Multi Storey Car Park can start early next year, ensuring we have sufficient car parking whilst we deliver future phases of this major leisure development.

### Town Deal: Robust schemes to deliver tangible change

Twelve months ago, the Council Executive and Town Deal Board accepted an offer of £39.5m over financial years 2021/22 to 2025/26 for seven projects, with an additional £1m coming from accelerated funding in July 2020 to acquire the former Devonshire Road hospital site as a proposed location for the replacement Courts building:

<b>Project</b>	<b>Funding Allocation</b>
Blackpool Central Development	<b>£6.95m</b>
Land Acquisition for Multiversity Project	<b>£9.0m</b>
Blackpool Airport Enterprise Zone	<b>£7.5m</b>
Blackpool Youth Hub	<b>£0.5m (revenue)</b>
Revoe Community Sports Village	<b>£6.5m</b>
The EDGE (Stanley Buildings)	<b>£4.5m</b>
Illuminations	<b>£4.5m</b>
<b>Total</b>	<b>£39.5m</b>

In line with the grant funding requirements, the Council needed to develop business cases and submit Summary Documents to the Department for Levelling-Up, Housing and Communities (DLUHC) by 17 November 2021. To provide Government and local partners with assurance that decisions over the allocation of funding are proper, transparent and involve accountable decision-making, we established a Town Deal Investment Panel (TDIP) drawn from partners in the public, private, and community and voluntary sectors to ensure there is sufficient oversight and scrutiny of the business case proposals brought forward. We also appointed independent external appraisers and their assessments of the seven schemes have been a key part of the sign off process. The Panel has regularly reported to the Town Deal Board throughout the process, with the final decisions on schemes being taken by the Executive under the delegation arrangements agreed in November 2020.

The schemes for the Illuminations, Enterprise Zone and Youth Hub were the first to be approved and submitted as Summary Documents to DLUHC on 14 October, alongside a programme-level Monitoring and Evaluation form. Approval of these three schemes is anticipated by December.

The Edge and Blackpool Central Courts Relocation scheme were both approved by the Town Deal Board on 5 November, with the Multiversity and Revoe Community Sports Village gaining approval on 12 November, meaning the remaining four summary documents will be submitted in time for the 17 November deadline. We expect an approval decision on the seven schemes by around March 2022.

It is easy to underestimate the sheer amount of work it has taken to get to this stage, and I would like to again place on record my thanks for the efforts of all involved.

### **Disappointment over Levelling Up Fund bid**

The UK Levelling Up Fund is a capital scheme which will invest in local infrastructure that has a visible impact on people and their communities and will support economic recovery. This includes a range of high value local investment priorities, including transport schemes, urban regeneration projects and cultural assets.

Blackpool submitted three bids with a total value of £20 million, including £7 million to cover a funding gap on the refurbishment and conversion of the former Post Office building for a branded boutique hotel; £9 million towards a scheme to align three major town centre roads to improve capacity, reduce congestion and carbon emissions and deliver associated public transport, public realm and cycling infrastructure improvements; and just over £4 million for redevelopment work and the creation of a new convention space with retail within the Olympia area of the Winter Gardens to complement the new conference centre under construction.

The government assessed and scored bids against published criteria covering strategic fit, deliverability, value for money and the characteristics of place. 305 bids were submitted with 105 approved across Great Britain, a rate of around 1 in 3 bids. Unfortunately, we were notified that the Blackpool bid had been unsuccessful on 28 October and are due to attend a session to provide detailed feedback. I am sure members will share my disappointment that this part of the government's Levelling Up agenda does not appear extend to Blackpool. I hope to be proved wrong if we are successful in round 2, which opens in Spring 2022.

## **Corporate Issues**

### **Talbot Gateway Phase 2 – Seeing is Believing!**

The Council's Development Partner Muse Developments has appointed Robertson Construction Group to carry out the construction works for the Hotel, Underpass & Temporary Car Park. I am sure anyone who has been past Blackpool North station recently will have noticed the tremendous progress made on the structural frame and the building shell also starting to take shape.

### **Work continues on cinema, restaurants and a new Wilko**

Good progress is being made on the £20 million scheme at Houndshell, with ground works underway and utilities diversions being finalised by United Utilities and piling expected to take place before Christmas. Following the closure of one lane on Coronation Street the traffic situation is being monitored and attended provision is currently in place for Saturdays.

When complete the building will house a new cinema, new Wilko retail store and either one large or two smaller restaurants, depending on what operators feel would fit the location. The cinema operator has held discussions with providers of leading cinema technology Dolby and IMAX, and will review both before making a recommendation to us on the best options.

### **New Abingdon Street Market about to take shape**

Preparatory works on the building continue, with the contractors having removed the asbestos and completed the strip out work. The next phase involves partial demolition in two areas which is due to start this month. I understand that the businesses re-located from the market into Victoria Street are doing well and potentially benefitting from the higher footfall in the area, as well as bringing life into some vacant premises.

### **Blue plaque celebrates special relationship between Blackpool and Hungary**

65 years ago, on October 23 1956, the Hungarian people took a bold stance against Soviet repression and started a struggle for their freedom, independence, and dignity, a date still celebrated today. Around 200 refugees sought shelter in Blackpool and in gratitude to the people and leadership of our town, many of the Hungarians who came gave a spectacular performance of theatre, music and opera in the Winter Gardens in 1957 and supported the Mayor of Blackpool's charity fund.

A new blue plaque in the Winter Gardens now commemorates this event. Unveiled in a ceremony on October 22, attendees included Dr. Csaba Balogh, State Secretary of the Ministry of Foreign Affairs and Trade of Hungary; Krisztina Kátai-Nagy, Consul General of Hungary, Manchester; the Worshipful the Mayor of Blackpool, Councillor Amy Cross and members of the Hungarian community, some of whom witnessed the events of 1956.

## **Transforming Services**

### **Lower carbon treatment for highways**

Following the successful treatment of our three main north to south routes with preservative, Project Amber is now treating the residential road network using a wide range of the latest innovative road surfacing treatments. These treatments have a substantially lower carbon content than traditional road surfacing techniques, complementing our climate emergency objectives. We will report on the carbon and other savings made early next year.

### **Affordable low carbon homes for Grange Park**

I am pleased to report that preparation work started on site for the construction of the 131 new homes for affordable rent at Grange Park towards the end of October, with the contractor starting on site on 8 November. Funded by the European Social Fund and significant grant funding from Homes England, these new homes will have a number of energy saving measures and technologies, including 30 air source heat pumps, in order to reduce the carbon footprint. We have formed a Stakeholder Group to liaise on the project, the first meeting of which was held on 10 November.

## **Working with Partners**

### **Shoring up our coast to combat the effects of climate change**

We have made a great step forward with work to further protect our coast from the impact of climate change, with the Environment Agency earmarking around £50 million for schemes between 2021-2027. This will deliver two main projects, one from Little Bispham to Bispham and the other a maintenance scheme covering the coast protection between Gynn Square and Cocker Square. Studies to inform the outline business case have started by holding meetings with relevant stakeholders and the outline business cases for the schemes will be submitted to the Environment Agency Large Project review board early in 2022 so that detailed design can commence. We will also start studies leading to an outline business case for a beach nourishment scheme in this financial year, which would build up the beach to combat further erosion. We can only hope that these schemes will not be blighted by the tonnes of raw sewage that continue to be pumped out into the sea under this government's watch.

### **New money for skills and business from the Community Renewal Fund (CRF)**

The Community Renewal Fund was established in March 2021 to provide local areas across the UK with access to £220 million as they prepare for the scheme due to replace EU funding, the UK Shared Prosperity Fund, which should launch in 2022. The priority for the fund is to enable investment in skills, local businesses, communities and place as well as supporting people into employment. Local

Authorities were given the role of inviting proposals and shortlisting potential projects up to a maximum of £3 million by 18 June 2021.

Thanks to a local interest-raising exercise, the funding attracted 27 applications seeking £7,434,520 of UKCRF support, almost 2.5 times the maximum Blackpool bid amount. We engaged an independent consultant Ekosgen to devise a scoring methodology to make recommendations to the Town Deal Investment Panel (TDIP) on which schemes should be considered for inclusion in the final amalgamated bid. The TDIP then met to review the recommendations and agreed to put 12 projects forward across the four themes amounting to a total of £2,684,643 plus a mandated amount of an additional 2% (£53,693) to support the lead applicant in monitoring and evaluation activity, creating a total bid of £2,738,335.

On 3 November, the Council received confirmation that four of its projects had been successful at a total value of £763,370, plus an additional £15,268 towards programme management. The projects must be delivered by June 2022 as part of the funding agreement. Naturally we are further disappointed on behalf of the applicants that the government has deemed some very promising schemes as unworthy of funding, but we will encourage applicants to consider an application for Shared Prosperity Fund money in 2022/23. The successful Blackpool schemes are:

- **Ready for Work scheme (£125,628)** – this bid from Inspira will deliver pre-employment training, advice and practical support for unemployed or economically inactive people, particularly those aged 18-24 years.
- **Piloting Place-based innovation catalysts (£180,579)** - Lancaster University created this bid to pull together businesses, industry experts, public sector bodies and others to explore local goals, challenges and innovation needs, with a focus on open innovation, clean growth and digitalisation.
- **Digital Museums and Archives in Culture-led Regeneration (£13,339)** - this is a feasibility study by UCLAN to look at the role that these may play in enhancing civic pride, including the promotion and economic exploitation of digital culture by local communities, businesses and enterprise partnerships.
- **Blackpool Youth Hub (£443,824)** - a council project funding employment advisors and other support to work in partnership with DWP work coaches and others to determine what works for young job seekers aged 16-24; connect young people to opportunities; and enhance wellbeing, confidence and skills.

### **Happy 110<sup>th</sup> birthday to the Grundy!**

On 26 October Grundy Art Gallery celebrated its 110<sup>th</sup> Birthday with the unveiling of a Blue Plaque in partnership with Blackpool Civic Trust. The Grundy continues to provide a mix of exhibitions, with world-class shows by internationally recognised artists sitting alongside high quality contributions from local artists. Partnering with nationally significant visual art organisations such as Hayward Gallery Touring in London and Turner Contemporary in Margate ensures that we can bring large-scale touring exhibitions to Blackpool, with the most recent being Seaside Photographed and Not Without My Ghosts. At a more local level, collaboration with Abingdon Studios, Resilience Revolution in Blackpool and Venture Arts in Manchester has brought artists with neurological differences such as autism together to develop their creativity and careers, culminating at the end of November with their work being presented to up to 7,000 people at The Manchester Contemporary art fair.

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<b>Report to:</b>	<b>COUNCIL</b>
<b>Relevant Officer:</b>	Antony Lockley, Director of Strategy and Assistant Chief Executive
<b>Relevant Cabinet Member</b>	Councillor Jane Hugo, Cabinet member for Climate Change
<b>Date of Meeting</b>	24 November, 2021

## BLACKPOOL CLIMATE ACTION PLAN

### 1.0 Purpose of the report:

- 1.1 To consider the recommendations of the Executive on the 8 November 2021 on the Blackpool Climate Action Plan in line with the Climate Emergency Declaration. [See Executive Decision EX55/2020 on the 8 November 2021.](#)

### 2.0 Recommendation(s):

- 2.1 To approve the Blackpool Climate Emergency Action Plan attached at Appendix 5(a) and request the Executive, appropriate Scrutiny Committees and Council partners to act towards the implementation of its actions.
- 2.2 To note the monitoring agreements set out in page 19 of the Action Plan and summarised at paragraph 6.6 and where relevant periodic update reports on progress or amendments to the Action Plan will be brought to the Executive.

### 3.0 Reasons for recommendation(s):

- 3.1 To ensure collaboration across key parties in the town on climate issues, and to deliver against the Council's 2030 target for the organisation to become a net zero carbon emitter.

The Council at its meeting on 26 June 2019 declared a Climate Emergency so while the implementation of the action plan will be driven forward through the Council's Executive and the Council's Scrutiny processes, the action plan should be actively endorsed by the Council hence the Executive's recommendation to Council. Once approved it will form part of the Executive policy framework.

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

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

- 4.1 Not to approve the action plan and associated monitoring processes. This would make it less likely to achieve the 2030 deadline.
- 4.2 To amend the action plan. The action plan will be a live document, reviewed by the Climate Emergency Steering Group and Climate Action Partnership at their meetings, with actions added and removed in line with the overall carbon reduction target.

#### **5.0 Council priority:**

- 5.1 The subject area cuts across both of the Councils' priorities:
  - "The economy: Maximising growth and opportunity across Blackpool"
  - "Communities: Creating stronger communities and increasing resilience"

#### **6.0 Background information**

- 6.1 The Climate Emergency Declaration passed unanimously at a meeting of Full Council in June 2019, committed the Council to making its operations "net zero" (i.e. that the total amount of carbon emissions generated is equal to the amount removed from the atmosphere) and to "work towards" the same timescale as a town. This action plan addresses both of these goals. Since the declaration, the Council has been establishing internal processes to reduce carbon emissions systematically, whilst delivering projects already focused on this issue. The Climate Emergency Action Plan presented at Appendix 5(a) focuses on activity that will address the need to reduce carbon emissions across emission "scopes" 1, 2 and 3. It therefore covers direct emissions (from burning fuel), indirect emissions from energy (where purchased energy comes from carbon-burning sources) and other indirect emissions (the emissions caused by our supply chain).
- 6.2 The action plan is based on information from a number of sources:
  - The recommendations of the Blackpool Climate Assembly held earlier this year, which invited a random selection of residents to discuss the issues. On applying, residents were then selected by the independent organisation Sortition Foundation to ensure the Assembly was representative of the town demographically, learning about the issues before making their recommendations ([which can be viewed via this link](#)).
  - A workshop held with the internal Climate Emergency Steering Group, which includes representatives from the Council's wholly-owned companies;
  - A review of best practice action plans and approaches adopted by other leading authorities and recommendations of industry bodies such as the Local Government

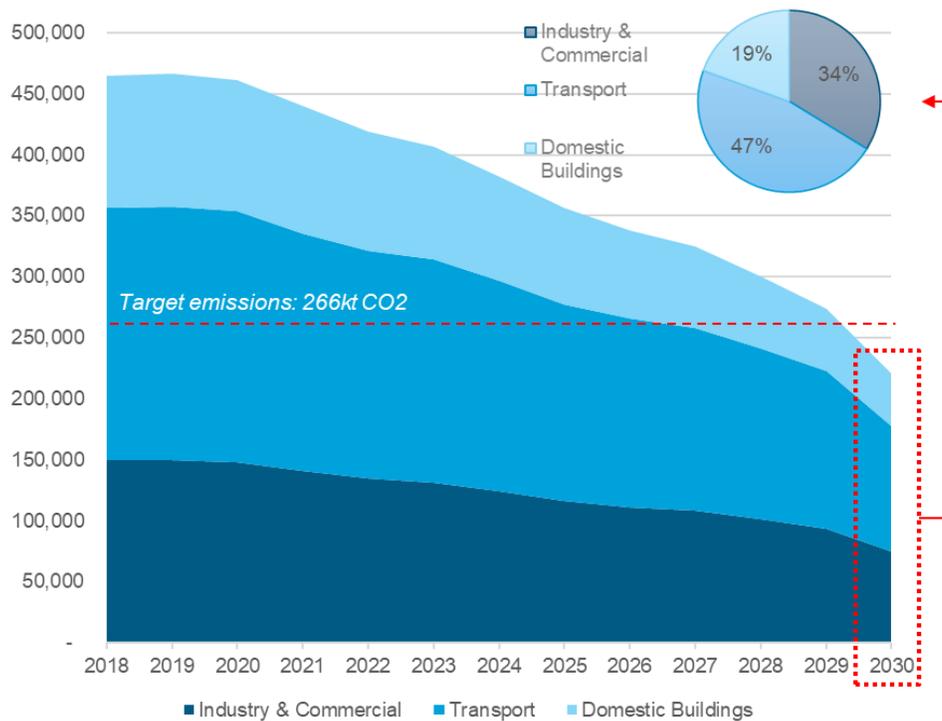
Association and Local Government Information Unit;

- The “Lancashire Net Zero Pathways Options Study” jointly commissioned by the Council with Lancashire County Council and Blackburn with Darwen Council, which sought to produce a “routemap” to net zero based on current information and national policy. At the time of writing, this report was in draft form prior to approval.

It is also informed by an Equality Analysis and the views of the public, gathered via a consultation exercise.

6.3 The Action Plan paves the way to achieving Council’s goal of net zero emissions by 2030, and will incorporate further actions as more data becomes available to ensure this goal is achieved. It also sets out the way in which the Council will work towards net zero by 2030 across the town. The conclusion of the Pathways Options Study (see 6.2) is that, in common with all of the Lancashire districts and Blackburn with Darwen, Blackpool cannot achieve net zero by 2030. The maximum possible reduction in carbon emissions of 68% across Lancashire by 2030 requires an investment of around £14 billion. The graph below shows the reduction in the proportion of emissions by source in Blackpool if the maximum feasible intervention was made. Even with central government funding and Council investment on a scale not seen in the post war period other than the Covid pandemic response, large amounts of funding from other sources in excess of the provisions made in the government’s net zero strategy announced in October 2021 would still be required to achieve this target. The same report suggests a 78% reduction in emissions is theoretically possible by 2035, based on an acceleration of the work started to meet the 2030 target. The attached action plan is therefore based on the 68% reduction figure, which would give Blackpool the best possible chance of achieving the UK100’s “net zero pledge” of meeting the target by 2045. Should the policy and funding environment change, we will consider this and incorporate any additional actions possible in future revisions to the action plan.

The action plan has been considered by the Executive at its meeting on 8 November, that meeting agreed to endorse the action plan and recommend it to the Council meeting for approval. While the action plan will form part of the Executive Policy Framework it was considered that as the Council had declared the Climate Emergency that the Council meeting should have initial oversight.



- 6.4 Bringing these sources of information together has resulted in an action plan that is both science-led but also based on the views of the community, particularly around the need to deliver a “just transition” which enables those experiencing higher levels of deprivation not to experience disproportionate impacts from the changes needed. As such, it is a balance between actions that will have a direct impact on the issue and actions which have wider benefits for the environment, in many cases linking to the “ecological emergency” which some organisations have declared.
- 6.5 A further key piece of work with the Carbon Trust to produce a routemap to net zero for the Council has been delayed due to issues with data collection. Whilst most of the likely recommendations are covered in this action plan, we will revisit the plan on conclusion of the work. Although a 2030 target for the Council to go net zero is challenging, it is achievable, and the actions identified will reflect this. An internal audit exercise due to commence on completion of the Carbon Trust work will ensure that quality data is available in future.
- 6.6 Given the rapidly-evolving nature of the science and government policy in this area, the plan is intended to be dynamic and will be reviewed and updated by the Climate Emergency Steering Group and the forthcoming Climate Action Partnership at their meetings. Performance reporting on Council progress will be to the Energy and Utilities Group and the Climate Emergency Steering Group, with progress on Town-level indicators monitored by the Blackpool Climate Action Partnership.

6.7 Does the information submitted include any exempt information? No

**7.0 List of Appendices:**

7.1 Appendix 5(a): Climate Emergency Action Plan

7.2 In addition to the above Appendix, below are links to the appendices considered by the Executive:

Response to Climate Assembly recommendations- [link](#)

Equality Analysis- [link](#)

Summary of Climate Emergency Action Plan consultation- [link](#)

If any members have difficulty accessing any of these documents electronically please contact Democratic Governance.

**8.0 Financial considerations:**

8.1 Delivering significant progress against the climate emergency target will have substantial financial implications for the Council. The Medium Term Financial Sustainability Strategy review will ensure the revised document builds in consideration of funding sources. The role and funding for local authorities on this agenda outlined in the government's net zero strategy does not result in any additional resource to deliver any earlier than the government's stated target of 2050. The Council will therefore need to explore what is achievable within the resources available, as well as alternative funding options. Other than staffing, there are no core resources to deliver this agenda and consideration will need to be given to establishing a corporate budget for facilitating progress. For example, Plymouth have identified £250k to support delivery; Bristol £4m. This is included as an action in the plan.

**9.0 Legal considerations:**

9.1 No immediate implications.

**10.0 Risk management considerations:**

10.1 No immediate implications, but further consideration needs to be given to dealing with the adverse impacts of a changing climate as part of our work on mitigation.

**11.0 Equalities considerations:**

11.1 The Council needs to ensure a "just transition" which accounts for all groups with protected characteristics and accounts for household income. An equality analysis is attached to the Executive report.

**12.0 Sustainability, climate change and environmental considerations:**

12.1 Covered in the report and action plan.

**13.0 Internal/external consultation undertaken:**

13.1 In addition to the input of the internal Climate Emergency Steering Group and the Climate Assembly, information sessions have been held with prospective members of the Climate Action Partnership. The Action Plan has been subjected to public consultation, with full findings detailed in [this link](#) to the Executive report. The majority of respondents supported the broad direction of the action plan, meaning that no significant changes have been made to the plan. The comments and suggestions made will be further considered by the Climate Emergency Steering Group and Climate Action Partnership with a view to identifying additional activity to be incorporated into the action plan. Following discussions with Senior Council Officers, some of the timescales for actions outlined in the draft action plan have been amended and activity supporting the actions will be strengthened further via a series of internal discussions.

**14.0 Background papers:**

14.1 None.

# Blackpool's Climate Emergency Action Plan

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# Introduction from the Leader of the Council

There is no challenge more urgent than that of the Climate Emergency. We have known for years of the catastrophic impact of pollution and gases on our environment, and whilst successive governments have made progress on reducing emissions, progress must now become change. If we have learned nothing else from the harrowing impact of Covid-19 on people's lives and livelihoods, it is surely the importance of acting quickly and forcefully when faced with an era-defining problem.

We are all guilty of taking for granted the systems on which we build our lives, ecological and man-made, natural and designed. The climate crisis challenges both. One has already seen the devastation of increased temperatures with bush, forest and moorland fires and floods, and the other is left creaking under the weight of the pressure. Our coastal location and sea defences remind us daily of the risks of a rise in sea levels. But there is a way out of this crisis, offering the opportunity of building a new way of life in harmony with our ecosystem, providing new kinds of jobs whilst balancing human needs through natural resources with the needs of the planet. We can and will adapt, with innovative ways of thinking and a spirit of co-operation. It will take time, hard work, and we will all need to learn to change, but our effort now can transform the lives of future generations.

In doing so, we will leave no-one behind. It is time for us to act as a town to cut our emissions. Our climate assembly told us loud and clear that the people of Blackpool are willing to play their part, but not without others playing theirs. Blackpool is the most deprived local authority in England, with communities that have their own immediate crises and challenges to face every single day. In the climate emergency, as in life, the broadest shoulders should bear the biggest burden, because those with very little pay the highest price. This will be our constant message back to the government, as we seek the legal and financial resources to deliver this plan.

The scale of the challenge can seem overwhelming, but I am optimistic. We are not starting from scratch. Discussions and conversations have shown me that there are lots of energetic people and organisations with bright ideas just waiting to show how we can change the ways we live, work and play. So this is not just another council plan, destined to languish unread at the bottom of a webpage. It is a call to action. Together, we will re-make our town, society and planet, so that we will never again need to feel a pang of guilt as we consider our legacy.



**Cllr Lynn Williams**  
Leader of the Council

# Introduction from the Chief Executive

We need to prepare and adapt to deal with the projected impacts of climate change, and so this plan commits Blackpool to becoming carbon neutral by 2030. This is no small task, and re-thinking how we live whilst still improving people's lives also means action across the Fylde Coast, Lancashire and beyond. We will take a collaborative and inclusive approach to make sure that this transition is fair for all.

The new Climate Action Partnership will be at the forefront of pushing this issue, using all of its networks to build a collaboration that stretches well beyond the Council. Including representatives from public and private organisations alongside community, faith and voluntary groups, it will come together to challenge and add to this plan. At the centre of this approach will be our neighbourhoods and communities, with our aspirations guided by science but grounded in the reality of people's lives. Our climate declaration is more challenging than most, needing constant learning and reflection to progress at the quickest possible speed.

This plan is the product of research, time, discussion and debate, but it is only the starting point. Achieving net zero is amongst the most difficult challenges we will ever face, and whilst the interests of people and nature are starting to align with those of business, there are strong forces that will continue to push back towards fossil-fuel dependent systems based on ever-growing consumption and infinite resources. Strong leadership is crucial if we are to rise to this challenge.

The climate challenge is not about either improving lives or saving the planet, but is about both. The council will push for greener new homes, more green spaces, cleaner air, and green jobs and opportunities for everyone. A recent Local Government Association report found that up to 4000 jobs will be needed across the Fylde Coast if we are to deliver our fair share of the labour force needed to get to net zero. With the natural resources of the sun, wind and tide at our disposal suggesting the potential for us to become an important centre for renewable energy generation, we should be pushing for more.

The Council intends to lead by example, and I believe we will not be the only organisation offering leadership. This plan gives Blackpool a focus and the impetus to start our work; it is now down to all of us to take responsibility, as individuals and within our workplaces and communities, for the transformation of Blackpool.



**Neil Jack**  
Chief Executive

# The Climate Emergency in Blackpool

There is a clear consensus that climate change caused by humans exists. Studies reviewed by scientists working independently show clearly that air and sea temperatures are rising over the long term. Increased levels of carbon dioxide and other gases produced by industrial and agricultural processes trap heat in the earth's atmosphere at low altitudes, causing this warming, with more CO2 heating the planet further. This is causing polar ice caps to melt and sea levels to rise whilst influencing the weather system, leading to different patterns and intensity of rainfall, causing floods and heat stress on cattle and farming. By studying natural and human-caused climate change separately, it is clear that human activity is mostly responsible.

Being a compact urban area, Blackpool's share of carbon emissions is smaller than other areas. As shown in the charts below, action taken by European and UK governments since the 1990's has significantly reduced our emissions, and new government policy is set to continue this trend. Locally, we have a strong public transport system, with low levels of car ownership, and overall energy consumption is lower than in areas with large-scale manufacturing businesses.

This means that the share of emissions coming from domestic energy use in Blackpool is above the Lancashire average. Most of this is from gas and electricity, but also from household waste and a small proportion from households burning other fuels. Household waste is a big contributor to emissions of other gases than CO2, with some of these like methane having a higher impact on the environment per kilogramme. Industrial and Commercial emissions in Blackpool mostly come from general commercial activity, but with public administration and food and beverage production also generating significant amounts, reflecting the makeup of Blackpool's economy. Transport carbon emissions have remained virtually unchanged over the last 15 years, with 74% of current emissions coming from Petrol and Diesel cars, and most of the rest from Light and Heavy Goods Vehicles.

All of these issues need to be addressed at a national level, and locally where possible, to make the biggest impact on our emissions.

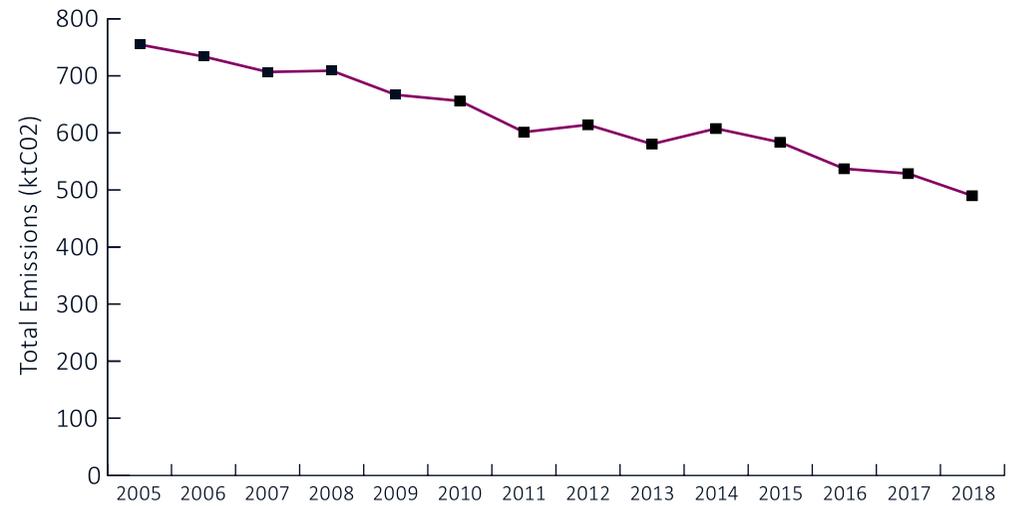
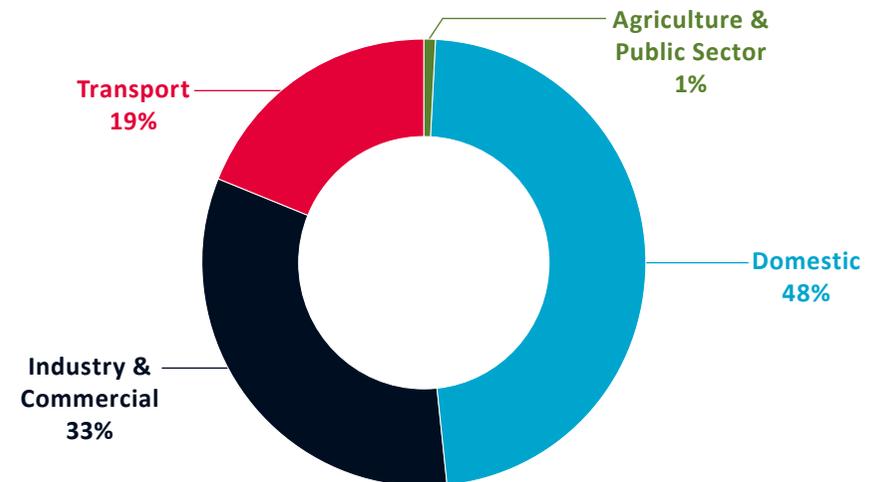


Figure 1: Blackpool Borough footprint trend 2005-2018



# What the Government is Doing

The Government wants to get the UK to Net Zero carbon emissions by 2050. 'Net Zero' means that the total amount of carbon emissions going into the atmosphere is the same as the amount being removed. To achieve this target means making a reduction of 78% by 2035 compared to emissions in 1990. The Committee on Climate Change has set out a "carbon budget" to help them understand how much pollution they can still allow if they are to meet these targets. The government has considered this when developing plans to reduce emissions across the following areas:

- **Transport** – by encouraging people to get around by transport which pollutes less, including walking, cycling and electric vehicles, ending the sale of new petrol and diesel cars, and investing in new technology to help air and water-based transport decarbonise
- **Housing and Buildings** – by adding Hydrogen to gas to reduce pollution, stopping the supply of gas to new properties from 2025, providing grants for insulation and heating systems which extract heat from the ground or the air rather than burning a fuel, and setting out better standards for new properties to make them more fuel-efficient
- **Industry** – developing technology to remove carbon from the atmosphere mechanically, and exploring the use of Hydrogen in industrial processes which need intensive heat
- **Resources** – looking at ways to encourage investment in green energy generation, expanding off-shore wind farms, and supporting sustainable timber

The government wants its policies to work everywhere, from places like Blackpool with a big tourism market, to other areas with heavy industry. This plan sets out how we will help them work here.

However, we believe the government needs to get to net zero more quickly. Our figures show that around £15 billion would be needed across Lancashire to reduce emissions by 68% by 2030, leaving us short of our shared target with Lancashire and Blackburn with Darwen Councils to be net zero by 2030. We will use every avenue to call on the government to release resources to facilitate this.



# Our Approach

Our goal is to make Blackpool Council net zero by 2030, and to work towards achieving the same across the whole town.

**Our action plan is based on some simple rules to help us work towards our goal:**

- **Reducing emissions, not compensating for them** – we will only use carbon offsetting – the practice of compensating for emissions by paying a company to make a carbon saving for us – as a last resort. We will only consider using such measures, like as peatland restoration elsewhere in Lancashire, and the mechanical removal of emissions through newly developing technology, only after all other options have been tried.
- **Working with residents** – 31 of our actions came from the recommendations of our Climate Assembly, made up of a cross section of local people. We also invited all residents to take part in a survey looking at what they would consider doing to help. Everyone can keep informed about the latest developments via our mailing list, and we will regularly involve people and local organisations as our action plan develops.
- **Leading by example** – our action plan is informed by analysis by leading environmental experts, who have worked out what we need to do and by when. We will convene a panel of industry leaders to advise us on the latest innovation as we add to our action plan. We will establish several significant projects that will make a real impact to energy use and renewable generation as this action plan evolves.

- **A “just” transition** – Blackpool is the most deprived local authority area in the country. Our climate assembly told us that they wanted to make a difference, but that we had to consider local people’s economic and social situation. We undertook an equality analysis which is reflected in our action plan. We will aim to help everyone play the fullest part possible by accounting for their circumstances, setting an example to other places.

- **Focus on positives** – the changes we need to make can sometimes feel overwhelming, but it is possible to make financial and personal choices that both support the environment and improve people’s lives. People are more motivated to make a change if there is a reward for doing so. For example, cycling to work saves money and improves health, as well as reducing pollution. We will focus on these “co-benefits” when delivering our actions to involve as many people as possible in the process.



# Our Key Themes

**To deliver the comprehensive approach needed to change how we do things, we have identified ten key themes under which we have grouped our actions:**

- Housing
- Buildings and the Built Environment
- Transport, Getting Around and Digital
- Power and Heat
- Cleansing, Food, Water and Waste
- Community Leadership, Communication and Involvement
- Working With Others
- Business
- Natural Environment
- Building Knowledge, Capacity and Financial Resources

**Our actions cover “scope 1, scope 2 and scope 3” emissions:**

- Scope 1 emissions are where someone causes emissions by burning a fuel to provide power or heat
- Scope 2 is similar, but is where someone buys power or heat from someone else, known as “indirect” emissions
- Scope 3 emissions are all other indirect emissions – for example making a product then disposing it at the end of its life, investing in a petrol company, even travelling on business and the miles which people drive to commute to work would be included in an organisation’s or town’s scope 3 emissions.

Although this is complicated, it makes sure that we consider the full influence of our activity on the environment.

You can find full details of the action we want to take at the end of this document. We will update the actions included in the plan as the government rolls out further funding and policies, and as other local evidence and information becomes available.



# Housing

Improving the efficiency of domestic properties in Blackpool, and reducing their emissions, is a major challenge. 78% of Energy Performance Certificates issued in Blackpool grade properties lower than a C rating for energy efficiency, and 82% are graded below C for their Environmental Impact Rating. Linked to this, 16.3% of households are in fuel poverty, above the national average, and most are heated by mains gas. With most people owning their own homes or paying mortgages, and relatively low wage levels, the UK government will need to provide further financial support and incentives for households to change if we are to reach our targets.

## Some of our most important actions include:

- Build 30 new Council houses and retrofit 120 more with enhanced insulation and air-source heat pumps, plus deliver and learn from “eco coach” training on energy saving techniques
- Build new council housing to the highest efficiency and pollution standards (EPC standard A or B)
- Raise the standard of all our Council houses to EPC band C
- Raise the issue of energy efficiency standards in new housing with the Government, so that we can implement planning regulations consistent with our net zero target
- Deliver the Cosy Homes In Lancashire programme to tackle fuel poverty, making sure it contributes all it can to reducing emissions and increasing demand for zero emissions heating

## What we need extra funding to do:

- Accelerate delivery of insulation and glazing of all housing, reducing net energy demand
- Accelerate delivery of “electrification” of heating and the transfer away from natural gas e.g., via ground and air-source heat pumps
- Develop and deliver strategic proposals to install solar panels on every suitable domestic rooftop



# Buildings and the Built Environment

Industrial and commercial electricity and gas use in Blackpool emits 139,164 tonnes of CO2 every year. Whilst the amount of emissions from electricity use is higher than from domestic properties, gas emissions are only around half of the domestic figure. This means that total emissions will reduce more than in domestic properties in coming years due to the national move towards renewable sources of electricity generation. There are opportunities for businesses to invest in insulation, more efficient equipment and local electricity generation equipment, saving money over time. This requires access to suitable finance. Equally, authorities need greater powers and enforcement resources to close loopholes and exemptions that commercial property managers can exploit.

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## Some of our most important actions include:

- Develop proposals to promote, support and persuade landlords and businesses to install solar panels, insulation and heating systems using electricity
- Make sure that the planning system uses every opportunity to increase pro-climate measures, in particular through the Local Plan Core Strategy review
- Develop a retrofit programme for planned refurbishments to business premises owned by the Council, including setting a target for stock improvement
- Finish the replacement of existing street lighting with energy efficient LED lighting, which will save enough energy every year to power the Illuminations for 34 years

## What we need further support to do:

- Campaign for the government to improve regulations, ability to enforce and resources around commercial property Energy Performance Certificates (EPC's)



# Transport, Getting Around and Digital

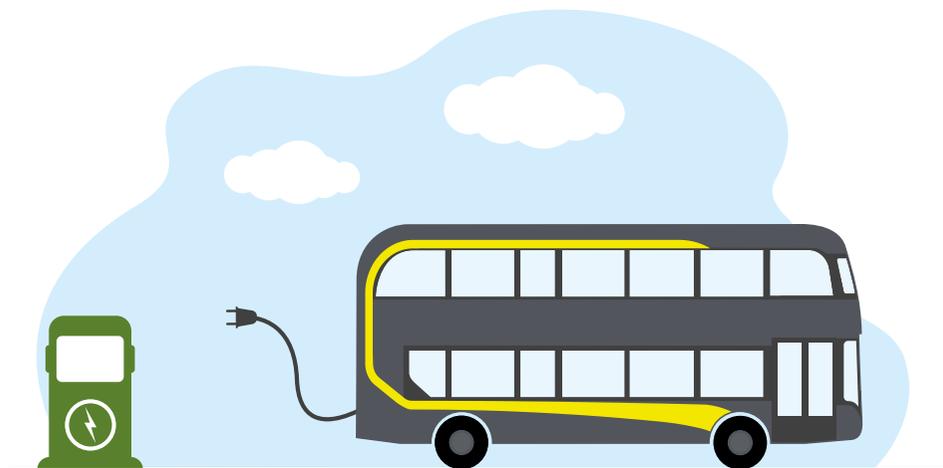
Blackpool may have one of the lowest levels of car or van ownership in the country, at 63% of households, but based on traffic count surveys, cars and taxis together represent over 80% of vehicles using Blackpool's roads. The town also experiences high volumes of visitors coming by car, although the number of passengers arriving at Blackpool North exceeds 120,000 per 28-day period in busy summer months. However, Blackpool's public transport system and compact scale means that 23% of trips taken whilst in Blackpool on holiday are by bus or tram, compared to 5% across most of the North, although the proportion of holiday trips by bike is negligible. There is also a relatively high proportion of people who do not regularly use the internet.

## Some of our most important actions include:

- Develop a strategy for providing and running electric transport
- Make it simpler and more attractive for people to use no- and low-carbon transport, by developing a "modal shift" strategy
- Blackpool Transport to move to all-electric buses by Summer 2023
- Implement Blackpool Digital Connectivity Strategy to increase the availability of ultrafast broadband, reducing the need to travel for leisure and work

## What we need further support with:

- Funding and expertise to deliver our strategies
- Explore the options for early adoption of Hydrogen refuelling and battery charging technology for aircraft at Blackpool airport



# Power and Heat

This theme links to those on housing, building and business, but focuses on our role in making new renewable energy schemes happen. If Blackpool can generate its own renewable power, we will reduce our demand on the national grid, helping to save energy for use here and elsewhere. Heat is slightly different, because we cause the emissions by burning fuel ourselves, so we need to “decarbonise” by looking at ways of avoiding causing carbon emissions in this way. We can do this by moving to other types of heating, or exploring non-polluting fuels such as green gas or hydrogen.

## Page 48 Some of our most important actions include:

- Exploring the development of a Solar Farm at Blackpool Airport
- Developing a Decarbonisation of Heat Strategy
- Exploring the potential of a battery power storage facility on the Blackpool Airport Enterprise Zone
- Seeking interest and participation in a community energy generation scheme
- Working with organisation to being forward new renewable power schemes

Because of the scale of investment that these projects need, all of them will require support and resources from elsewhere. Some of this may be direct grants, some may be through borrowing, and others may be from investors, both individuals and larger financial institutions, who would want to see the projects deliver a profit.



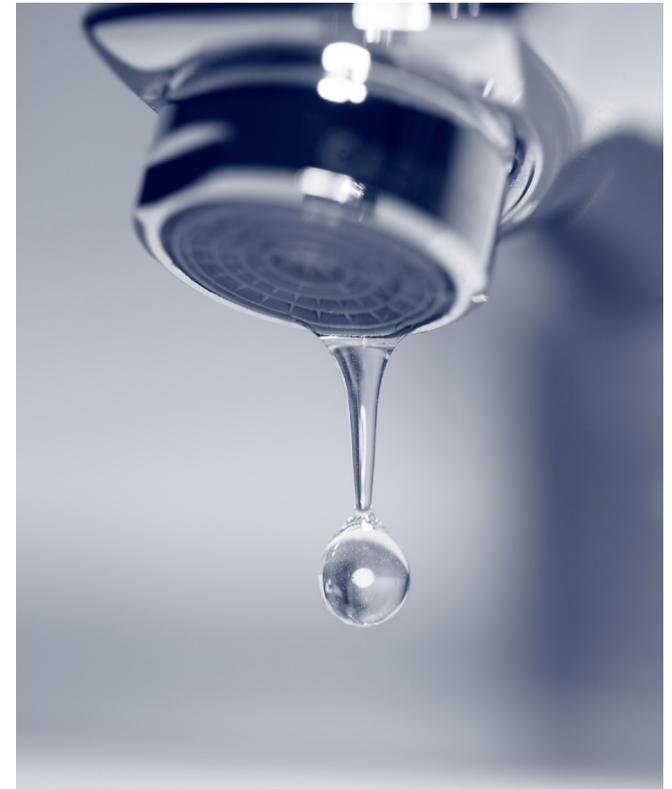
# Cleansing, Food, Water and Waste

One of our biggest challenges in going net zero is reducing the amount of things we use. Everything we make uses energy, so if we waste these products, then the energy used has also been wasted. We have included “cleansing” in this theme because of our litter problem. Our Climate Assembly raised concerns about the amount of discarded packaging and other items, particularly on our beaches. Packaging products for convenience creates waste because the packaging often can’t be reused, and often requires the use of energy to deal with the issue – for example, street sweepers cleaning the streets and collecting and emptying waste bins, but also processing packaging to make another product.

Water is often forgotten about in this process. Not only does drinking water require treatment that leads to emissions, but it is a limited resource in its own right. The Council will develop a Water Action Plan for the organisation to address this, but we will also look at how we can work with others to reduce water use more generally.

## Some of our most important actions include:

- Work with Lancashire County Council to identify and implement an Energy from Waste facility, turning leftover material into green gas
- Implement the new Environment Bill, which is likely to include collecting more recyclable material from houses
- Continue to work with Keep Britain Tidy and the LoveMyBeach campaign to reduce beach and street litter
- Promote the benefits of the circular economy, where goods are refurbished and resold instead of being disposed
- Develop or adopt a low carbon/plant-based food award scheme for participating restaurants, hotels and cafes



# Community Leadership, Communication and Involvement

We need to think about the Climate Emergency every time we want to deliver a project, so we can understand whether it takes us closer to our net zero goal. But some of our other priorities, such as growing the economy to provide good quality jobs for people, might still impact negatively on the environment. Where this happens, we need to make sure we take other steps to cancel this out.

We also need to find ways of everyone playing a part. Some of us will need to do more than others, but everyone can take some steps to reduce their impact on the environment. It's important to make sure people are informed about what these steps are and how much difference they can make, both to the environment, but also to their day-to-day lives in other ways. Fewer than 1 in 25 people know that the last six years are all amongst the hottest on record, and the same research shows that people underestimate the impact that taking flights has on the environment, but overestimate the positive impact of avoiding excess packaging.

## Some of our most important actions include:

- Promote and support the Eco Schools initiative
- Improve the information on our website
- Understand what support individuals and neighbourhoods need to get involved and take action
- Establish a Climate Action Fund, so there is some money to spend with other groups and organisations on projects across Blackpool

## What you can do:

- Read the Council's Climate Emergency pages to learn about what can make a difference, and then do something about it!



# Working With Others

The Council is only responsible for around 3% of Blackpool’s total emissions, meaning that everyone in the town, from individuals to businesses to tourists, has a part to play. We will set up a Climate Action Partnership to pool the resources and expertise of businesses, community groups and public sector organisations. This will help us develop joint projects, work on funding bids, and support each other as we change. Together, we will push for more resources, and look to do more ourselves to tackle emissions.

## Partners we will work with include:

- Blackpool Business Leaders Group
- Merlin Entertainments
- Blackpool & Fylde College
- Blackpool 6th Form
- Voluntary, Community and Faith Sector Forum
- Schools Partnership
- Business in the Community & the Pride of Place partnership
- Lancashire Wildlife Trust
- Groundwork
- A Better Start
- HeadStart
- Blackpool Teaching Hospitals
- Wyre Rivers Trust
- Blackpool FC Community Trust
- Blackpool Transport
- Blackpool Coastal Housing

## Some of our most important actions include:

- Work with Lancashire councils on the development of the Greater Lancashire Plan environment workstream
- Roll out Carbon Literacy Training at the Council and offer the course to interested partners and local organisations
- Develop some “shovel ready” projects with interested partners (this means we will develop and design some carbon-reducing schemes which can be delivered quickly when we get funding)



# Business

Private businesses, social enterprises and other trading organisations are major energy users. Other than public services, our economy is based mostly on tourism and manufacturing, and these sectors will need to be at the centre of any action on the climate emergency. Many businesses have been devastated by the impact of the coronavirus, and will need to balance the urgent demand to become more sustainable whilst improving their financial situations.

Blackpool Council spends £202m with suppliers every year to help us meet the needs of the town. To help make the most of this spend, we have a Social Value Policy to advise companies on what we expect from them over and above the service they offer. This includes the environmental benefits they can provide, as well as creating jobs for local people and other positive outcomes.

## Some of our most important actions include:

- Work with businesses to promote the environmental and financial benefits of the circular economy
- Promote and support take-up of a sustainable tourism accreditation programme
- Work with the borough's largest employers to set targets for energy and emissions reduction
- Promote resource efficiency to Small and Medium Enterprises

The change to a low carbon economy will require new skills and jobs. We will develop a low carbon skills transition plan, which will include looking at opportunities for business and service industry growth. This will require significant financial investment from the UK government and the participation of other organisations involved in education and skills.



# Natural Environment

Reducing emissions is not solely for the benefit of people, although it will ultimately save human lives. It will also start to slow the devastation of the natural environment seen most recently in severe flooding and forest fires, climate activity which has not just been limited to other parts of the world. And although the natural environment can help, we cannot rely on it to solve the problems we have created. Whilst planting trees can help to absorb carbon, the scale of change needed means that this should not be seen as the solution. We do not believe that “offsetting”, where individuals and companies pay to have trees planted elsewhere to absorb carbon, should be a significant element of this action plan. The role of trees in increasing protection from the sun’s heat, as significant parts of the ecosystem, and their mental health benefits should all be seen as more valuable than their role in removing carbon dioxide.

**To support and restore the natural environment, we are delivering on commitments in the Green and Blue Infrastructure Strategy and the Tree Strategy, in addition to a series of Planning Policy documents. In addition to these, we have identified further activity as a result of developing this plan. Some of our most important actions include:**

- Encourage and support Parks Friends Groups, Beach Guardians, Tree Wardens and other community led environmental stewards to explore ways of supporting the carbon emissions reduction agenda
- Introduce measures to promote biodiversity on verges and other underused spaces
- Use Council owned land to increase biodiversity and carry out tree planting and other habitat restoration measures



# Building Knowledge, Capacity and Financial Resources

The reality is that we will not get close to net zero without substantial additional money being committed by the UK government, financial institutions, and public and private sector organisations. Those individuals who can shoulder some financial burden will also need to contribute, particularly those who can afford to spend now to recoup money in the long term. Others will need partial or total financial support to be able to make the necessary changes.

## Some of our most important actions include:

- Finding ways to fund some of the large projects included in the action plan
- Developing a Renewable Power Infrastructure Strategy
- Developing a Climate Change Resilience, mitigation and adaptation plan – so we can avoid some of the biggest problems climate change will cause
- Adopting a “Climate First” approach, where all Council strategies and initiatives must demonstrate their ability to contribute to achieving net zero
- Accounting for carbon emissions in all of our actions
- Campaigning for government to make resources available, and change legislation to push those who can afford it to implement green initiatives



# Checking Our Progress

It is important that we regularly check to see if we are doing everything we can. Under the leadership of the Cabinet Member for Climate Change, our work to deliver this plan will be overseen by the Director of Strategy, with the Strategy and Climate Manager ensuring that actions in the plan are delivered and reported on. The Council's Climate Emergency Steering Group, made up of staff from all Council services and Companies, will check the action plan every three months to make sure that we are making progress, and the Climate Action Partnership will check it twice a year. Both groups will discuss actions at every meeting, and the Strategy and Climate Team will look for ways of funding and delivering these new projects. Councillors will check progress via regular items at the Tourism, Economy and Communities Scrutiny Committee.

**Measuring the impact of our actions will help us understand what is happening. To help with this, the council has a set of performance indicators:**

- Total CO2 emissions caused by the Council (tonnes), including:
  - Emissions from Council buildings
  - Emissions from vehicles, fleet, transport and equipment
  - Emissions from roads and street furniture (including lighting and traffic lights)
  - Emissions from staff and councillor travel and travel at work

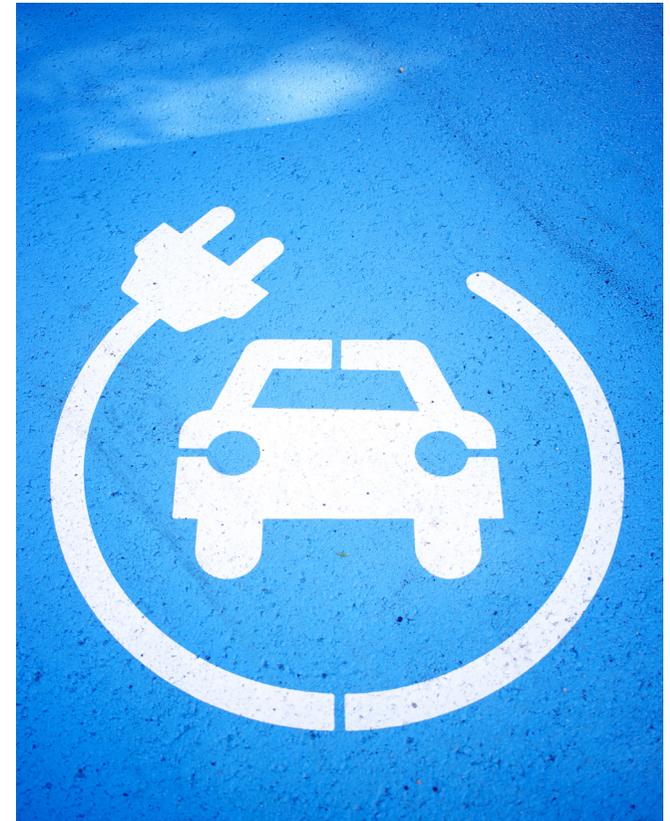
- The proportion of energy from renewable sources
- The proportion of energy from “directly connected” renewable sources i.e. where the council generates its own power, including:
  - Annual electricity consumption
  - Annual gas consumption
  - Annual water consumption
  - Annual renewable energy generated

Further environmental performance indicators are included in the Green and Blue Infrastructure Strategy, and as part of the TOMS social value indicator set, and will be reported to all relevant groups when needed.

We will regularly commission updates to the town-wide carbon footprint for the Climate Action Partnership, and will involve residents and local groups in commenting on this work and making suggestions for further activity.

All actions in the strategy are subject to review and change, with any amended or discontinued actions being kept in an action log by the Strategy and Climate Team. The Climate Action Partnership will also adopt indicators so we can understand progress being made across Blackpool.

The new Council Plan for 2022-2027 establishes the Climate Emergency as a priority, influencing the content of all future strategies produced by the organisation.



# Blackpool's Climate Emergency: Action Plan

## Theme 1: Housing

**Green Actions** = Deliverable from current financial resources    **Amber Actions** = Will require further internal and external resources    **Red Actions** = Reliant on external funding

ID	Action	Type	Chief Officer	Lead Officer and Resources	Deadline	Outcome
<b>Theme 1: Housing</b>						
1.	Accelerate delivery of insulation and glazing of all housing, reducing net energy demand	Town	Director of Strategy	Strategy and Climate Manager Not currently funded – estimated Lancashire cost £7.8 billion	December 2030	Reduced energy demand for heating
2.	Accelerate delivery of “electrification” of heating and the transfer away from natural gas e.g., via ground and air-source heat pumps	Town	Director of Strategy	Strategy and Climate Manager Not currently funded – estimated Lancashire cost £4.9 billion	December 2030	Reduced emissions via carbon-producing fuel sources
3.	Develop and deliver strategic proposals to install solar panels on every suitable domestic rooftop	Town	Director of Strategy	Strategy and Climate Manager Not currently funded – estimated Lancashire cost £3.1 billion	December 2030	Reduced energy demand for domestic activities
4.	Raise issue of energy efficiency standards in new housing with Government, ensuring that Blackpool is able to implement planning regulations consistent with a net zero target	Town	Director of Strategy	Strategy and Climate Manager	March 2022	New builds contributing to net zero targets
5.	Build 30 new Council houses and retrofit 120 more with enhanced insulation and air-source heat pumps, plus deliver and learn from “eco coach” training on energy saving techniques	Both	Chief Executive, Blackpool Coastal Housing	Strategy and Climate Manager; Funded by ERDF and Council finances	March 2023	Saving of 370.58 tonnes of CO2 emissions per year
6.	Encourage take-up of low energy demand appliances and LED lighting solutions via marketing and publicity	Town	Director of Strategy	Communications Officer; Strategy and Climate Manager; Council finances	November 2022 (initial campaign)	Reduced energy demand for domestic activities
7.	Undertake pilot work to quantify cost of delivering housing refurbishment to higher energy efficiency standard	Both	Director of Development, MyBlackpoolHome	Strategy and Climate Manager; Funded by Council and MyBlackpoolHome	February 2022	Consideration of costs by company board and Council
8.	Explore resources needed to enforce EPC ratings via landlord licensing scheme	Town	Director of Community & Environmental Services	Private Housing Manager; Enforcement Manager; Strategy and Climate Manager	March 2022	Report considering provision of additional resources
9.	Campaign to raise Minimum Energy Efficiency Standard for private landlords to band C	Town	Director of Community & Environmental Services	Private Housing manager; Strategy and Climate Manager	March 2022	Private Rented properties contributing to net zero
10.	All new council housing to be built to the highest energy standards (EPC ‘A’ or ‘B’)	Both	Chief Executive, Blackpool Coastal Housing	Blackpool Coastal Housing Head of Asset Management and Operations	All future schemes	Council housing contributing to net zero
11.	Establish action plan to raise all Blackpool Coastal Housing properties to EPC band C	Both	Chief Executive, Blackpool Coastal Housing	Blackpool Coastal Housing Head of Asset Management and Operations; Head of Housing; Government and Council funding	December 2030	Council housing contributing to net zero

# Blackpool's Climate Emergency: Action Plan

## Theme 2: Buildings and Built Environment

**Green Actions** = Deliverable from current financial resources    **Amber Actions** = Will require further internal and external resources    **Red Actions** = Reliant on external funding

ID	Action	Type	Chief Officer	Lead Officer and Resources	Deadline	Outcome
12.	Consider the installation of solar PV on council owned homes following a roof and energy usage survey	Both	Chief Executive, Blackpool Coastal Housing	Blackpool Coastal Housing Head of Asset Management and Operations; Head of Housing; Government and Council funding	December 2030	Council housing contributing to net zero
13.	Deliver the Cosy Homes In Lancashire programme, maximising the contribution of the programme to reducing emissions by boosting local demand	Town	Consultant in Public Health	Rhea Projects (delivery team); Strategy and Climate Manager	Ongoing	Reduction in fuel poverty and emissions
<b>Theme 2: Buildings and Built Environment</b>						
14.	Develop proposals to promote, support and persuade landlords and businesses to adopt actions 1-3 for commercial properties i.e. installation of solar, insulation and electrification of heat	Town	Director of Regeneration and Communications	Communications Officer; Strategy and Climate Manager; Council finances	June 2023	Commercial properties and businesses contributing to net zero
15.	Ensure the Climate Emergency is explicitly addressed in the Town Centre Strategy Review	Town	Growth and Prosperity Programme Director	Project and Programme Development Manager; Highways Performance Manager; Transport Policy Manager; Government and Council funding	March 2022	Contribution to modal shift; improved town centre environment and air quality
16.	Campaign for government to improve regulations, ability to enforce and resources around commercial property Energy Performance Certificates (EPC's)	Town	Director of Community & Environmental Services	Trading Standards Manager; Strategy and Climate Manager; government funding	March 2022	Commercial properties contributing to net zero
17.	Develop Air Quality Strategy	Town	Director of Community & Environmental Services	Air Quality Officer; Strategy and Climate Manager	March 2023	Contribution to modal shift and measures to reduce pollution
18.	Use the Local Plan Core Strategy review to maximise adoption of pro-climate measures	Town	Growth and Prosperity Programme Director	Senior Planning Officer; Strategy and Climate Manager	December 2024	Consistency of Council vision and policies
19.	Explore use of an incentive and loans scheme or auction to increase take-up of solar e.g. Solar Together	Town	Director of Strategy	Strategy and Climate Manager	January 2022	Increase the amount of renewable energy generated by domestic properties/communities
20.	Develop and implement a retrofit programme for planned refurbishments to business premises owned by the Council, including setting a target for stock improvement	Both	Director, Communications and Regeneration	Head of Property Services; Energy and Utilities Manager; council and government funding	December 2030	Commercial properties contributing to net zero
21.	Portfolio size optimisation and disposal to reduce energy use, in line with move to flexible and remote working	Council	Director of Resources	Head of Property Services; Energy and Utilities Manager; council funding	December 2030	Reduced Council energy demand
22.	Revise Asset Management Plan to ensure alignment with net zero vision	Council	Director of Resources	Head of Property Services; Energy and Utilities Manager teams; council funding	December 2022	Improved Council contribution to net zero

# Blackpool's Climate Emergency: Action Plan

## Theme 3: Transport, Getting Around and Digital

**Green Actions** = Deliverable from current financial resources    **Amber Actions** = Will require further internal and external resources    **Red Actions** = Reliant on external funding

ID	Action	Type	Chief Officer	Lead Officer and Resources	Deadline	Outcome
23.	Deliver programme to replace existing street lighting with LEDs	Both	Director of Community & Environmental Services	Head of Coastal and Environmental Partnership Investments, Energy and Utilities Manager, council funding	December 2024	Improved Council contribution to net zero
<b>Theme 3: Transport, Getting Around and Digital</b>						
24.	Develop Electric Transport strategy for Blackpool, including role of public and private sectors, provision of charge points, visitor demand and review of policies on provision and car park charging	Town	Director of Community & Environmental Services		Electric Cars: July 2022; full strategy March 2024	Strategy to address Blackpool's role in supporting transition to electric transport
25.	Develop modal shift action plan linked to Active Lives Strategy – including measures to improve walking, cycling, frequency and quality of bus, tram and train transport, plus consideration of innovations e.g. e-scooters, trolleybuses	Town	Director of Community & Environmental Services	Senior Planning Officer; Transport Policy Manager; Sports Development Manager; government and council funding	June 2023	Encourage low carbon forms of transport including non-motorised options
26.	Optimising network management through optimising traffic signals, introduction of road schemes and consideration of speed limits to reduce pollution from static traffic	Town	Director of Community & Environmental Services	Highways Performance Manager; Strategy and Climate Manager	Ongoing	Reduced pollution and emissions from combustion engines
27.	BTS electrification/support round two of ZEBRA work/ Implement Bus Service Improvement Plan to encourage use of public transport	Both	Managing Director, Blackpool Transport	Transport Policy Manager	September 2023	Public transport supporting net zero transition
28.	Explore potential of joint bus and private vehicle charging infrastructure at Rigby Road depot	Both	Managing Director, Blackpool Transport	Blackpool Transport staff and various Council resources as needed; government and council funding	September 2023	Encouraging use of zero emission transport in Blackpool
29.	Undertake a review of evidence on Park and Ride schemes, including evaluation of summer 2021 scheme	Town	Director of Strategy	Strategy and Climate Manager; Blackpool Transport staff	December 2021	Assess benefits of 2021 scheme and quantify impact on emissions
30.	Establish baseline of promenade emissions and consider pilot of traffic-free days during Blackpool Illuminations	Town	Director of Community & Environmental Services	Air Quality Officer; Strategy and Climate Manager	May 2022	Assessment of reduction in pollution and impact on economy
31.	Explore incentives for taxi trade to switch to low emission vehicles e.g. infrastructure requirements, financial incentives and trial options	Town	Director of Community & Environmental Services	Licensing Manager; Strategy and Climate Manager; government and council funding	May 2022	Taxi trade supporting net zero transition
32.	Implement Blackpool Digital Connectivity Strategy to ensure availability of ultrafast broadband	Town	Director of Resources	Head of ICT; Strategy and Climate Manager; government and council funding	TBC	Reduced need for work and leisure trips

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# Blackpool's Climate Emergency: Action Plan

## Theme 3: Transport, Getting Around and Digital

**Green Actions** = Deliverable from current financial resources    **Amber Actions** = Will require further internal and external resources    **Red Actions** = Reliant on external funding

ID	Action	Type	Chief Officer	Lead Officer and Resources	Deadline	Outcome
33.	Explore potential to promote or pilot a zero emission shared car club in Blackpool	Town	Director of Community & Environmental Services	Strategy and Climate Manager; council funding	April 2023	Increase zero emission travel
34.	Explore the options for early adoption of Hydrogen refuelling and battery charging technology for aircraft at Blackpool airport	Both	Head of Enterprise Zones	Blackpool Airport; government and council funding	September 2023	Support aviation sector transition to net zero
35.	Establish Staff Travel Plan	Council	Director of Community & Environmental Services	Strategy and Climate Manager; Transport Policy Manager	March 2023	Reduction in emissions from staff travel
36..	Explore options to increase EV use amongst staff, including business case for staff EV car pool as per EST work and our staff lease car offer	Council	Director of Resources	Energy and Utilities Manager; Strategy and Climate Manager	May 2022	Reduction in emissions from business travel
37.	Campaign for government to take measures to decarbonise and reduce road haulage e.g. provision of rail freight, HGV charging, promotion of zero emission "last mile" deliveries	Town	Director of Community & Environmental Services	Strategy and Climate Manager	February 2022	Road Haulage contributing to net zero

## Theme4: Power and Heat

38.	Explore development of a Solar farm at Blackpool Airport Enterprise Zone	Town	Head of Enterprise Zones	Energy and Utilities Manager; council funding	Mid 2023 (if economically viable)	Generation of zero emission energy in Blackpool
39.	Seek interest and options for a community energy generation scheme	Town	Director of Strategy	Strategy and Climate Manager; Local Energy NW Hub; private funding	September 2022	Generation of zero emission energy in Blackpool
40.	Collaborate with public and private sector organisations to help stimulate the deployment of renewable energy projects at scale, including pilots of new technology (e.g. Wyre tidal barrage)	Town	Director of Strategy	Strategy and Climate Manager; government, council and private funding	Ongoing	Generation of zero emission energy on Fylde Coast
41.	Develop and explore decentralised heating systems, including providing guidance for developers	Both	Director of Strategy	Strategy and Climate Manager; government and council funding	Ongoing	Generation of zero emission energy on Fylde Coast
42.	Revisit existing outline schemes for wind power and assess their feasibility	Both	Director of Strategy	Senior Planning Officer; Strategy and Climate Manager; Energy and Utilities Manager; council funding	Ongoing	Generation of zero emission energy in Blackpool
43.	Develop and implement renewable energy programme including: Replace gas heating @thegrange with ground source heat pump; Roof-mounted Solar panel programme across council assets	Council	Director of Resources	Energy and Utilities Manager; council funding	December 2021	Generation of zero emission energy in Blackpool for Council use

# Blackpool's Climate Emergency: Action Plan

## Theme 4: Power and Heat

**Green Actions** = Deliverable from current financial resources    **Amber Actions** = Will require further internal and external resources    **Red Actions** = Reliant on external funding

ID	Action	Type	Chief Officer	Lead Officer and Resources	Deadline	Outcome
44.	Develop Decarbonisation of Heat Strategy including consideration of renewable alternatives and a move to green gas where unavoidable; Energy audits	Council	Director of Resources	Energy and Utilities Manager; council funding	TBC Pending review of UK government "Heat in Buildings" strategy	Reduction of carbon-intensive energy used by Council
45.	Implement advanced metering and building management systems, including voltage optimisation	Council	Director of Resources	Energy and Utilities Manager; council funding	Ongoing	Reduction of energy used by Council
46.	Explore potential for battery storage facility on EZ to maximise potential of energy use or resale	Town	Head of Enterprise Zones	Energy and Utilities Manager; government and council funding	Ongoing	Support constant availability of power from renewable sources

## Theme 5: Cleansing, Waste, Food and Water

47.	Continue to review potential of Energy From Waste facility	Both	Director of Community and Environmental Services	Head of Waste Policy and Partnerships; Lancashire Mineral and Waste Planning team; council funding	Ongoing	Provide alternative power generation option dealing with waste
48.	Influence 10 year municipal waste strategy	Both	Director of Community and Environmental Services	Head of Waste Policy and Partnerships; council funding	March 2022	Support implementation of emissions and waste agendas
49.	Use data to identify high and low waste areas of Blackpool for targeted support on improving recycling rates	Town	Director of ENVECO	Head of Waste Policy and Partnerships; Strategy and Climate Manager; ENVECO	November 2021	Maximise takeup of recycling
50.	Respond to the provisions of the Environment Bill when enacted – including introduction of new recycling streams	Both	Director of Community and Environmental Services	Head of Waste Policy and Partnerships; Strategy and Climate Manager; ENVECO	TBC Pending enactment of Bill	Maximise takeup of recycling
51.	Continue work with Keep Britain Tidy and the LoveMyBeach campaign to reduce beach and street litter	Town	Director of Community and Environmental Services	Head of Waste Policy and Partnerships; Strategy and Climate Manager; ENVECO	Ongoing	Improved bathing water quality
52.	Further roll out provision of recycling facilities to HMOs and flats	Both	Director of ENVECO	Head of Waste Policy and Partnerships; Strategy and Climate Manager; ENVECO	March 2022	Maximise takeup of recycling
53.	Promote the environmental and financial benefits of the circular economy, including reduction of consumption, re-use of goods and increasing recycling	Town	Director of Community and Environmental Services	Head of Waste Policy and Partnerships; Strategy and Climate Manager; ENVECO	March 2023	Reduction in energy use and carbon emissions
54.	Promote benefits of eating seasonally and locally, including the use and further provision of allotments and community gardens, and develop zero waste community shops	Town	Director of Strategy	Strategy and Climate Manager	Ongoing	Example project sharing best practice
55.	Investment in streetscape and beachscape furniture that facilitates smarter recycling and minimises the impact of littering	Town	Director of Community and Environmental Services	Head of Waste Policy and Partnerships; government and council funding	March 2022	Increased recycling from public waste bins

# Blackpool's Climate Emergency: Action Plan

## Theme 5: Cleansing, Waste, Food and Water

**Green Actions** = Deliverable from current financial resources

**Amber Actions** = Will require further internal and external resources

**Red Actions** = Reliant on external funding

ID	Action	Type	Chief Officer	Lead Officer and Resources	Deadline	Outcome
56.	Develop and implement joint food waste and energy generation project between Hospital and Council catering services	Both	Director of Community and Environmental Services	Strategy and Climate Manager; Atlas Facilities (Hospital); council and partner funding	October 2022	Clean energy generation from waste
57.	Develop Water Action Plan to reduce demand and waste and consequently impact on emissions, install water saving technology and increase resilience to water-related issues	Both	Director of Community and Environmental Services	Energy and Utilities Manager; Head of Coastal and Environmental Partnership Investments; Senior Planning Officer, Strategy and Climate Manager; council funding	January 2023	Reduced water waste and reduced emissions from treatment
58.	Engage with schools to ensure meals are delivered in accordance with the Eatwell Guide, improving the quality but reducing the quantity of meat used	Council	Director of Community and Environmental Services	Catering Services Manager; Strategy and Climate Manager	March 2022	Reduced emissions from food used by Council
59.	Develop a low carbon/plant-based food award scheme for participating restaurants/hotels/cafes	Town	Director of Strategy	Strategy and Climate Manager	March 2024	Reduced emissions from food consumed in the town
60.	Introduce "edible" schemes in council parks and open spaces, at schools and via community groups	Town	Director of Community and Environmental Services	Green Infrastructure Development manager; Strategy and Climate Manager	March 2023	Reduced emissions from food consumed in the town
61.	Improve building recycling rates	Council	Director of Resources	Head of Property Services; Strategy and Climate Manager	March 2022	Improved recycling in Council buildings
62.	Review material use to aim to minimise and repurpose leftovers e.g. in grounds maintenance	Council	Director of Strategy	Strategy and Climate Manager; relevant services	May 2023	Reduced waste from Council services and projects

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## Theme 6: Community Leadership, Communication and Involvement

63.	Pilot entry-level qualifications in sustainability	Town	Director, Communications and Regeneration	Head of Adult, Community and Family Learning	October 2021	Greater topic knowledge in the community
64.	Engage with community groups on climate change agenda, including scoping of donation of garden areas and their re-use	Town	Director of Strategy	Strategy and Climate Manager; Partnerships and Community Engagement Manager	December 2021	Community mobilisation
65.	Promote and support Eco Schools initiative, aiming for 100% of schools with an award by 2024	Town	Director of Children's Services	Strategy and Climate Manager; Schools Partnership; Eco Schools; council funding	March 2024	Increase in awareness of issues and participation in environmentally-positive behaviours
66.	Develop full communications and marketing plan	Town	Director, Communications and Regeneration	Communication Officer; and Strategy and Climate Manager	July 2022	Increase in awareness of issues and participation in environmentally-positive behaviours

# Blackpool's Climate Emergency: Action Plan

## Theme 5: Cleansing, Waste, Food and Water

**Green Actions** = Deliverable from current financial resources

**Amber Actions** = Will require further internal and external resources

**Red Actions** = Reliant on external funding

ID	Action	Type	Chief Officer	Lead Officer and Resources	Deadline	Outcome
67.	Introduce programme of behaviour change initiatives to encourage adoption of environmentally-positive lifestyle changes	Town	Director of Strategy	Communication Officer; and Strategy and Climate Manager	March 2024	Increase in awareness of issues and participation in environmentally-positive behaviours
68.	Improve and extend the Council's online climate and environment resources	Town	Director, Communications and Regeneration	Communication Officer; Strategy and Climate Manager	January 2022	Increase in numbers accessing relevant information and services
69.	Scope the potential establishment of an Energy Hub(s) in the town, providing signposting and assistance to sources of funding, advice etc.	Town	Director of Strategy	Strategy and Climate Manager and other services as required	June 2023	Increase in numbers accessing relevant information and services
70.	Deliver specific events and support to international and national climate or sustainability events	Town	Director of Strategy	Strategy and Climate Manager and other services as required	Ongoing	Increase in awareness of issues and participation in environmentally-positive behaviours
71.	Establish approach to Community involvement, including theme leads, liaison with community groups and community champions, enabling grass roots actions and positive change	Town	Director of Strategy	Strategy and Climate Manager and Climate Action Partnership	Ongoing	Increase in awareness of issues and participation in environmentally-positive behaviours
72.	Approach to involving young people, support Youth Climate Action Group	Town	Director of Strategy	Strategy and Climate Manager and Climate Action Partnership	Ongoing	Increase in awareness of issues and participation in environmentally-positive behaviours
73.	Establish a Climate Action Fund to incentivise and "pump-prime" schemes, pilot initiatives and invest-to-save projects to help with transition measures	Both	Director of Strategy with Director of Resources	Strategy and Climate Manager; other services as required; funding	TBC – discussion on priority in budget setting process	Reduce emissions and energy use; increase awareness and action
<b>Theme 7: Working with others</b>						
74.	Launch Blackpool Climate Action Partnership, "encouraging and empowering" businesses, organisations and the community to act	Town	Director of Strategy	Strategy and Climate Manager	November 2021	Town-wide collaborative activity to deliver emissions reduction
75.	Work with Blackpool Business Leaders' Group and BITC Responsible Business Network to establish a relationship with businesses sector by sector	Town	Director of Strategy	Strategy and Climate Manager; BBLG; BITC	December 2021	Support businesses to deliver emissions reduction

# Blackpool's Climate Emergency: Action Plan

## Theme 6: Community Leadership, Communication and Involvement

**Green Actions** = Deliverable from current financial resources

**Amber Actions** = Will require further internal and external resources

**Red Actions** = Reliant on external funding

ID	Action	Type	Chief Officer	Lead Officer and Resources	Deadline	Outcome
76.	Co-produce action plan to address development of skills for future green jobs, including CRF project on green and digital skills	Town	Director of Strategy	Strategy and Climate Manager; Head of Work and Health Programmes	October 2022	Ensure economic benefits from green transition
77.	Work with Blackpool Fylde and Wyre Economic Prosperity Board to ensure cross-borough collaboration	Town	Growth and Prosperity Programme Director	Strategy and Climate Manager	Ongoing	Ensure economic benefits from green transition
78.	Shape the development and rollout of the Environment workstream of the Greater Lancashire Plan	Town	Director, Communications and Regeneration	Strategy and Climate Manager	December 2021	Ensure economic benefits from green transition
79.	Identify opportunities to promote Blackpool's work and approach to sub-regional, regional and national organisations and partnerships	Both	Director of Strategy	Strategy and Climate Manager	Ongoing	Ensure Blackpool is seen as a leader in the green transition
80.	Start to roll out Carbon Literacy Training at the Council and offer to interested partners and local organisations	Both	Director of Strategy	Strategy and Climate Manager; Head of Adult, Community and Family Learning	December 2022 (Council); ongoing	Increase in awareness of issues and participation in environmentally-positive behaviours
81.	Develop a series of "shovel-ready" projects with interested partners	Town	Director of Strategy	Head of Project Development and Funding; Energy and Utilities Manager, Head of Property Services and Strategy and Climate Manager	Ongoing	Reduce emissions and energy use; increase awareness and action
82.	Establish Blackpool, Fylde Coast or Lancashire Climate Expert Panel to bring latest thinking and expertise to future activity planning	Town	Director of Strategy	Strategy and Climate Manager; Lancashire Universities	May 2022	Ensure access to innovative ideas on reducing emissions
<b>Theme 8: Business</b>						
83.	Work with businesses to promote the environmental and financial benefits of the circular economy, including reduction of consumption, re-use and re-sale of goods, use of sustainable packaging, reducing waste and increasing recycling	Town	Director, Communications and Regeneration	Strategy and Climate Manager	Ongoing	Increase in awareness of issues and participation in environmentally-positive behaviours; Ensure economic benefits from green transition
84.	Promote and support take-up of a sustainable tourism accreditation programme	Town	Director, Communications and Regeneration	Strategy and Climate Manager; Communication Officer	March 2022 then ongoing	Increase in awareness of issues and participation in environmentally-positive behaviours
85.	Explore role of incentives in achieving positive change	Town	Director of Strategy	Strategy and Climate Manager; Climate Expert Panel	October 2022	Participation in environmentally-positive behaviours

# Blackpool's Climate Emergency: Action Plan

## Theme 7: Working with others

**Green Actions** = Deliverable from current financial resources    **Amber Actions** = Will require further internal and external resources    **Red Actions** = Reliant on external funding

ID	Action	Type	Chief Officer	Lead Officer and Resources	Deadline	Outcome
86.	Develop Blackpool Travel to work survey across large employers in Blackpool	Town	Director of Strategy	Strategy and Climate Manager	January 2022	Increased understanding of travel behaviours
87.	Develop low carbon skills transition plan including: <ul style="list-style-type: none"> <li>Assessment of need</li> <li>Opportunities for business and service growth</li> <li>Green apprenticeships</li> <li>Liaison with education providers</li> </ul>	Town	Director, Communications and Regeneration	Strategy and Climate Manager; Head of Work and Health Programmes; government and council financial resource	March 2024	Ensure economic benefits from green transition
88.	Work with the borough's largest employers to set targets for energy and emissions reduction	Town	Director of Strategy	Strategy and Climate Manager; Head of Economic Development	March 2023 then ongoing	Ensure economic benefits from green transition
89.	Promote resource efficiency to Small and Medium Enterprises	Town	Director, Communications and Regeneration	Strategy and Climate Manager; Business Growth Manager; Head of Procurement	March 2023 then ongoing	Ensure economic benefits from green transition
<b>Theme 9: Natural Environment</b>						
90.	Consider declaring an Ecological Emergency	Town	Director of Community and Environmental Services	Green and Blue Infrastructure Manager; Strategy and Climate Manager	April 2022	Link climate and biodiversity crises when implementing solutions
91.	Explore opportunities for use of Bioenergy with Carbon Capture and Storage (BECCS) technology across the Fylde Coast	Town	Director of Strategy	Strategy and Climate Manager	March 2024	Removal of carbon emissions from atmosphere
92.	Encourage and support Parks Friends Groups, Beach Guardians, Tree Wardens and other community led environmental stewards to explore ways of supporting the carbon emissions reduction agenda	Town	Director of Strategy	Strategy and Climate Manager	March 2024	Community Mobilisation
93.	Introduce measures to promote biodiversity on verges and other underused spaces.	Council	Director of Community and Environmental Services	Green and Blue Infrastructure Manager; Strategy and Climate Manager; council funding	March 2027	Increased biodiversity across the town
94.	Double the existing commitment in the GBI strategy to plant 10000 trees, including at sites outside the borough if necessary	Both	Director of Community and Environmental Services	Green and Blue Infrastructure Manager; Strategy and Climate Manager; council funding	March 2027	Increased tree canopy cover; absorption of carbon dioxide
95.	Implement the Green and Blue Infrastructure Action plan, including introducing a Supplementary Planning document and protecting, growing and enhancing other Green Infrastructure, promoting biodiversity	Town	Director of Community and Environmental Services	Green and Blue Infrastructure Manager; Strategy and Climate Manager; council funding	March 2027	Increased biodiversity across the town; Increased tree canopy cover
96.	Implement the Tree Strategy, including reviewing planting locations, encouraging trees on private land, and protecting existing trees and woodland	Both	Director of Community and Environmental Services	Green and Blue Infrastructure Manager; Strategy and Climate Manager; council funding	March 2027	Increased tree canopy cover

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# Blackpool's Climate Emergency: Action Plan

## Theme 8: Business

**Green Actions** = Deliverable from current financial resources    **Amber Actions** = Will require further internal and external resources    **Red Actions** = Reliant on external funding

ID	Action	Type	Chief Officer	Lead Officer and Resources	Deadline	Outcome
97.	Implement enhanced environmental measures including phasing out peat use, redesigning mowing regimes, changing weed spraying, planting only native species and supporting adaptation measures such as tree planting for carbon sequestration and 'cooling-off' benefits	Town	Director of Community and Environmental Services	Green and Blue Infrastructure Manager; Strategy and Climate Manager; council funding	March 2027	Increased tree canopy cover
98.	Use Council owned land to increase biodiversity and carry out tree planting and other habitat restoration measures	Council	Director of Community and Environmental Services	Green and Blue Infrastructure Manager; Strategy and Climate Manager; council funding	March 2027	Increased tree canopy cover
99.	Conclude ERDF-funded Grange Park tree planting programme	Town	Director of Community and Environmental Services	Green and Blue Infrastructure Manager	March 2023	Increased tree canopy cover; absorption of carbon dioxide

## Theme 10: Building knowledge, capacity and financial resources

100.	Explore all sources of finance, including: Grant funding, collaboration, borrowing, local voluntary or compulsory levies, crowdsourcing, co-operative purchasing, joint ventures, and profit sharing	Both	Director of Finance	Head of Accountancy; Strategy and Climate Manager	Ongoing	Ensure access to sufficient funding for plan delivery
101.	Engage with government policy announcements on climate in light of their implications of our net zero goal	Council	Director of Strategy	Strategy and Climate Manager	Ongoing	Ensure access to sufficient funding for plan delivery
102.	Conduct an audit on the council's carbon data capture and implement recommendations	Council	Director of Resources	Internal Auditor and Strategy and Climate Manager	July 2022	Accurate monitoring reduction in emissions
103.	Establish performance indicators and monitoring arrangements to check trajectory	Both	Director of Strategy	Strategy and Climate Manager	February 2022	Accurate monitoring reduction in emissions
104.	Develop and implement a Renewable Power Infrastructure Strategy, including update of 2011 Renewable Energy Potential study	Both	Director of Strategy	Strategy and Climate Manager; Energy and Utility Manager	May 2022	Generation of zero emission energy in Blackpool/Lancashire
105.	Review all Council strategies and explore potential for further measures to support emissions reduction	Both	Director of Strategy	Strategy and Climate Manager; Lancaster University placement	November 2021	Ensure consideration of sustainability agenda throughout all work
106.	Identification of specific development needs across all Council services via IPA and Carbon Literacy processes	Council	Director of Strategy	Strategy and Climate Manager; Workforce Development Manager; Head of Adult, Community and Family Learning	February 2023	Ensure staff are equipped to take decisions based on sustainability
107.	Establish staff group across Climate Action Partnership members to promote and encourage positive environmental behaviours and initiatives	Both	Director of Strategy	Strategy and Climate Manager	December 2021	Maximise potential of staff knowledge and resource
108.	Develop "climate champions" in service areas and buildings	Council	Director of Strategy	Strategy and Climate Manager	December 2021	Maximise potential of staff knowledge and resource

# Blackpool's Climate Emergency: Action Plan

## Theme 9: Natural Environment

**Green Actions** = Deliverable from current financial resources    **Amber Actions** = Will require further internal and external resources    **Red Actions** = Reliant on external funding

ID	Action	Type	Chief Officer	Lead Officer and Resources	Deadline	Outcome
109.	Develop and deliver internal communications campaign about sustainability	Council	Director, Communications and Regeneration	Strategy and Climate Manager	June 2022	Maximise potential of staff knowledge and resource
110.	Co-ordinate sustainability efforts across the council's companies	Council	Director of Strategy	Strategy and Climate Manager	Ongoing	Maximise potential of company resources
111.	Develop climate change resilience, mitigation and adaptation plan, including consideration on people and households, the built environment and our heritage assets (piers, listed buildings, parks etc)	Council	Director of Strategy	Strategy and Climate Manager; Public Health Practitioner; Head of Coastal and Environmental Partnerships; Climate Action Partnership	December 2023	Ensure a robust response to the effects of climate change
112.	Review scope of emissions included in 2030 target to consider inclusion of further scope 3 upstream and downstream categories	Both	Director of Strategy	Strategy and Climate Manager	September 2023	Increase in awareness of issues and participation in environmentally-positive behaviours
113.	Adopt "Climate First" approach, where all Council strategies and initiatives must demonstrate their ability to contribute to achieving net zero	Council	Director of Strategy	Strategy and Climate Manager; measures likely to require additional financial investment	November 2021	Ensure consideration of sustainability agenda throughout all work
114.	Work with Lancashire councils and Towns Fund support to develop a process to review the environmental cost/benefits of new developments	Council	Director of Strategy	Strategy and Climate Manager	November 2021	Ensure consideration of sustainability agenda throughout all work
115.	Develop and explore feasibility of implementing a carbon costing process	Council	Director of Resources	Strategy and Climate Manager; Lancaster University placement	February 2022	Ensure consideration of sustainability agenda throughout all work
116.	Fully implement Sustainability Impact Assessment process	Council	Director of Strategy	Strategy and Climate Manager	November 2021	Ensure consideration of sustainability agenda throughout all work
117.	Set minimum environmental social value targets for all Council procurement decisions, where appropriate	Council	Director of Resources	Head of Procurement; Strategy and Climate Manager	November 2021	Ensure consideration of sustainability agenda throughout all work
118.	Adopt specific environmental measures for suppliers as part of the rollout of TOMS social value indicators	Council	Director of Resources	Head of Procurement and Strategy and Climate Manager	November 2021	Accurate monitoring reduction in emissions
119.	Link implementation of social value indicators directly to upskilling on environmental skills, including future work skills, business opportunities, legacy projects and improved well being	Council	Director of Resources	Social Value Officer	December 2022	Ensure consideration of sustainability agenda throughout all work

# Blackpool's Climate Emergency: Action Plan

## Theme 10: Building knowledge, capacity and financial resources

**Green Actions** = Deliverable from current financial resources    **Amber Actions** = Will require further internal and external resources    **Red Actions** = Reliant on external funding

ID	Action	Type	Chief Officer	Lead Officer and Resources	Deadline	Outcome
120.	Implement our revised Suppliers Charter and tendering processes, with a view to promoting an ethical stance to contractors	Council	Director of Resources	Social Value Officer	Ongoing	Ensure consideration of sustainability agenda throughout all work
121.	Liaise with Lancashire Pension Fund to encourage divestment from fossil fuels at a greater rate	Council	Director of Resources	Strategy and Climate Manager	Ongoing	Ensure investments are consistent with our aims
122.	Adopt socio-economic duty to ensure consideration of lower income groups in delivering climate objectives	Council	Director of Resources	Equality and Diversity Manager	December 2022	Ensure consideration of a "just transition" in our work
123.	Adopt pro-active stance on Blackpool's needs from environmental legislation, funding and action, raising local issues with government officials and ministers as necessary	Council	Director of Strategy	Strategy and Climate Manager	Ongoing	Ensure local voice as part of national decision-making
124.	Explore role of incentives in achieving positive change and map employer policies on volunteer days with a view to using them for environmental benefit	Town	Director of Strategy	Strategy and Climate Manager; Climate Action Partnership	July 2022	Staff mobilisation
125.	Undertake a feasibility study to explore requiring BREEAM standard Good to smaller schemes or raising the standard to Excellent	Town	Director, Communications and Regeneration	Senior Planning Officer; council funding	December 2023	Reduce emissions and energy use
126.	Develop an approach to gathering Town Deal project carbon baselines and monitoring schemes as they progress	Town	Director of Growth and Prosperity	Head of Project Development and Funding; Strategy and Climate Manager; Climate Action Partnership	December 2023	Ensure consideration of sustainability agenda in key regeneration schemes

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<b>Report to:</b>	<b>COUNCIL</b>
<b>Relevant Officers:</b>	Mark Towers, Director of Governance and Partnerships
<b>Date of Meeting:</b>	24 November 2021

## PARTNERSHIP GOVERNANCE FRAMEWORK

### 1.0 Purpose of the report:

1.1 To consider the Audit Committee's recommendation that Council adopts the Partnership Governance Framework and that it forms part of the Council's Constitution.

### 2.0 Recommendation(s):

2.1 To adopt the attached Partnership Governance Framework and that it forms part of the Council's Constitution under Part 5 – Codes and Protocols.

### 3.0 Reasons for recommendation(s):

3.1 The Annual Governance Statement action plan identified that in terms of good practice the adoption of a Partnership Governance Framework. This will assist and bring consistency in respect of good governance in partnerships and will help mitigate the Council and other stakeholders' risk in being part of such partnerships.

3.2 A draft Partnership Governance Framework was subsequently presented to the Audit Committee at its meeting on 30 September 2021 who resolved to recommend to Council the adoption of the proposed Code.

3.3 Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No – this will be a new framework and will form part of the Constitution

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

### 4.0 Other alternative options to be considered:

4.1 An amended version of the attached, although it should reflect the local Code of Governance as adopted by Council at its meeting on 29 September 2021.

### 5.0 Council priority:

5.1 The proposed Partnership Governance Framework is relevant to all Council priorities.

## **6.0 Background Information**

- 6.1 Blackpool Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards. It needs to ensure that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. This applies equally to its partnerships, which have become an increasingly important way of delivering strategic objectives and services but which produce particular risk and governance issues. For example, partners from different organisations with different priorities and cultures may not have the same opinion about partnership objectives, outcomes and activity. The Council needs to protect itself from risk when working with other partners on significant issues.
- 6.2 The Council therefore needs to know what its significant partnerships are, understand their purpose, how they are operated and governed and be able to influence arrangements where necessary. This framework plays a key role by setting expectations of how 'Significant' partnerships should be governed and by establishing the procedures the Council uses to obtain assurance over them. Although this framework is aimed at 'Significant' partnerships, the principles within it can be adapted for other partnerships.
- 6.3 To protect the position of the Council and its residents, the Council needs assurance that partnership governance supports its operation, including in such key areas as decision-making, accountability and regulatory compliance. The proposed framework complies with good practice, including 'Delivering Good Governance in Local Government' (CIPFA/SOLACE) 2016 and 'Governing Partnerships: Bridging the Accountability Gap' (Audit Commission).
- 6.4 This framework is for those already involved in partnerships or who are looking at establishing new partnerships. Its purpose is to help officers and members evaluate and influence partnership governance by defining what a 'Significant partnership' is and setting out the principles of partnership governance. The officer Good Governance Group, will be tasked with providing practical guidance, model policies and templates.

Does the information submitted include any exempt information?

No

## **7.0 List of Appendices:**

- 7.1 Appendix 6(a) – proposed Partnership Governance Framework.

## **8.0 Financial considerations:**

- 8.1 There are no specific financial considerations in the report although financial management is a key principle of the proposed Partnership Governance Framework.

## **9.0 Legal considerations:**

- 9.1 There is no legal requirement to have a Partnership Governance Framework but it is recognised as good practice and will help mitigate risk in respect of the Council in carrying out its duties with partners.

**10.0 Risk management considerations:**

10.1 Risk management is a key principle in the proposed Partnership Governance Framework and a risk assessment is recommended to be undertaken in determining if a partnership meets the criteria set out.

**11.0 Equalities considerations:**

11.1 There are no equalities considerations relating to this report.

**12.0 Sustainability, climate change and environmental considerations:**

12.1 Ethical and responsible governance is a thematic area in the Code of Governance and is also reflected in the Partnership Governance Framework.

**13.0 Internal/ External Consultation undertaken:**

13.1 In October 2016 a Good Governance Group was formed at the Council. One of the roles of the group will be to prepare the Annual Governance Statement and oversee the delivery of the identified actions. This is chaired by the Director of Governance and Partnerships. A Sub Group of this Group has put together this proposed Framework.

**14.0 Background papers:**

14.1 None.

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## **PARTNERSHIP GOVERNANCE FRAMEWORK**

### **1. INTRODUCTION**

- 1.1. Corporate Governance is a term used to describe how organisations direct and control what they do, as well as systems and processes, including culture and values. It provides structure through which strategic objectives are set and performance monitored. In Blackpool, this is led by the Council Plan with its emphasis on working with 'Communities, Economy and Organisational Sustainability'.
- 1.2. This Partnership Governance Framework, sits alongside the Council's Code of Governance and sets out the principles of good governance (for partnerships) and what arrangements it has in place to ensure that the partnership conducts its business in accordance with the law and proper standards. In the same way that the Council's Code of Governance seeks to ensure that public money is safeguarded, properly accounted for and used economically, efficiently and effectively, this framework will do the same for any significant partnership.
- 1.3. Working in partnership can bring a wide range of benefits, but also produces particular risks and governance issues. To protect the interests both of the council and the residents of the borough, it is therefore important that the Council knows what its 'Significant' Partnerships are and their purpose is understood.
- 1.4. The Council's Code of Corporate Governance sets out six principles behind the Council's approach to corporate governance. These principles should also support its work with partners and this framework is based on these principles.
- 1.5. The purpose of this framework is to provide a holistic approach to the governance arrangements and to set out:
  - the steps which the Council will take before entering into a partnership;
  - the minimum governance requirements each partnership must have (subject only to any variations agreed by a relevant Director);
  - how the Council will support the governance of each partnership; and
  - how the Council monitors and reviews its involvement with each partnership.

## 2. GOOD GOVERNANCE IN PARTNERSHIPS

- 2.1. This framework recognises that there is great variety in the scale and nature of the council's partnerships, but provides a standardised approach by which accountability can be strengthened, risks managed and opportunities sought within a safe framework.
- 2.2. Partnerships vary in size, service area, membership and function, funding, legal status and structure. They may be affected by the same pressures and challenges as the council. These include external factors such as funding reduction, national changes in policy and legislative changes, or internal factors such as reducing staff resource, service level reviews and organisational restructures. Partnerships can provide an effective way of meeting these challenges but also carry risks because working across organisational boundaries and cultures can add complexity and ambiguity and reduce accountability.
- 2.3. It is vitally important that prior to entering any partnership, both the benefits and risks are identified and planned for and that such partnerships are reviewed to ensure they remain the most effective way of achieving the desired aim.

## 3. PARTNERSHIP DEFINITION

- 3.1. In defining a partnership, there is the broad definition of partnerships used by the Audit Commission and CIPFA: 'An agreement between two or more independent bodies to work collectively to achieve an objective, normally excluding the familiar relationships between client and contractor or employer and staff.' They may create new structures of processes to achieve their goal, may plan and implement a jointly agreed project or service; may jointly provide or share staff or resources and may agree to share risks and rewards. This Framework looks at 'Significant' Partnerships which need to be formed and have a set form of governance.
- 3.2. The following relationships or groups are **not** considered to be 'Significant' Partnerships:
  - Employer and staff relationship
  - A partnership set up to consider specific topics
  - If the council has direct and sole control over budgets and decision-making, including in such circumstances Council led groups with external representation which are sometimes classed as 'partnerships'
  - The relationship between the council and a wholly owned subsidiary company (as a different governance framework covers this)
  - Where a subscription or membership payment is made for a service (e.g. the local government association)
  - A supplier of a contract.
- 3.3. In determining what is a 'Significant' partnership, the first consideration must be whether or not the establishment of a partnership is mandatory (statutory) or discretionary. Mandatory or statutory partnerships may be covered by more regulation, with fewer options in terms of structure or governance, but must still be carefully managed.
- 3.4. Where the partnership is discretionary (voluntary) it is important to assess whether a partnership is necessary or whether the same objective could be achieved more efficiently and effectively by the council working alone, or through some other mechanism.
- 3.5. To help make that assessment the following should be considered:
  - Can the objectives, outcomes and benefits of the partnership be clearly expressed and linked to council strategies and priorities?
  - Will the benefits of the partnership outweigh the costs when compared to other arrangements, including issues such as co-ordination of activity and resources?

- What is the resource impact and who will meet the costs of delivery, and of strategic and operational management?
- Can the partnership provide ongoing and robust compliance with statutory and regulatory requirements?

3.6. To be considered 'Significant' partnerships should have one or both of the following:

- **Financial responsibility** – Based on a threshold for the Council's annual contribution of £100,000, excluding staffing costs; and/or
- **Strategic importance** – the partnership being critical to the delivery of key council objectives or statutory obligations, or is a fundamental component of council priorities and functions and the council's reputation could be damaged by the partnership's failure to deliver.

3.7. In determining a 'Significant' Partnership, it is advised that a risk assessment be undertaken based on this Framework.

#### 4. PARTNERSHIP PRINCIPLES

4.1. The following key principles should be considered when establishing a 'Significant' Partnership which meets the criteria – not all will necessarily apply to every partnership, but their relevance should be considered and a proportionate approach applied (these principles should also be applied by way of good practice to partnerships which are not classed as significant).

- a) **Purpose, structure and membership** – partners should formally agree the partnership's structure, purpose and aims, activities, roles and responsibilities, membership, regulatory framework, dispute resolution, timeframe for operation and exit strategy.
- b) **Accountability and decision making** – partnerships should account for their actions through reporting, meetings, oversight and scrutiny of performance and regulatory compliance. There should be open and transparent processes such as records of delegated authority and decisions taken and effective scrutiny.
- c) **Monitoring and review** – regular review and evaluation of membership, policies, performance and risk.
- d) **Financial management** – to ensure the partnership is well resourced to deliver its aims and objectives and the responsibility for financial decisions is clear.
- e) **Meetings** – operate efficiently, are well chaired and are of sufficient frequency to facilitate business.

#### 5. PARTNERSHIP PRINCIPLES

5.1. The officer Corporate Leadership Team will recommend partnerships for inclusion on the register of 'Significant' Partnerships, following consideration of nominations from the relevant Director who has corporate responsibility for the partnership. This will ensure that the strategic fit between the partnership and the council's objectives and priorities is maintained, strengthens lines of accountability and improves collective oversight. Draft terms of reference and governance documents should be reviewed by the Head of Legal and the Head of Democratic Governance before submission to the Corporate Leadership Team.

5.2. Approval for establishing, and resourcing significant partnerships will be subject to the appropriate council decision making processes in accordance with the Council's constitution.

## 6. RESPONSIBILITIES

- 6.1. All employees involved in partnership working should be aware of their responsibilities for partnership governance as shown in the table below.
- 6.2. When working with partnerships members and officers must be aware of their responsibilities under the council's code of governance and the member and employee codes of conduct. These codes apply whether directly representing the council, acting in an advisory capacity, or as part of an interest group. Members and officers should help to ensure that the principles for good governance set out in this framework are agreed, adopted and adhered to by the partnerships they are involved in.
- 6.3. The partnership will clearly define the roles of representatives of the partnership and provide appropriate support and training so that representatives perform effectively.
- 6.4. The Council will make sure that its representatives are clear about their role on the partnership and provide support and training to its representatives.

<b>Role</b>	<b>Responsibility</b>
<i>Executive</i>	<ul style="list-style-type: none"> <li>• <i>considering and approving all Significant Partnerships which meet the criteria of a key decision for the council.</i></li> </ul>
<i>Leader of the Council</i>	<ul style="list-style-type: none"> <li>• <i>leading the council's work on improving corporate governance</i></li> </ul>
<i>Members</i>	<ul style="list-style-type: none"> <li>• <i>when representing the council on a partnership, promoting good governance in line with the council's Partnership Governance Framework</i></li> </ul>
<i>Audit Committee</i>	<ul style="list-style-type: none"> <li>• <i>monitoring the effectiveness of the Partnership Governance Framework as part of the Council's Code of Governance and the Annual Governance Statement</i></li> </ul>
<i>Scrutiny Leadership Board</i>	<ul style="list-style-type: none"> <li>• <i>scrutinising partnerships on the Council's Significant Partnership register in respect of performance, value added and financial stability</i></li> </ul>
<i>Corporate Leadership Team</i>	<ul style="list-style-type: none"> <li>• <i>ensuring effective implementation, monitoring and review of the Council's Partnership Governance Framework</i></li> </ul>
<i>Director</i>	<ul style="list-style-type: none"> <li>• <i>ensuring that arrangements for good governance of partnerships within their directorate are implemented in line with the Partnership Governance Framework</i></li> <li>• <i>signing non-key significant partnerships in line with the definition in this framework, after consultation with the relevant Cabinet Member and the officer Corporate Leadership Team, in evidence of satisfaction with documented governance arrangements</i></li> <li>• <i>reviewing and challenging the evaluation of partnerships, governance arrangements, performance, value added and financial stability and reporting in the first instance to the officer Corporate Leadership Team on the findings.</i></li> </ul>

<b>Role</b>	<b>Responsibility</b>
<i>Head of Service</i>	<ul style="list-style-type: none"> <li>• <i>supporting the Directors in ensuring that arrangements for good governance of partnerships within their service are implemented in line with the Partnership Governance Framework</i></li> <li>• <i>likely to be the key point of contact between the Council and a partnership and contribute corporately to the Council's knowledge of partnerships</i></li> </ul>
<i>Good Governance Group (Chaired by the Director of Governance)</i>	<ul style="list-style-type: none"> <li>• <i>regularly reviewing the Partnership Governance Framework</i></li> <li>• <i>co-ordinates and reviews the evaluation of partnerships and provides guidance and recommends the officer Corporate Leadership Team accordingly</i></li> <li>• <i>agrees and reviews model documents and templates for partnerships.</i></li> </ul>
<i>Strategy, Policy and Research Manager</i>	<p><i>On behalf of the Good Governance Group is responsible for</i></p> <ul style="list-style-type: none"> <li>• <i>communicating and promoting the Partnership Governance Framework</i></li> <li>• <i>coordinating and facilitating an annual evaluation of partnerships</i></li> <li>• <i>maintaining the council's register of 'Significant' Partnerships</i></li> </ul>
<i>Head of Risk and Audit</i>	<ul style="list-style-type: none"> <li>• <i>auditing key elements for the council's Partnership Governance Framework and using the information to inform the annual internal audit plan</i></li> </ul>

## **7. MONITORING AND REVIEW**

- 7.1. The Director of Governance (working with the Assistant Chief Executive and Director of Strategy) has overall leadership responsibility for ensuring the effectiveness of partnership governance arrangements and working with the Strategy, Policy and Research Manager will maintain a register of 'Significant' Partnerships that includes the category of partnership, date of establishment, terms of reference, council representative(s) on the partnership, review date, risk assessment and identified link officer.
- 7.2. Partnership annual self-assessments should be considered and signed off by the relevant Director and the outcome of those assessments be included as an element within the normal quarterly performance reporting process and an annual review of the effectiveness of these arrangements will be undertaken and reported within the Annual Governance Statement.
- 7.3. Directors should ensure that a proportionate approach, based on the principles within this framework, is established for approving and reviewing the value and operation of non-significant partnerships within their corporate areas of responsibility.
- 7.4. Each partnership is also encouraged to review its own governance arrangements.

## **8. GUIDANCE**

The officer Good Governance Group will maintain guidance notes and model documents for prospective partnerships, covering:

1. Flowchart for determining a 'Significant' Partnership
2. Risk Register template
3. Terms of reference template
4. Model partnership agreement/ Memorandum of Understanding
5. Self-Assessment review forms

Criteria	Good governance	Good practice
Purpose, structure and membership	<ul style="list-style-type: none"> <li>✓ Aims, objectives, outputs and outcomes are agreed and communicated</li> <li>✓ Membership is aligned to objectives to provide relevant interests experience and expertise</li> <li>✓ There is an appropriate board and committee structure with clearly defined remits</li> <li>✓ Personal interests of members do not impact on decisions.</li> </ul>	<p>Establish a partnership agreement which includes:</p> <ul style="list-style-type: none"> <li>✓ Key messages and an agreed description of what the partnership is trying to achieve (purpose and deliverables)</li> <li>✓ Roles and responsibilities</li> <li>✓ Structure chart</li> <li>✓ Partnership board and committee criteria</li> <li>✓ Declaration of personal and pecuniary interest and requirement to withdraw from meetings/decisions</li> <li>✓ Exit strategy for partners and the partnership</li> </ul>
Accountability and decision-making	<ul style="list-style-type: none"> <li>✓ Good leadership promotes supportive culture and behaviour</li> <li>✓ Roles, responsibilities and accountabilities are understood</li> <li>✓ Decision-making is open and transparent</li> <li>✓ Reporting to officers and/or members supports scrutiny of decisions and activity</li> </ul>	<ul style="list-style-type: none"> <li>✓ Responsibilities for decisions are agreed and recorded</li> <li>✓ Minutes of meetings record decisions, agreed action and relevant related discussion.</li> <li>✓ There is regular reporting within existing democratic structures</li> <li>✓ A communication strategy sets out internal and external communication processes, including how external stakeholders may engage with the partnership, spokesperson designation and process for approval of press statements</li> </ul>
Monitoring and review	<ul style="list-style-type: none"> <li>✓ There is regular review and evaluation of membership, policies, performance and risk</li> <li>✓ Awareness is maintained of what is working and what is not, and action is taken to address issues</li> <li>✓ There are strategies for change and exit.</li> <li>✓ Disputes between partners are addressed effectively</li> </ul>	<ul style="list-style-type: none"> <li>✓ The partnership is regularly reviewed to ensure it remains fit for purpose and aligned to council objectives and priorities</li> <li>✓ There are clearly defined indicators of performance to monitor delivery of the partnership objectives</li> <li>✓ Performance and risk are actively monitored, managed and reported</li> <li>✓ Processes are in place to resolve disputes, for partners to exit (or join) the partnership, and for its termination</li> <li>✓ Consideration is given to internal and external audit requirements</li> <li>✓ Processes are in place for dealing with external complaints and compliments</li> </ul>
Financial management	<ul style="list-style-type: none"> <li>✓ The partnership is resourced to deliver its aims and objectives</li> <li>✓ Responsibility for financial decisions is clear</li> <li>✓ The partnership can show that it manages funding appropriately to add value efficiently and effectively</li> </ul>	<ul style="list-style-type: none"> <li>✓ The accountable body for funding is identified</li> <li>✓ Financial and business plans show clearly how funding and resources will be used to deliver objectives</li> <li>✓ Financial accounting budgeting and reporting arrangements are in place and subject to appropriate external scrutiny</li> <li>✓ Processes are in place by which financial, legal and other technical advice</li> </ul>

Criteria	Good governance	Good practice
Meetings	<ul style="list-style-type: none"> <li>✓ Meetings operate efficiently and are of sufficient frequency to facilitate business</li> <li>✓ The chair ensures meetings address the agenda, promotes contributions from all and ensures decisions are open and transparent</li> <li>✓ Attendees bring expertise, knowledge and experience relevant to the objectives of the partnership and have the necessary authority to make decisions</li> </ul>	<p data-bbox="1205 212 1630 244">may be provided to the partnership</p> <ul style="list-style-type: none"> <li>✓ Partnership terms of reference specify arrangements for meetings to include quorum, voting, representation and deputising, declarations of interest and arrangements for extraordinary meetings or other procedures for decision-making</li> <li>✓ Agendas and minutes are produced to specified times, and arrangements for wider access (transparency) are clear</li> <li>✓ Decisions, action points and accountable leads are clearly identified within the minutes</li> <li>✓ Arrangements for a secretariat and resources to support it are in place if required</li> </ul>