

Public Document Pack

Blackpool Council

26 August 2022

To: Councillors Brookes, Campbell, Farrell, Hobson, Hugo, Smith, Taylor and L Williams

The above members are requested to attend the:

EXECUTIVE

Monday, 5 September 2022 at 6.00 pm
in Committee Room A, Town Hall, Blackpool

A G E N D A

ADMISSION OF THE PUBLIC TO COMMITTEE MEETINGS

The Head of Democratic Governance has marked with an asterisk (*) those items where the Committee may need to consider whether the public should be excluded from the meeting as the items are likely to disclose exempt information.

The nature of the exempt information is shown in brackets after the item.

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 SEND WRITTEN STATEMENT OF ACTION

(Pages 1 - 38)

To seek approval of the draft SEND Written Statement of Action prior to its submission

to Ofsted

3 CHANNEL SHIFT SCRUTINY REVIEW FINAL REPORT (Pages 39 - 74)

To consider the Channel Shift Scrutiny Review Panel's final report.

4 NHS AND SOCIAL CARE INTEGRATION: PLACE BASED PARTNERSHIP DEVELOPMENTS (Pages 75 - 92)

To inform members of recent changes in the footprint of the Health and Social Care Place Based Partnership (PBP) and to seek their endorsement and commitment to the Council's active participation in relevant groups.

5 BLACKPOOL COAST PROTECTION SCHEMES - USE OF ENVIRONMENT AGENCY FRAMEWORK FOR SELECTION OF CONTRACTORS AND DESIGNERS (Pages 93 - 98)

To provide the background information to enable the Executive to approve the recommendation to use the Environment Agency's Collaborative Delivery Framework for the selection of the Designers and Contractors to deliver the Blackpool Coast Protection Schemes.

6 LEVELLING UP FUND ROUND 2 (Pages 99 - 122)

To provide an update on the Levelling Up Fund (LUF) Round 2 bid submissions subsequent to the 25 April 2022 Executive decision (EX19/2022) which agreed to "delegate to the Chief Executive, after consultation with the Leader of the Council, the submission of the final bids by the deadline of 6th July 2022 and for the Executive to receive a report on the final submissions"

7 SHARED PROSPERITY FUND (Pages 123 - 142)

To provide an update on the Shared Prosperity Fund (SPF) Investment Plan which was required for submission by the 1 August 2022 under the terms of delegation agreed by the Executive at its meeting on 16 May 2022 (EX20/2022).

8 THE ACQUISITION OF LAND FOR THE MULTIVERSITY (Pages 143 - 152)

To consider the approach to assembling a site for the development of the Multiversity on land adjacent to the Talbot Gateway Central Business District.

*** 9 PURCHASE OF LAND IN BLACKPOOL TOWN CENTRE** (Pages 153 - 226)

This report and appendices are currently exempt from publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972. It is considered on balance that the public interest would not be served by publishing information at this stage as this information would undermine the Council's position in future negotiations and could risk the scheme not being able to proceed.

* **10 DISPOSAL OF LAND IN THE NORTH OF BLACKPOOL TOWN CENTRE** (Pages 227 - 236)

This report and appendix is currently exempt from publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972. It is considered on balance that the public interest would not be served by publishing information at this stage as this information would undermine the Council's position in future negotiations and could risk the scheme not being able to proceed.

Venue information:

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

Other information:

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

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Report to:	EXECUTIVE
Relevant Officer:	Victoria Gent, Director of Children's Services
Relevant Cabinet Member:	Councillor Gillian Campbell, Cabinet Member for Inclusion, Youth, Schools and Transience
Date of Meeting:	5 September 2022

SEND WRITTEN STATEMENT OF ACTION

1.0 Purpose of the report:

- 1.1 To seek approval of the draft SEND Partnership Written Statement of Action prior to its submission to Ofsted on 8 September 2022.

2.0 Recommendation(s):

- 2.1 To approve, in principle, the draft SEND Partnership Written Statement of Action attached at Appendix 2a.
- 2.2 To delegate to the Director of Children's Services authority to make any minor amendments to the document to address any of the outstanding issues identified in paragraph 6.7 prior to its formal submission.

3.0 Reasons for recommendation(s):

- 3.1 As a result of the findings of the SEND Ofsted and CQC joint inspection in February 2022, a Written Statement of Action (WSOA) is required from statutory partners to address 4 significant areas of weakness in the area's practice in relation to SEND provision. The local authority and NHS Lancashire and South Cumbria Integrated Care Board, are jointly responsible for submitting the written statement to Ofsted.

- 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 None as the Council and Integrated Care Board must submit the Written Statement of Action by the specified deadline.

5.0 Council priority:

5.1 The relevant Council priority is: “Communities: Creating stronger communities and increasing resilience”

6.0 Background information

6.1 Between 28 February 2022 and 4 March 2022, Ofsted and the Care Quality Commission (CQC) conducted a joint inspection of Blackpool to judge the effectiveness of the area in implementing the special education needs and/or disabilities (SEND) reforms as set out in the Children and Families Act 2014.

6.2 The official findings letter was published and made publically available on 26 May 2022. A link to the report can be viewed [here](#).

6.3 Findings and outcome of the report

The outcome of the inspection was anticipated by senior officers. The inspection feedback recognised that Blackpool’s leaders have an understanding of the strengths and weaknesses across the area and that these are accurately reflected in the self-evaluation provided to Ofsted prior to inspection.

6.4 The inspectorates’ findings are detailed as strengths and areas for development against each of the key lines of enquiry. The report identifies 15 areas of strength and 18 areas for development.

6.5 Significant areas of weakness

The inspectors identified four areas of weakness that the Written Statement of Action (WSOA) must address:

- The lack of specificity, ownership and accountability in the areas’ improvement strategy for SEND.
- The duties around preparing children and young people for adulthood, not being fulfilled.
- The poor communication with parents and carers across the area.
- The long waiting time for some therapies.

6.6 Written Statement of Action

Over the last two months the local authority, health and Parent Carer Forum has been working to develop the Written Statement of Action in response to the Ofsted inspection (Appendix 2a). The Written Statement of Action focuses specifically on the four areas listed

above.

6.7 The current attached Written Statement of Action is presented to this meeting as complete as it can be. The document may undergo some further changes in narrative and introduction, but the actions and accountable officers proposed have been agreed. The local authority, health and Parent Carer Forum is finalising timescales for delivery and agreeing key performance indicators, baselines and targets in advance of the deadline for submission and further updates may be given to the Executive.

6.8 A SEND Improvement Plan is also in development that will address the other areas for development identified by Ofsted, as well as those that have been identified in the partnership's self-assessment and in the draft SEND Strategy.

6.9 **Monitoring the Written Statement of Action**

The Written Statement of Action, Improvement Plan and Strategy will be monitored by the SEND Executive Board through monthly highlight reports, an evidence log and risk register which will be produced by the SEND Improvement Group. Progress reports will also be shared with the Children and Families Partnership and Blackpool Education Improvement Board on a quarterly basis.

6.10 Once the improvement plan has been approved by Ofsted external progress monitoring and evaluation will be undertaken by the Dept. for Education and NHS England on a quarterly basis. The first of these meetings will take place around 3 months after approval of the Written Statement of Action.

6.11 The local area will be re-inspected by Ofsted and the Care Quality Commission to decide whether sufficient progress has been made in addressing each of the areas of significant weakness identified. The timescale for re-inspection is eighteen months after publication of the initial inspection. This will be conducted under a new framework expected to be introduced in 2023.

6.12 **Next steps**

A meeting with members of the Children and Young People's Scrutiny Committee has been arranged for 31 August 2022 to gain their feedback on the Written Statement of Action; comments from that meeting will be provided to the Executive and an updated version will be circulated with any changes if necessary. The deadline for submission to Ofsted is 8 September 2022.

6.13 Does the information submitted include any exempt information? No

7.0 List of Appendices:

7.1 Appendix 2a: Draft Written Statement of Action

8.0 Financial considerations:

8.1 Some additional resource to support the improvement program has been provided by the Integrated Care Board, and additional capacity will be created within existing budgets and funding streams.

9.0 Legal considerations:

9.1 This is the Council's response to an evaluation of the Council's ability to meet the legislative requirements set out in the Children and Families Act 2014, s20 of the Children's Act 2004, and Equalities Act 2010.

10.0 Risk management considerations:

10.1 These are published documents so there is risk to the Council's reputation if it does not fulfil its statutory duties.

11.0 Equalities considerations:

11.1 The purpose of the improvement plans is to ensure that Blackpool has fully inclusive services for all children and young people 0-25.

12.0 Sustainability, climate change and environmental considerations:

12.1 None.

13.0 Internal/external consultation undertaken:

13.1 None.

14.0 Background papers:

14.1 None.

15.0 Key decision information:

15.1 Is this a key decision? No

15.2 If so, Forward Plan reference number:

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

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

16.0 Call-in information:

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

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

TO BE COMPLETED BY THE HEAD OF DEMOCRATIC GOVERNANCE

17.0 Scrutiny Committee Chairman (where appropriate):

Date informed: N/A Date approved: N/A

18.0 Declarations of interest (if applicable):

18.1

19.0 Summary of Discussion:

19.1

20.0 Executive decision:

20.1

21.0 Date of Decision:

21.1

22.0 Reason(s) for decision:

22.1

23.0 Date Decision published:

23.1

24.0 Alternative Options Considered and Rejected:

24.1

25.0 Executive Members in attendance:

25.1

26.0 Call-in:

26.1

27.0 Notes:

27.1

Blackpool SEND Written Statement of Action



Blackpool SEND Written Statement of Action

Contents

Introduction	0
Background	1
Recent progress	1
About Blackpool	2
Schools and education	3
SEND Partnership monitoring arrangements and governance structure	4
SEND Partnership Board Governance Structure	5
Blackpool’s Written Statement of Action	6
Area of significant concern 1: The lack of specificity, ownership and accountability in the area’s improvement strategy for SEND	6
Focus area 1.1: SEND Strategy (specificity and ownership)	6
Focus area 1.2: SEND Strategy (accountability)	9
Area of significant concern 2: The duties around preparing children and young people for adulthood are not being fulfilled	12
Focus area 2.1: Preparing for Adulthood	12
Area of significant concern 3: The poor communication with parents and carers across the area.....	16
Focus area 3.1: Communication	16
Focus area 3.2: Co-production	18
Focus area 3.3: The local offer	19
Area of significant concern 4: The long waiting times for some therapies	21
Focus area 4.1: Understanding Long Waiting Times for Therapies	21
Focus area 4.2: Managing Long Waiting Times for Therapies	24
Glossary	27
Membership of the SEND Partnership Board.....	Error! Bookmark not defined.

Introduction

In Blackpool, we are deeply committed to our vision to support all children and young people to live happy, healthy lives in inclusive communities that support them to achieve their ambitions.

For our children and young people with special educational needs and disabilities, we must identify their needs earlier, have the right provision to meet their range of needs, and form strong relationships with them and their parents or carers so that we can support them to make informed decisions as they become adults.

Leaders have a shared ambition to improve outcomes for children and young people by reducing inequality and removing barriers to learning. As we continue our improvement journey in Blackpool, our partnership across education, health and care, and with children and young people and Blackpool's Parent Carer Forum is strengthening and we strive to develop better ways to work together, recognising that we cannot achieve our vision in isolation.

This Written Statement of Action has been written collaboratively by partners from the local authority, health, and parents and carers. It is underpinned by a shared desire to collectively ensure that improving the lives of children and young people with special educational needs and disabilities is a first and foremost priority and, alongside our SEND Strategy and improvement plan, signifies our intention to make SEND everyone's business.

Background

Between 28 February and 4 March 2022, Ofsted and the Care Quality Commission (CQC) inspected services provided by practitioners and professionals who support children and young people (0-25 years) with SEND. During the inspection they assessed how well the local area has worked together to implement the special education needs and/or disabilities (SEND) reforms as set out in the Children and Families Act 2014.

The local area includes Blackpool Council (education, children's and adult's social care, and public health), NHS Lancashire and South Cumbria Integrated Care Board, Blackpool Teaching Hospital and other associated partners, parents and carers, and children and young people with SEND.

While many strengths were identified during the inspection, the inspectors also identified four areas of weakness and HM Chief Inspector has determined that a Written Statement of Action is required to address these.

The four areas for improvement are:

- 1. The lack of specificity, ownership and accountability in the area's improvement strategy for SEND**
- 2. The duties around preparing children and young people for adulthood are not being fulfilled**
- 3. The poor communication with parents and carers across the area**
- 4. The long waiting time for some therapies.**

As leaders of the local area, we agree with the findings of the inspection and are committed to ensuring that swift action is taken to deliver the improvements set out in the Written Statement of Action. The inspection outcome has provided confirmation of the areas for improvement that we had recognised, as well as providing a renewed mandate to drive forward our plans and deliver progress as a partnership.

Recent progress

Prior to the Ofsted/CQC inspection considerable work was done to review the SEND Strategic Needs Assessment and self-evaluation. This has given the partnership a shared understanding of the strengths of the local system and the challenges we collectively face.

In addition, a series of co-production events were held in 2021 to gather the views of partners across the system and determine the key strategic priorities for the local area, these have informed the development of our forthcoming SEND Strategy.

Consultation on the draft SEND Strategy has been completed, in total 97 responses were received from nurseries, schools, health and parents and carers. Focus groups were also held with young people to gain their views. The feedback will influence the final version of the strategy.

At a strategic level there have been significant changes in leadership across the SEND partnership in the last year and it has continued to make progress strengthening relationships and ways of working.

A new Head of SEND has also been appointed in the local authority and commenced employment in June 2022.

Since the inspection the SEND Partnership Board's membership has been reviewed and includes broader representation from health, children's social care, public health, corporate delivery and commissioning, and SENDIAS.

On 1 July 2022 the Lancashire and South Cumbria Integrated Care Board (ICB) was formally established as a new statutory body, replacing the eight clinical commissioning groups across Lancashire and South Cumbria. Although a new organisation, the ICB builds on the successful work over the last few years. Over coming months, it will become more established, and welcomes the opportunity to build on the partnership arrangements with Blackpool Council.

To support the delivery of the improvements required, additional funding has been committed by the local authority and Integrated Care Board.

A new contract has been agreed for the provision of the SEND Information, Advice and Support Service which provides additional capacity to support parents, carers and young people to be actively involved in decisions about special educational needs provision.

Co-production training has been delivered in partnership with parents to 44 members of the SEND and education workforce from the local authority and health practitioners.

Briefings on the inspection findings have been shared with parents, professionals, strategic partnership boards and leadership teams across Blackpool.

About Blackpool

Blackpool is a small, densely populated seaside town located in the north west of England. It has a total population of approximately 141,100 people with 30,600 children and young people aged 0-19 years. 21.7% of the population are under 20 years compared to 23.1% nationally and there is a significantly higher proportion of people aged over 45 (48.8%) than is seen nationally (44.2%).ⁱ

Blackpool has an extraordinary concentration of social and economic issues in the central third of the town. According to the 2019 Index of Multiple Deprivation (IMD), the centre of Blackpool has 10 of the 12 most deprived small areas in England – no other town has anything like this level of social challenge within such a small geographical area. It is this that drives a lot of the data and external perspectives on the town, while also providing disproportionate demand for local services, including SEND.ⁱⁱ

Schools and education

Over the last 5 years leaders have collectively driven improvements in Blackpool's schools through the school-led Blackpool Education Improvement Board. Blackpool's 2020-30 Education Strategy has set ambitious targets in terms of the performance of its schools, its pupils, inclusion, literacy and reducing the numbers of children and young people who are NEET.

- There are 33 primary schools, 6 secondary schools, 2 all through schools, 4 special schools, 1 pupil referral unit and 2 further education colleges in the local area.
- There are 4 outstanding primary schools, 28 are good and 1 requires improvement. This means that the standard of education for children and young people with SEND is consistently good.
- 4 primary schools have additional resource provision for children with SEND.
- Of the 6 secondary schools, 3 are judged as good and 3 require improvement by Ofsted
- 1 of the all through schools is good and 1 has yet to be inspected
- Outcomes are good at primary but are weaker at secondary.
- Of the 4 special schools, 2 are outstanding, 1 is good and 1 has yet to be inspected
- 1 FE college is good and 1 is outstanding

SEND Partnership monitoring arrangements and governance structure

The SEND Partnership Board provides the governance structure and strategic oversight of the implementation of the SEND Strategy, the Written Statement of Action and the SEND Improvement Plan, all of which are closely aligned.

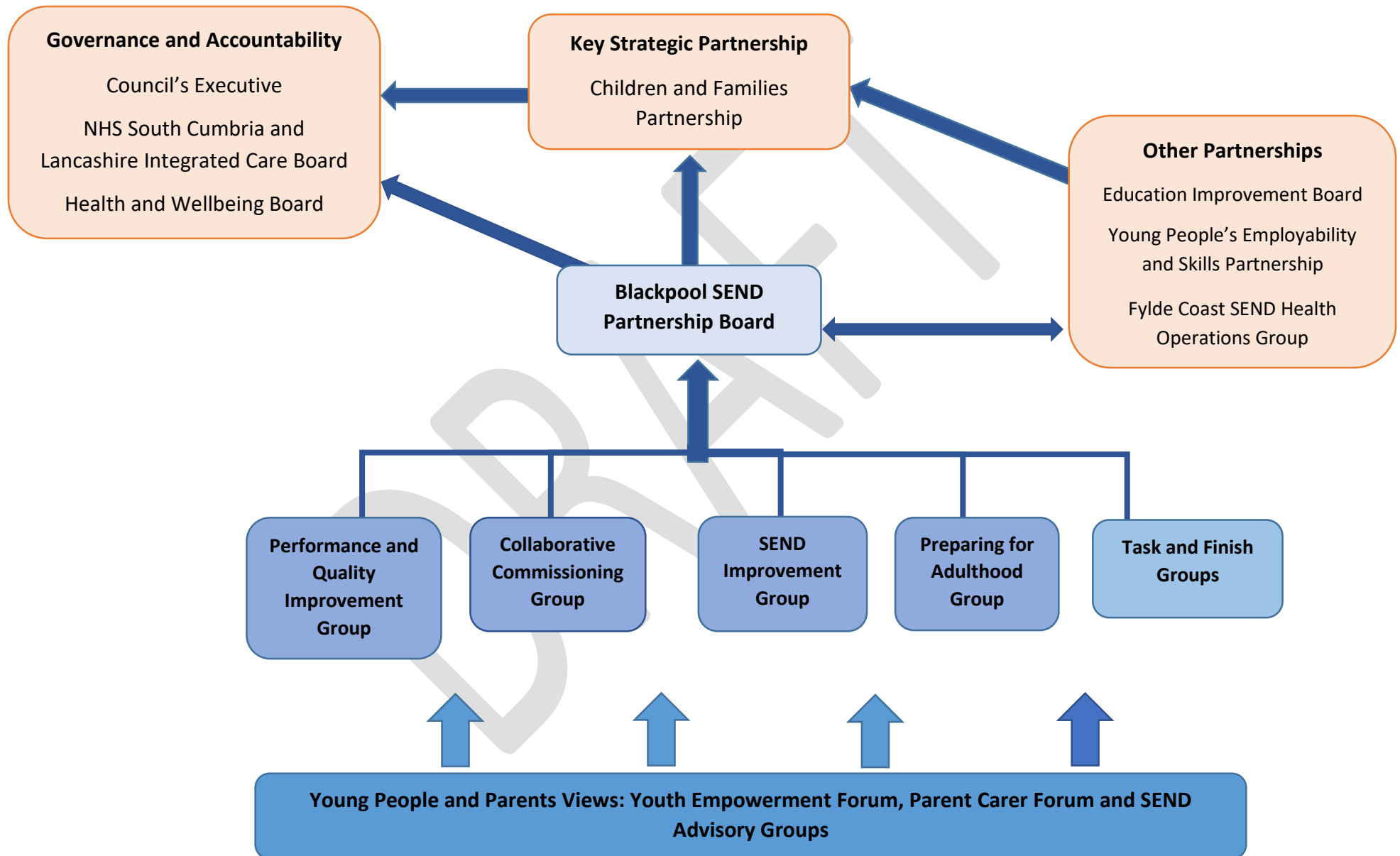
A number of workstreams meet monthly to progress actions and report to the Board, these focus on Collaborative Commissioning, Performance and Quality Improvement, and Preparation for Adulthood. Additional task and finish groups will also be set up as required.

A SEND Improvement Group meets monthly to specifically monitor progress on the Written Statement of Action and Improvement Plan. Monthly highlight reports, evidence log and a risk register will be presented to the SEND Partnership each month for check and challenge by strategic leaders. Progress will also be reported across the wider partnership's governance structure to ensure that strategic leaders are held to account.

How we will measure success

In order for the partnership to monitor how effectively it is delivering the Written Statement of Action a set of performance measures has been agreed by the partnership that will provide an indication of this. These will be incorporated into the SEND Performance Data Dashboard and reported to the SEND Board each month.

SEND Partnership Board Governance Structure



Blackpool's Written Statement of Action

This section of the Written Statement of Action describes in detail what we are going to do to address each area of significant concern, who is responsible for ensuring that it is done, the steps that will be taken along the way and the date by which the activity will be completed.

Area of significant concern 1: The lack of specificity, ownership and accountability in the area's improvement strategy for SEND

Leads: Vicky Gent – Director of Children's Services, Blackpool Council, Sarah O'Brien – Chief Nursing Officer, NHS Lancashire and South Cumbria Integrated Care Board and Janet Barnsley – Executive Director of Integrated Care, Blackpool Teaching Hospital

Focus area 1.1: SEND Strategy (specificity and ownership)

Impacts for children and young people:

- The local provision for SEND will be stronger and will improve quickly due to a renewed focus on what really matters to children, young people and their families.
- Children, young people and their families will genuinely feel as if they are an integral part of the SEND partnership and that their experiences are improving at pace.
- Children, young people and their parents/carers can clearly identify the progress being made on improvements through updates shared via the Local Offer

Outcomes for partnership:

- The local area has a co-produced strategy that is owned by all stakeholders and partners.
- The strategy is informed by the Joint Strategic Needs Assessment and a well-developed local SEND dataset that highlights strength and weakness.
- All partners have increased clarity about what the strategy sets out to achieve within clear timescales, why this needs to be achieved, and who is responsible for each element.
- Partners have a well-developed, shared understanding of the local area so that they can effectively track the progress being made in delivering the SEND Strategy
- The strategy is a key part of the planning and delivery of local improvements at board level, for all partners.

Evidence for Focus Area 1.1

Co-produced SEND Strategy

Written Statement of Action

Co-produced Improvement Plan

Board reports and minutes of meetings

Easy Read version of SEND Strategy

Co-produced Annual SEND Report

Highlight Reports

Data dashboards that illustrate progress with improvements

You Said, We're Doing, We did on Local Offer

Impact case studies based on lived experience and feedback from SEND Advisory Groups

SEND Needs Assessment (part of JSNA)

SEND Self-evaluation

How we will measure success:

- Number of new EHCPs per 10k in the last 12 months (steady and in line with similar authorities)
- Total number of EHCPs per 10k (rising slightly and in line with similar authorities)
- Rate per 10k EHCPs in Mainstream school, incl. resourced provision (rising)
- Rate per 10k EHCPs in maintained special schools (Steady? Falling?)
- Rate per 10k EHCPs in Ind. Or NMSS (falling)
- % of EHCPs issued in the last 6 months within 20 weeks
- End of KS2 for SEN Support and EHCP, relative to national averages
- End of GCSE for SEN Support and EHCP, relative to national averages
- Attendance rates for SEN Support and EHCP relative to their national peers
- Annual analysis of a random sample of 10% of EHCPs looking at both the professional and parent (& child) view of progress against their plan.

Ref	What are we going to do?	Lead	Key milestones, actions and activities	Completion date
1.1.1	Finalise the SEND Strategy with all stakeholders and partners, and launch the strategy across the wider SEND community.	Assistant Director Education, SEND and Early Years, Blackpool Council	Feedback consolidated on the draft strategy from all partners and a revised version is shared with SEND advisory groups (young people and parent carers), CYP Scrutiny Committee and SEND Partnership Board.	31/10/22
			Improvement plan is developed and shared with SEND advisory groups that includes all improvement areas identified in the inspection letter, self-evaluation and strategy.	31/10/22
			Key performance indicators and impact/outcomes measures are agreed for the strategy and ambitious targets are set and monitored.	30/11/22
			Easy read version of the strategy co-produced and shared on local offer and partner websites.	30/11/22
			Strategy (including process for review), written statement of action and improvement plan shared with relevant boards, committees and forums by co-presenting with SEND Advisory Group members and published on Local Offer and partner websites.	30/11/22
			Partnership event held to officially launch the SEND Strategy.	31/12/22
1.1.2	Share updates on progress with delivering the WSoA and Improvement Plan	Performance Improvement and Project Delivery Lead, Blackpool Council	Monthly highlight report produced and shared for check and challenge with the SEND Partnership Board and through wider SEND Governance structure	31/10/22 and then monthly
			Information on progress is shared through 'You Said, We're Doing, We Did' on the Local Offer	31/10/22 and then monthly

Ref	What are we going to do?	Lead	Key milestones, actions and activities	Completion date
1.1.3	Undertake an annual partnership SEND review of strategy delivery alongside a range of partners, including young people and parent/carers in a manner that keeps all partners focused on priorities.	Assistant Director Education, SEND and Early Years, Blackpool Council	Date and process set	31/10/22
			First annual review event takes place	31/12/23

Focus area 1.2: SEND Strategy (accountability)

Impacts for children and young people:

- The local provision for SEND will be stronger and will improve quickly due to a renewed focus on what really matters to children, young people and their families.
- Children, young people and their parents / carers can clearly identify the progress being made on improvements through updates shared via the Local Offer

Outcomes for Partnership:

- There are effective governance structures in place to ensure accountability for the strategy at SEND partnership board level.
- There are effective mechanisms in place at SEND partnership board level to manage risks, issues and slippage and to report by exception when these are evident.
- All partners have a robust governance structure and robust mechanisms in place to ensure that they hold themselves accountable for the delivery of the strategy and can report by exception to the SEND board.
- An effective framework incorporating Outcomes Based Accountability measures is used to hold partners to account for the effectiveness of their actions.

Evidence for Focus Area 1.2

Governance Structure and Terms of Reference for Groups within SEND Governance Structure

Monthly Highlight Reports

Quarterly Stocktake Reports

Co-produced Data Dashboard updated monthly and reported to SEND Partnership Board

Ref	What are we going to do?	Lead	Key milestones, actions and activities	Completion date
1.2.1	Review and strengthen the SEND Partnership governance, incorporating reporting structures and defined roles and responsibilities	Head of Commissioning, NHS Lancashire and South Cumbria Integrated Care Board Assistant Director Education, SEND and Early Years, Blackpool Council	Governance structure reviewed and amended to ensure the delivery of the Written Statement of Action and Improvement Plan is supported across all partners.	31/10/22
			SEND Partnership Board governance structure, incorporating reporting, roles and responsibilities, shared with all partners, on the Local Offer, and on partner websites.	31/12/22
1.2.2	Implement robust partnership programme management practices to ensure that the partnership delivers on the Written Statement of Action and the SEND Improvement Plan	Performance Improvement and Project Delivery Lead, Blackpool Council	Highlight Reports established as a monthly reporting mechanism.	30/09/22
			Risk register, action tracker, and evidence log developed to support monitoring of improvement activity.	30/09/22
			Progress reports on SEND Improvements provided to SEND Partnership Board and other relevant groups and Boards.	31/10/22 and then monthly
			Conduct quarterly stocktakes of on-going progress and report to SEND Partnership Board.	30/11/2022 and then quarterly
1.2.3	Review and build on current data dashboards, and present monthly reports through SEND governance	Head of Performance, Systems and	Current data dashboards reviewed with SEND Advisory Groups and proposals for improvements presented to SEND Partnership Board.	30/11/22
			Public facing dashboard developed that demonstrates progress being made against the impact measures within the strategy.	31/12/22

		Intelligence, Blackpool Council	Monthly data dashboard report that demonstrates improvements presented through SEND Governance structure and published on the Local offer	Ongoing from 31/01/23
1.2.4	Develop a strategic outcomes framework with Outcomes Based Accountability measures	Head of Performance, Systems and Intelligence, Blackpool Council	Support requested from Council for Disabled Children (CDC) via the Dept. for Education to work on Outcomes Based Accountability.	30/09/22
			A strategic outcomes framework is co-produced with CDC that is owned by the SEND Partnership Board.	31/05/23
			The Outcomes Based Accountability measures are used to enhance the monitoring of performance by the SEND Partnership Board and all other boards across Blackpool.	30/09/23

Area of significant concern 2: The duties around preparing children and young people for adulthood are not being fulfilled

Lead: Karen Smith – Director of Health and Care Integration, NHS Lancashire and South Cumbria Integrated Care Board

Focus area 2.1: Preparing for Adulthood

Impacts for children and young people:

- Young people and their parent carers are provided with opportunities that support them through their journey to adulthood, including transitions
- Young people have access to good quality information, advice and guidance that enables them to make informed decisions about their future
- Each cohort of young people has confidence in transitions arrangements that they and their family will benefit from
- Young people experience effective transitions between and across services

Outcomes for partnership:

- Partners know, understand and deliver their duties related to Preparing for Adulthood
- All partners have the necessary skills to support children and young people and their families in preparation for adulthood
- Partners know and understand the local area in relation to preparation for adulthood and transitions arrangements
- All partners have clarity about progress and delivery, and there are mechanisms in place to manage risks, issues and slippage

Evidence for Focus Area 2.1

Preparation for Adulthood Strategy

Mapping report from current on-going work with NDTI

Workforce Development Strategy for PfA and transitions

Delivery specification for work with NDTI

Numbers who undertake training, and evaluation of training activity, including training delivered by NDTI and evaluation of training activity

Reports from reviews, and action plans, including action plan for next step as a result of NDTI training

Local Offer and partner websites

PfA Data Dashboard

Evaluation of feedback from families on the usefulness of information, advice and guidance available to support transition arrangements

Reports from use of Impact Tools and focus groups that describe feedback from young people

How we will measure success... (in development)

- Post 16 EET – EHCP and SEN Support (rising %)
- Post 19 EET – EHCP (to be developed)

Ref	What are we going to do?	Lead	Key milestones, actions and activities	Completion date
2.1.1	Raise awareness and build capability across the partnership in preparation for adulthood	Head of SEND, Blackpool Council Head of Mental Health and Learning Disabilities, Blackpool Teaching Hospital	Support requested from National Development Team for Inclusion (NDTI) via Dept. for Education to achieve greater understanding and awareness of roles and responsibilities in relation to PfA	30/09/22
			PfA skills audit completed with NDTI that identifies existing knowledge and skills of the workforce	31/10/22
			Specification for programme delivery agreed with NDTI	30/11/22
			Programme of workforce development delivered to create a workforce that is skilled and confident in supporting transitions. Starting with: <ul style="list-style-type: none"> • Secondary schools and post-16 education providers, • SEND Officers, • Children’s complex needs team and • Adults Learning Disability, Autism and Mental Health teams, • Parent Carer Forum 	30/04/23
			Workforce development programme evaluated	30/09/23
2.1.2	Co-produce a joint Preparation for Adulthood Strategy with all partners	Head of SEND, Blackpool Council	Current provision mapped across the four PfA areas to baseline the existing offer	30/11/22

Ref	What are we going to do?	Lead	Key milestones, actions and activities	Completion date
	including young people and parent carers		Gather the views and aspirations of young people, parent carers and partners to co-produce a Preparation for Adulthood Strategy	31/01/23
			Draft strategy produced and consultation with partners undertaken	30/04/23
			Strategy finalised and published	30/06/23
			Partnership event held to officially launch the strategy	31/07/23
2.1.3	Develop a set of Preparation for Adulthood performance measures for inclusion in the data dashboards (Ref 1.2.4)	Head of Performance, Systems and Intelligence, Blackpool Council	PfA dataset identified, baselines and targets agreed with partners	31/03/23
			Monitor performance against identified PfA outcomes through SEND governance (Ref 1.2.4)	30/04/23
2.1.4	Co-produce and share accessible information, advice and guidance, via a range of media, including the Local Offer and partner websites	Head of SEND, Blackpool Council	Dedicated area for PfA created with SEND Advisory Groups and Local Offer Champions on the Local Offer with links to partner websites	31/12/22
		Head of Mental Health and Learning Disabilities, Blackpool Teaching Hospital	Account is taken of NICE guidelines and other evidence-based materials to ensure the right approaches are adopted in the development of health IAG resources	31/12/22
			The accessibility and impact on young people's preparedness regarding transitions IAG is evaluated and reviewed by SEND Advisory Groups	30/06/23
2.1.5	Develop and implement local systems that support effective transitions arrangements between children and	Head of SEND, Blackpool Council	Current arrangements for transitions across health and care services and education reviewed	31/12/22
			Transitions Protocol developed	31/01/23

Ref	What are we going to do?	Lead	Key milestones, actions and activities	Completion date
	adults education, health and social care services		Transitions information available on PfA area of Local Offer and partner websites	31/03/23

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Area of significant concern 3: The poor communication with parents and carers across the area

Lead: Stacey Baines, Chair of Blackpool Parent Carer Forum

Focus area 3.1: Communication

Impacts for children and young people:

- Parents and carers trust the information that is available and provided to them regarding SEND and SEND Services
- Parent carers are involved in making important decisions that affect the lives of their children and young people

Outcomes for partnership:

- All partners know and understand the ways in which they can improve their communications with parent carers
- All partners are confident to engage in communication and co-production with parent carers at individual, service and strategic levels, as appropriate

Evidence for Focus Area 3.1

Communications charter

Feedback from half-yearly engagement events

Feedback and case studies from parent carers

Evidence of changes to pathways and ways of working that demonstrates responsiveness to complaints and feedback

Ref	What are we going to do?	Lead	Key milestones, actions and activities	Completion date
3.1.1	Co-produce a programme of communication, engagement and co-production that maps out all the WSoA and improvement activity for 2023 to ensure there is a planned and co-ordinated approach to improving communication and engaging with parents and young people	Pauline Wigglesworth	Communication and engagement plan developed and presented to SEND Board setting out activity to be undertaken in 2022-23 including engagement events with parents to gather their views and feedback on experiences, co-production work on PfA, the Local Offer, and Communication Charter, newsletters and social media.	31/10/22

Ref	What are we going to do?	Lead	Key milestones, actions and activities	Completion date
3.1.2	Gather feedback from parents/carers to better understand their communication experiences and expectations.	Pauline Wigglesworth	Events held and parent-led sessions attended to gather feedback	30/11/22
			Half-yearly partnership engagement event delivered with parents and carers to gather on-going feedback on their experiences; launch the Communication Charter; publicise the Local Offer; share Transitions Protocol; share draft PFA Strategy	30/04/23
			Findings reported to partners through SEND governance structure	31/05/23
3.1.3	Co-produce a communications charter in line with the Blackpool Families Rock principles between professionals and parents/carers which is adopted across the partnership.	Pauline Wigglesworth	Events held and parent-led sessions attended to co-produce the charter	31/12/22
			Draft charter written	31/03/23
			Charter launched	30/04/23
			Impact of Communication Charter evaluated using feedback from parent carers	30/09/23

Focus area 3.2: Co-production

Impacts for children and young people:

- Parents and carers inform us that they are treated equitably by professionals, in line with the BFR principles and trust the information that is being provided.
- Parents, carers, children and young people will understand the concept of co-production and will be confident to engage in the co-production of services and systems.

Outcomes for partnership:

- A single model of co-production is owned, understood and embedded across the partnership.
- Parents, carers, children and young people are involved in making important decisions that affect their lives

Evidence for Focus Area 3.2

Feedback from half-yearly engagement events

Case studies from parent carers

Framework of co-production published on local offer.

Reduction in complaints

Ref	What are we going to do?	Lead	Key milestones, actions and activities	Completion date
3.2.1	Develop an agreed framework for co-production across the partnership	Pauline Wigglesworth	Present agreed model to SEND Board	31/10/22
3.2.2	Embed the agreed model of co-production, through a programme of training and development.	Pauline Wigglesworth	Additional training sessions delivered following analysis of attendance and feedback from participants who attended previous events in June 2022.	31/12/22

Ref	What are we going to do?	Lead	Key milestones, actions and activities	Completion date
3.2.3	Establish a Parents SEND Advisory Group and a Young People's SEND Advisory Group to facilitate co-production with parents, carers, children and young people across the breadth of the improvement work.	Pauline Wigglesworth	Advisory groups established	30/09/22
			Engagement activities commenced	31/10/22

Focus area 3.3: The local offer

Outcomes:

- Our local offer is a valuable source of information and support to parents and carers, children, young people and professionals
- The information and support on our local offer is relevant, up to date and easy to understand

Impacts for children and young people:

- Parents, carers, children and young people find the site informative and easy to navigate
- Parents understand the purpose of the Local Offer and how it can be accessed
- Parents and young people report that the information is current and meets their needs

Evidence for Focus Area 3.2

Evaluation of survey from parents, carers and young people

Evaluation of feedback on the Local Offer

Analysis of feedback from launch events

Ref	What are we going to do?	Lead	Key milestones, actions and activities	Completion date
3.3.1	Co-produce a redesign of the organisation, layout and content of the Local Offer	Head of SEND, Blackpool Council	Local Offer Champions Group established that is representative of the partnership and includes parents carers and practitioners	31/10/22
			Co-production workshops held for parents, children, young people and partners	31/12/22
3.3.2	Re-launch and publicise the Local Offer to parents, young people and professionals using a range of communication methods	Head of SEND, Blackpool Council	Local offer exhibition banners commissioned for use at events	31/01/23
			Local Offer advertised and re-launch promoted on Blackpool Council and partners social media platforms	28/02/23
			Re-launch/publicity event held with parents and carers, children and young people and partners (combined with half-yearly partnership engagement event 3.1.2)	31/03/23
3.2.3	Six monthly reviews of the Local Offer to ensure continued relevance undertaken by Local Offer Champions Group	Head of SEND, Blackpool Council	First review completed through evaluation of feedback received by Local Offer users.	30/09/23

Area of significant concern 4: The long waiting times for some therapies

Leads: Sarah Camplin – Head of Commissioning for Fylde Coast, NHS Lancashire and South Cumbria Integrated Care Board and Mike Chew – Divisional Director of Operations Families and Integrated Community Care, Blackpool Teaching Hospital

Focus area 4.1: Understanding Long Waiting Times for Therapies

Impacts for Children and Young People:

- Parent carers have access to information, advice and guidance that can reduce the need for a referral to specialist therapy services
- Parent carers know and understand how they can support their child or young person during longer waits
- Children and young people receive support at the point when a need is identified

Outcomes for Partnership:

- Partners know and understand waiting times for therapies
- Partners know and understand the local area in relation to waiting lists and the graduated approach

How will we know?

75% SENCO's have received training on using the graduated approach

Therapies data dashboard

Statistical process control reports that demonstrate the impact of interventions on waiting times in the context of increasing numbers of referrals to therapies

Evidence for Focus Area 4.1

Therapies data dashboard – monthly reports

Analysis of data

Diagrams and/or standard operating procedures that clearly illustrate pathways into health services

How we will measure success (in development)

- Waiting lists for therapies (average wait, % waiting more than 18 weeks)

Ref	What are we going to do?	Lead	Key milestones, actions and activities	Completion date
4.1.1	Engage with the North West project to review therapy data which is scheduled following the reporting of the North East project, which will support the local area's understanding of the current position in the context of the regional and national position	Senior Manager SEND, Integrated Care Board	Milestones will be set by NHSE at the start of the project, and incorporated into the WSoA at that stage. Due to commence in October 2022, dependent on reporting from North East project	31/12/22 (dependent on NHSE)
4.1.2	Learning from the recently completed Balanced System work with Marie Gascoyne for speech, language and communication needs, develop the partnership understanding of the universal and targeted support offers of the graduated approach	Transformation Manager for Children, Young People and Maternity Services, Integrated Care Board	Develop action plans for service redesign and improvement, based on the Balanced System model that is currently being used for speech and language therapies	On-going dependent of analysis of data
			Align the therapies' universal and targeted support offer to the CAMHS Thrive model so that a consistent model for support is in place	
			Define the universal and targeted support offers from initial identification of need and update service specifications	
4.1.3	Develop and implement a system for routinely receiving therapy data, through the SEND Governance structure, that informs senior leaders about access, waiting times, and impacts of implementing actions in relation to therapies, covering speech and language therapies, occupational therapy, physiotherapy, child development and ND pathway	Head of Children's Community Services, Blackpool Teaching Hospital	Review and, if required, broaden scope of therapies data dashboard for therapies	31/10/22
			Report therapies data dashboard to Health SEND Operations Group, partnership SEND Partnership Board, and other relevant meetings	On-going from 30/11/22
			Use the data to inform changes that are required to support and reduce the length of wait	On-going from 31/10/22
			Introduce statistical process control to evidence the impact of changes to therapy services, including pre-referral pathway changes, on waiting times	31/07/23

Ref	What are we going to do?	Lead	Key milestones, actions and activities	Completion date
4.1.4	Working with partners and stakeholders, strengthen pathways before referral into health services that support therapy needs prior to referrals, starting with speech and language therapy.	Head of SEND, Blackpool Council	Co-produce strengthened graduated approach pathways into health services	31/01/23
			Strengthen the partnership's understanding of the whole-system issues and solutions required to manage therapy waiting times	31/01/23
			Produce a standard operating procedure that provides school staff with clear information about the pathway, leading into the health pathway for therapies, with clear information about criteria	31/03/23
			Co-design information and resources that describe the pathway into health, and that facilitates training and support for professionals and families to utilise the graduated approach	31/03/23
			Publish the graduated approach, pathways information and resources on the Local Offer and on health service websites	31/07/23
4.1.5	Working with partners and stakeholders, strengthen pathways from the point of referral into health services, starting with Speech & Language Services	Head of Children's Community Services, Blackpool Teaching Hospital	Set a baseline of service performance as at 31/03/22	31/10/22
			Conduct a deep dive stocktake of services with challenging waiting lists.	31/01/23
			Develop pathways, SOP's and EMIS templates to provide detailed information to inform future capacity & demand for services – to inform a data dashboard.	30/09/23

Focus area 4.2: Managing Long Waiting Times for Therapies

Impacts for Children and Young People:

- Parent carers have access to information, advice and guidance that can reduce the need for a referral to specialist therapy services
- Parent carers will know and understand what they can do during longer waits so that they can support their child or young person
- Children and young people receive support at the point when a need is identified

Outcomes for Partnership:

- Partners are able to make informed decisions in relation to supporting children and young people who require therapy support
- Reduction seen in waiting lists

Evidence for Focus Area 4.2

External review report from Balanced Scorecard (Marie Gascoyne)

Reports and business cases related to therapy service redesign and improvements

Resources

Ref	What are we going to do?	Lead	Key milestones, actions and activities	Completion date
4.2.1	Undertake a workforce planning review for therapy services to understand skills gaps and workforce issues impacting on long waiting times, starting with speech and language services	Head of Children's Community Services, Blackpool Teaching Hospital	Map current workforce across therapies, and develop skills ladder for progression	31/12/22
			Analyse time to recruit when vacancies arise, to ensure speedy recruitment	31/03/23
			Develop entry level posts and degree apprenticeships to "grow our own" workforce and increase availability of local staff resources	31/03/23
			Recruit a bank/temporary staff resource to facilitate flexibility and responsiveness within the service	30/09/22 and ongoing

Ref	What are we going to do?	Lead	Key milestones, actions and activities	Completion date
			Explore and identify ways to retain staff and improve team morale, including a caseload review, wellbeing and reduction of stresses whilst at work, flexible working, and retire-and-return.	31/03/23
4.2.2	Manage any identified workforce deficit, starting with the speech, language and communication service.	Transformation Manager for Children, Young People and Maternity Services, Integrated Care Board	Using the external review and analysis, produce a local area speech, language and communications strategy, clearly identifying workforce and delivery priorities to 31/12/25	31/07/23
			Produce a business case for the Integrated Care Board, to reduce the waiting time for speech, language and communication services, and identify the resource required within the system to address the local area workforce deficit	31/07/23
			Present business cases through SEND governance structure and ICB	31/07/23
4.2.3	Identify, develop and publish health information, advice and guidance that supports parent carers when a therapy need is identified, starting with speech and language services	Head of Children's Community Services, Blackpool Teaching Hospital	Develop a consistent offer across therapies providing resources and support to families	31/12/22
			Publish resources, including videos, leaflets and graphics through the local offer and partner websites	31/03/23
			Link with the development of the communications charter with children, young people and families to incorporate expectations regarding appointments or whilst on waiting lists	31/12/22
4.2.4	Provide partners and parent carers with assurance of improvements to therapy waiting lists	Head of Children's Community Services,	Define appropriate routes for sharing waiting list information with families and Partners	30/11/22
			Report updates to the SEND Board on a quarterly basis.	30/11/22

Ref	What are we going to do?	Lead	Key milestones, actions and activities	Completion date
		Blackpool Teaching Hospital	Set up communication with families for every 3 – 4 months whilst on the waiting list, starting with speech and language therapy	31/12/22
			Report the impact of waiting list reviews using the Harm Review to assess impact of long waits, and reassess next steps, starting with speech and language therapy	31/12/22
			Strengthen triage and prioritising processes that identify need and prioritise cases, enabling escalation related to risk and clinical need, starting with speech and language therapy	31/12/22
			Provide general information, on the provider website, to families regarding appointments, universal and targeted offer and standardised support whilst on waiting lists	31/12/22

Glossary

Abbreviation	Description
BFR	Blackpool Families Rock
BTH	Blackpool Teaching Hospital, NHS Foundation Trust
CDC	Council for Disabled Children
CQC	Care Quality Commission
CYP	Children and Young People
Dept	Department
EET	Education, Employment and Training
EHCPs	Education, Health and Care Plans
EMIS	Egton Medical Information Systems
Exec	Executive
IAG	Information, Advice and Guidance
ICB	Integrated Care Board
JSNA	Joint Strategic Needs Assessment
KS	Key Stage
ND	Neurodevelopmental
NDTI	National Development Team for Inclusion
NHS	National Health Service
NICE	National Institute for Health and Care Excellence
NMSS	Non-maintained Special Schools
Ofsted	Office for Standards in Education, Children's Services and Skills
PfA	Preparation for Adulthood

SENCOs	Special Educational Needs Co-ordinators	
SEND	Special Educational Needs and/or Disabilities	
SENDIASS	Special Educational Needs and Disabilities Information Advice and Support Services	
SOP's	Standard Operating Procedures	
WSoA	Written Statement of Action	

ⁱ ONS, Census 2021

ⁱⁱ IMD 2019

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Report to:	EXECUTIVE
Relevant Officer:	Sharon Davis, Scrutiny Manager
Relevant Cabinet Member	Councillor Lynn Williams, Leader of the Council and Cabinet Member for Tourism, Arts and Culture
Date of Meeting:	5 September 2022

CHANNEL SHIFT SCRUTINY REVIEW FINAL REPORT

1.0 Purpose of the report:

1.1 To consider the Channel Shift Scrutiny Review Panel's final report.

2.0 Recommendation(s):

2.1 To consider the report, including the Cabinet Member's comments included at the final section of the report, and offer a response to the recommendations contained within the Action Plan, forwarding the recommendations to the relevant organisation for consideration and implementation.

3.0 Reasons for recommendation(s):

3.1 To allow the Executive opportunity to consider the recommendation made within the report within the report seek to improve the process of channel shift in Blackpool.

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 None.

5.0 Council priority:

5.1 The relevant Council priority is both:

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

6.0 Background information

- 6.1 Following a review of the annual governance statement on 17 January 2019 by the Council's Audit Committee, significant progress was identified in delivering the Channel Shift agenda especially in areas such as Leisure services. It was, however, thought appropriate that a scrutiny review be established to see whether Channel Shift could be improved in other areas of the Council.
- 6.2 The review was put on hold during 2020 due to the Covid-19 pandemic and was restarted in March 2021 with the scope being revised to take into account the developments and changes to services during the pandemic.
- 6.3 The Scrutiny Review Panel initially comprised of Councillors Mrs Maxine Callow JP, Paul Galley, Mrs Michelle Scott and Gerard Walsh. Councillor Jim Hobson was also a member until his appointment to the Executive in 2020, at which point he was replaced by Councillor Paula Burdess.
- 6.4 Councillor Paul Galley was elected Chair of the review panel at its first meeting on 29 October 2019 meeting.
- 6.5 A large amount of preparatory work was undertaken to identify the following key areas for consideration in the review:
- Can Channel Shift be expanded to cover more council services?
 - How effective the process of channel shift is.
 - Whether there is enough focus on the user. Has there been any user evaluation testing – is it effective from the public's point of view?
 - Has Channel Shift ensured that getting in touch with the Council is cheaper and more accessible for both residents and the Council?
 - How does it actually save money? How can be evidenced?
 - Does Channel Shift help deal with demand that there is other resource to support?
 - How can we make it as easy as possible to work with the Council whilst not putting residents at a disadvantage?
 - How can we ensure digital inclusion in terms of both access and skills?
 - Can we compare the Blackpool approach to best practice standard?
- 6.6 The review sought to come up with a series of recommendations that would improve the delivery of services, whilst building the resilience of residents. The review therefore looked at the existing methods of channel shift and then considered those departments where Channel Shift had not occurred in the Council and sought to identify recommendations for those areas.

6.7 Consideration was also given to how the Council engaged with the community and how engagement had changed as a result of the Covid-19 pandemic. The panel sought to reflect on what had been learnt during the pandemic and identify any issues such as digital inclusion (in terms of skills and access) and communication.

6.8 Does the information submitted include any exempt information? No

7.0 List of Appendices:

7.1 Appendix 3(a) – Channel Shift Scrutiny Review Panel Final Report

8.0 Financial considerations:

8.1 The financial implications arising from the review’s recommendation are contained at section 6.1 of the panel’s report.

9.0 Legal considerations:

9.1 The legal implications arising from the review’s recommendation are contained at section 6.2 of the panel’s report.

10.0 Risk management considerations:

10.1 None.

11.0 Equalities considerations:

11.1 None.

12.0 Sustainability, climate change and environmental considerations:

12.1 None.

13.0 Internal/external consultation undertaken:

13.1 As part of the review consultation was undertaken with various Council Officers and representatives of partner organisations such as the NHS.

14.0 Background papers:

14.1 None.

15.0 Key decision information:

15.1 Is this a key decision? No

15.2 If so, Forward Plan reference number:

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

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

16.0 Call-in information:

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

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

TO BE COMPLETED BY THE HEAD OF DEMOCRATIC GOVERNANCE

17.0 Scrutiny Committee Chairman (where appropriate):

Date informed: N/A Date approved:

18.0 Declarations of interest (if applicable):

18.1

19.0 Summary of Discussion:

19.1

20.0 Executive decision:

20.1

21.0 Date of Decision:

21.1

22.0 Reason(s) for decision:

22.1

23.0 Date Decision published:

23.1

24.0 Alternative Options Considered and Rejected:

24.1

25.0 Executive Members in attendance:

25.1

26.0 Call-in:

26.1

27.0 Notes:

27.1

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Channel Shift Scrutiny Review Final Report

CONTENTS	PAGE
1.0 Foreword by Chairman	3
2.0 Summary of Recommendations	5
3.0 Background Information	7
4.0 Methodology	9
5.0 Detailed Findings and Recommendation	
5.1 What is Channel Shift	12
5.2 The FYI Directory and the Visibility of Community Groups	12
5.3 Digital Blackpool	13
5.4 Blackpool Council's Website	14
5.5 Blackpool Coastal Housing Ltd	15
5.6 Staff Suggestions	16
5.7 The NHS in Blackpool	17
5.8 Enveco	17
5.9 Community Engagement	18
5.10 The Future of Channel Shift in Blackpool	19
6.0 Financial and Legal Considerations	20

1.0 Foreword

- 1.1 Channel Shift is a complex issue affecting a broad range of Blackpool Council's services. As a scrutiny panel we have attempted to understand the process in Blackpool and the work being undertaken by our partner organisations. We have therefore met with a number of Council Officers and representatives from our partners and undertaken detailed discussions about Channel Shift, what has been achieved and what challenges they face.
- 1.2 While we have looked to cover as many of the Council's services as possible in our review we were unable to consider Channel Shift within the Children's and Adult Services departments due to their workloads during the pandemic coinciding with the review. However going forward it is envisioned that a further review of Channel Shift will potentially consider these areas in detail.
- 1.3 The recommendations that we have made are designed to improve Channel Shift at the Council and at partner organisations, by increasing ease of access to services and engaging the local community in the Channel Shift process.
- 1.3 I would like to extend the thanks of the review panel to all those who have taken part in the review process, including Council officers and witnesses from partners at Blackpool Coastal Housing Ltd, Enveco and the NHS in Blackpool. Their insight and knowledge of the issues relating to Channel Shift investigated by the review has been invaluable in developing our final recommendations.
- 1.4 I also want to thank my fellow scrutiny members for giving their time to undertake the review, their input into the discussions and their positive attitude throughout.



Councillor Paul Galley
Chairman, Channel Shift Scrutiny Review
April 2022

2.0 Summary of Recommendations

	Timescale
<p>Recommendation 1</p> <p>That the Executive give consideration to identifying a brand name for Channel Shift that the public can clearly identify with.</p>	September 2023
<p>Recommendation 2:</p> <p>Visibility of Services and Community Groups:</p> <p>a) That the Executive give consideration to introducing a list of “approved” community groups, working to recognise operating and governance best practice. This should be accessible via the Council website or partner organisations.</p> <p>b) That the FYI Directory take a pro-active approach to ensuring Groups’ records are up-to-date. It is suggested that to facilitate this a six monthly email confirming the details are correct should be sent out, if three of these emails be ignored then the page be removed.</p>	September 2023
<p>Recommendation 3:</p> <p>Digital Blackpool:</p> <p>a) That the Review Panel supports the expansion of Digital Blackpool across Blackpool.</p> <p>b) That the Executive investigate how the Council’s libraries can be promoted as a place for individuals who have poor digital skills to be digitally empowered including using Digital Blackpool via the Library App and to train residents to use the libraries to access newspapers and magazines.</p>	September 2023
<p>Recommendation 4:</p> <p>That the Council’s website be reviewed as follows:</p> <p>a) That links to the Council’s Wholly-Owned Companies be added to the website’s homepage to create a “one-council” ethos, making the relationship between the Council and companies clear.</p> <p>b) That consideration be given to having links next to Council services’ information on the website, e.g. Waste, with "you may be interested in" ways to get involved.</p> <p>c) That an online pathway be developed for residents to suggest ideas on</p>	September 2023

<p>improving a service.</p> <p>d) That once a brand name has been created, it is recommended that the media strategy under the new brand should regularly showcase the achievements (achievements of what?) with details of before and after of completed projects, to demonstrate the how a project makes a difference to residents.</p> <p>e) A review to overhaul the Blackpool Parks webpage be undertaken to ensure that information is up-to-date and interactive with ways for people to "Get Involved" with an approved Park Community Group being promoted on each Park page where applicable.</p>	
<p>Recommendation 5:</p> <p>That Blackpool Coastal Housing Ltd be requested to consider:</p> <p>a) That the online booking of community centres operated by BCH be promoted to improve access for community groups and third sector organisations and that BCH promote the activity at each centre via their website to cross promote and also show clear commitment to Corporate Social Responsibility.</p> <p>b) That BCH staff working with residents with ASB adopt a holistic approach working with the resident to link them into community groups and support organisations, recognising that ASB can be part of a larger picture of frustration/need.</p>	September 2023
<p>Recommendation 6</p> <p>The staff suggestion box on the intranet Hub be enhanced to allow the sharing of ideas of best practice rather than purely a form to submit ideas. This would also allow for success stories to be promoted and communicated across Council services.</p>	September 2023
<p>Recommendation 7</p> <p>To explore the potential for integrating the NHS's EMIS system and the Council's systems so that GPs can monitor the progress of individuals referred to the social prescribing programme.</p>	September 2023
<p>Recommendation 8</p> <p>That the luggage label information service on residents' bins be promoted to council departments as a method of engaging with the community, highlighting that this service can be targeted at certain locations or town wide for a reasonable price.</p>	September 2023

<p>Recommendation 9</p> <p>That the Executive explore the opportunities for residents to get involved, based on the model operated by Vancouver City Council, including the possibility of schemes such as Adopt a Drain, Adopt an alleyway, Become a litter picker and Neighbourhood Clean-up Party.</p>	<p>September 2023</p>
<p>Recommendation 10:</p> <p>In relation to the Staff and Residents Newsletter, that the Executive give consideration to:</p> <p>a) That the staff newsletter be expanded to include examples of community engagement success stories. This could also be included with a new section on the staff hub.</p> <p>b) That in addition to the staff newsletter a monthly newsletter for residents be developed to promote “Get Involved” activities.</p>	<p>September 2023</p>

3.0 Background Information

- 3.1 Following a review of the annual governance statement on 17 January 2019 by the Council's Audit Committee, significant progress was identified in delivering the Channel Shift agenda especially in areas such as Leisure services. It was, however, thought appropriate that a scrutiny review be established to see whether Channel Shift could be improved in other areas of the Council.
- 3.2 The review was put on hold during 2020 due to the Covid-19 pandemic and was restarted in March 2021 with the scope being revised to take into account the developments and changes to services during the pandemic.
- 3.3 The Scrutiny Review Panel initially comprised of Councillors Mrs Maxine Callow JP, Paul Galley, Mrs Michelle Scott and Gerard Walsh. Councillor Jim Hobson was also a member until his appointment to the Executive in 2020, at which point he was replaced by Councillor Paula Burdess.
- 3.4 Councillor Paul Galley was elected Chair of the review panel at its first meeting on 29 October 2019 meeting.
- 3.4 A large amount of preparatory work was undertaken to identify the following key areas for consideration in the review:
- Can Channel Shift be expanded to cover more council services?
 - How effective the process of channel shift is.
 - Whether there is enough focus on the user. Has there been any user evaluation testing – is it effective from the public's point of view?
 - Has Channel Shift ensured that getting in touch with the Council is cheaper and more accessible for both residents and the Council?
 - How does it actually save money? How can be evidenced?
 - Does Channel Shift help deal with demand that there is other resource to support?
 - How can we make it as easy as possible to work with the Council whilst not putting residents at a disadvantage?
 - How can we ensure digital inclusion in terms of both access and skills?
 - Can we compare the Blackpool approach to best practice standard?
- 3.5 The review sought to come up with a series of recommendations that would improve the delivery of services, whilst building the resilience of residents. The review therefore looked at the existing methods of channel shift and then considered those departments where Channel Shift had not occurred in the Council and sought to identify recommendations for those areas.
- 3.6 Consideration was also given to how the Council engaged with the community and how engagement had changed as a result of the Covid-19 pandemic. The panel sought to reflect on what had been learnt during the pandemic and identify any issues such as digital inclusion (in terms of skills and access) and communication.

This review related to both of the priorities of the Council:

- The Economy: Maximising growth and opportunity across Blackpool
- Our Communities: Creating stronger communities and increasing resilience

4.0 Methodology

- 4.1 The Panel met ten times between 2019 and 2022 to gather evidence and make recommendations.
- 4.2 Members met with a number of Council officers from various services and the representatives of partner organisations such as Blackpool Coastal Housing Ltd, Enveco and the NHS.
- 4.3 Details of the meetings are as follows:

Date	Attendees	Purpose
29 October 2019	Councillors Galley, Mrs Callow, Mrs Scott, Walsh Steve Thompson, Director of Resources Louise Jones, Head of Benefits and Customer Services Sharon Davis, Scrutiny Manager	To consider an update on the progress of Channel Shift at Blackpool Council and to agree the review's scoping document.
21 January 2020	Councillors Galley, Mrs Callow JP, Hobson, Mrs Scott, Walsh Louise Jones, Head of Customer First and Benefits Tracy Greenhalgh, Head of Audit and Risk Mark McCree, Head of Libraries Vikki Piper, Housing Options Manager Chloe Shore, Community Engagement and Partnership Manager Kate Staley, Corporate Marketing and PR Manager Sharon Davis, Scrutiny Manager Jamie Sweet, Commissioning Project Manager, Fylde Coast CCGs	To discuss Channel Shift in relation to; <ul style="list-style-type: none"> • Community Engagement • Libraries • the Clinical Commissioning Group (CCG)
10 March 2020	Councillors Galley, Mrs Callow JP, Hobson and Mrs Scott Amanda Bate, CCG Sharon Davis, Scrutiny Manager Louise Jones, Head of Customer First	To discuss partnership working.
The review was placed on hold between March 2020 and March 2021 due to the Covid-19 pandemic		
2 March 2021	Councillors Galley, Burdess, Mrs Callow JP, Mrs Scott, Walsh Louise Jones, Head of Customer First and Benefits Chloe Shore, Community Engagement and	To re-scope the review to take account for the impact of the Covid-19 pandemic.

	<p>Partnership Manager Kate Staley, Corporate Marketing and PR Manager Sharon Davis, Scrutiny Manager John Greenbank, Senior Democratic Governance Adviser</p>	
13 April 2021	<p>Councillors Galley, Burdess, Mrs Callow JP, Mrs Scott, Walsh</p> <p>Louise Jones, Head of Revenues, Benefits and Customer Services Chloe Pieri, Manager, Community Engagement Kate Staley, Corporate Marketing and PR Manager Joceline Greenaway, Head of Life Events Sharon Davis, Scrutiny Manager John Greenbank, Democratic Governance Senior Adviser</p>	To consider the service responses to the Channel Shift Questionnaire, meet with the Head of Life Events and consider the Communications Pathway Policy.
26 May 2021	<p>Councillors Galley, Burdess, Mrs Callow JP, Mrs Scott, Walsh</p> <p>Louise Jones, Head of Revenues, Benefits and Customer Services Chloe Pieri, Manager, Community Engagement Lisa Arnold, Head of Parks, Leisure and Catering Services Kim Wood, Early Years and Childcare Sufficiency Manager Lyndsey Shorrocks, Acting Deputy Head of Communications and Engagement, CCG Sharon Davis, Scrutiny Manager John Greenbank, Democratic Governance Senior Adviser</p>	To meet with the Head of Parks, Leisure and Catering Services, the officer responsible for the FYI Service and receive an update on the work of the Care Commissioning Group (CCG).
15 July 2021	<p>Councillors Galley, Mrs Callow JP, Mrs Scott, Walsh</p> <p>Louise Jones, Head of Revenues, Benefits and Customer Services John Greenbank, Democratic Governance Senior Adviser</p>	To review the evidence gathered so far, the list of potential recommendation and plan the remaining work needed to complete the review.
20 January 2022	<p>Councillors Galley, Burdess, Mrs Callow JP, Walsh</p> <p>Louise Jones, Head of Revenues, Benefits and Customer Services Chloe Pieri, Manager, Community Engagement Sharon Davis, Scrutiny Manager John Greenbank, Democratic Governance Senior Adviser</p>	To receive an update on work undertaken so far and agree the review's final meetings.

22 February 2022	<p>Councillors Galley, Burdess, Mrs Callow JP, Mrs Scott, Walsh</p> <p>Tony Doyle, Head of IT Services Stephen Dunstan, Head of Resources, Blackpool Coastal Housing Ltd John-Paul Lovie, Waste Services Manager Paula Ramsay, Performance and Quality Manager, Enveco Louise Jones, Head of Revenues, Benefits and Customer Services Chloe Pieri, Community Engagement Manager John Greenbank, Democratic Governance Senior Adviser</p>	To meet with the Head of ICT and the Council's partners from Blackpool Waste Services Ltd (Enveco) and Blackpool Coastal Housing Ltd.
22 March 2022	<p>Councillors Galley, Burdess, Mrs Callow JP, Mrs Scott</p> <p>Louise Jones, Head of Revenues, Benefits and Customer Services Chloe Pieri, Community Engagement Manager John Greenbank, Democratic Governance Senior Adviser</p>	To agree the review's final recommendations.

5.0 Detailed Findings and Recommendations

5.1 What is Channel Shift

- 5.1.1 Channel Shift is the process by which organisations seek to encourage service users to access or interact with services via “channels” other than those to which they normally choose, such as in-person. Using new technologies to achieve this, while increasing access and community engagement is a key objective of Channel Shift at Blackpool Council.
- 5.1.2 Significant progress has been made in delivering Channel Shift as a means of managing the demand for Council resources allowing more focus to be placed on the delivery of services. Customer First has led this along with a number of other departments and the establishment of an Channel Shift Officers Group to help coordinate the process at the Council.
- 5.1.3 The Review Panel recognised that Channel Shift must not be confused with being a purely digital strategy, it should also look at the social contract between the Council and Blackpool’s residents, including community engagement, community involvement and partnership and social prescriptions. Therefore not all Channel Shift should be the moving of services to digital platforms but the diversification of means to engage with services to connect with as many people as possible.
- 5.1.4 A crucial part of engaging local people in Channel Shift is clear communication of its purpose and intent. As such the Review Panel agreed that consideration should be given to bringing all this work together under a recognisable brand name.

Recommendation One

That the Executive give consideration to identifying a brand name for Channel Shift that the public can clearly identify with.

5.2 FYI Directory and the visibility of Community Groups

- 5.2.1 The FYI Directory is an online resource bringing together information on Council and Health Care Services, along with links to community and social groups.
- 5.2.2 The directory has between five hundred and six hundred visits a month with Mental Health being the most searched for item. FYI allows those using it to find information on Children’s and Adult Social Services, support for young people, a directory of local trades, access to forms for services such as childcare and links to the Council’s library system. A ‘Browse Aloud’ function also allows those with special needs to access FYI and find services useful to them.
- 5.2.3 In order to ensure that information remained up to date listings are checked every six-months. The Panel recognised that the accuracy of information was important and

therefore recommended that the six-monthly check be undertaken more proactively than at the current time with email contact being made seeking confirmation from a group or services of their details. In the event that three emails were not responded to then the FYI Directory should remove the listing. This would ensure that residents could be confident that the information in the directory was reliable.

- 5.2.4 At its meeting with the officer responsible for the directory, Mr Kim Wood, Early Years and Childcare Sufficiency Manager, the Panel heard that improvements had been made to FYI in order to improve engagement and access. This had included making the directory appear less “corporate” and making it easier to use, including through the development of a mobile-friendly version, which was welcomed by the review panel.
- 5.2.5 For residents willing to get involved in community groups, the Panel noted that an opportunity existed to have a list of community groups working to clearly defined recognised best practice and in turn link them to a Get Involved agenda via the Council website or the directories of recognised partners such as Lancashire Volunteering Partnership and Our Lancs. This would create an “approved” list of groups in the same way the Council recognises “approved” lists of trade companies in the FYI Directory.
- 5.2.6 The Panel also expressed the view that consideration should be given to how to support the approved list of groups, if created, with support and guidance on how to write funding bids and governance. However recognising that there may be legal and resource implications the Panel opted to not make a recommendation to this effect.

Recommendation Two

Visibility of Services and Community Groups:

a) That the Executive give consideration to introducing a list of “approved” community groups, working to recognise operating and governance best practice. This should be accessible via the Council website or partner organisations.

b) That the FYI Directory take a pro-active approach to ensuring Groups’ records are up-to-date. It is suggested that to facilitate this a six monthly email confirming the details are correct should be sent out, if three of these emails be ignored then the page be removed.

5.3 Digital Blackpool

- 5.3.1 Digital Blackpool is a project that has sought to build on Blackpool’s digital infrastructure and deliver positive socio-economic outcomes for businesses and residents. Therefore in light of the positive work undertaken so far the Panel has made a recommendation to show its support for the ongoing work and its expansion across Blackpool.
- 5.3.2 As part of its discussions with Mr Mark McCree, Head of Libraries, the Panel heard of the work being undertaken through libraries to give residents access to online services and improve their digital skills.

- 5.3.3 The Panel expressed the view that the library service should be regularly promoted as a place for individuals who have poor digital skills to be digitally empowered via their pool of volunteers in order to open the digital door and deal with social isolation at the same time with cross marketing of the different social groups that now exist within our library service.
- 5.3.4 Therefore the Panel has made a recommendation asking that the Executive consider how to promote the use of libraries by residents, utilising existing resources such as the Library App, so that they can become digitally empowered. This would in turn allow them to access a wider range of resources available through libraries, such as newspapers and magazines.

Recommendation Three

Digital Blackpool:

- a) That the Review Panel supports the expansion of Digital Blackpool across Blackpool.**
- b) That the Executive investigate how the Council's libraries can be promoted as a place for individuals who have poor digital skills to be digitally empowered including using Digital Blackpool via the Library App and to train residents to use the libraries to access newspapers and magazines.**

5.4 Blackpool Council's Website

- 5.4.1 The Review Panel recognised that the Council's Website is the first point of contact with services for many residents and therefore represents an important forum for engaging with people.
- 5.4.2 In order to ensure that the information provided and the links between services promote engagement the Panel have made a recommendation seeking a review of the website.
- 5.4.3 Blackpool Council has a number of Wholly-Owned Companies (WOC) that assist in delivering policy objectives and services to residents. These include Blackpool Waste Services Ltd (Enveco) which is responsible for waste collection and environmental services in Blackpool and Blackpool Coastal housing Ltd, responsible for Blackpool's social housing stock. Along with the other WOCs, members of the Panel noted that there were few prominent links from the Council website to these companies.
- 5.4.4 As companies over which the council has significant control and which are important providers of services to residents, the Panel expressed the view that the lack of connectivity between the Council's website and the WOCs made this relationship unclear to members of the public. Therefore in the interest of clarity and to promote the concept of a "one-council ethos", where all services and connected bodies are working together to achieve joint aims across Blackpool, that the relationship between WOCs and the Council be made clear and the inclusion of links from the website to WOCs webpages be considered.

- 5.4.5 Opportunities for residents to “Get involved” were also noted to be lacking on the website. The Panel noted in its discussions with various officers, including those from waste and the parks services, that there were numerous schemes that sought to engage residents in activities such as street cleaning and park community groups and that these could be better promoted and reflected more through appropriate use of the website.
- 5.4.6 As part of any review of the website the Panel would also like to ask that consideration be given to how residents can be engaged and their views sought on service improvement. It was considered that it would be beneficial have a part of the website specifically where residents are encouraged to express their views and make suggestions for improvements to services.

Recommendation Four

That the Council’s website be reviewed as follows:

- a) That links to the Council’s Wholly-Owned Companies be added to the website’s homepage to create a “one-council” ethos, making the relationship between the Council and companies clear.**
- b) That consideration be given to having links next to Council services’ information on the website, e.g. Waste, with "you may be interested in" ways to get involved.**
- c) That an online pathway be developed for residents to suggest ideas on improving a service.**
- d) That once a brand name has been created, it is recommended that the media strategy under the new brand should regularly showcase services achievements in respect of Channel Shift with details of before and after of completed projects, to demonstrate the how a project makes a differences to residents.**
- e) A review to overhaul the Blackpool Parks webpage be undertaken to ensure that information is up-to-date and interactive with ways for people to "Get Involved" with an approved Park Community Group being promoted on each Park page where applicable.**

5.5 Blackpool Coastal Housing Ltd

- 5.5.1 Blackpool Coastal Housing Ltd (BCH) is the operator of the Council’s former social housing stock and one of its WOCs. As such it operates across Blackpool and engages with a wide variety of residents. At its February 2022 meeting the Panel met with Mr Stephen Dunstan, Director of Resources at BCH and discussed the process of Channel Shift underway at the company.
- 5.5.2 The Panel noted that the booking of community centres operated by BCH was undertaken primarily through a single officer. This had meant that it was difficult for groups to access this community resource. The Panel has therefore asked that a booking system for community centres operated by BCH be established. The Panel has recommended that it also be promoted to improve access for community groups and third sector organisations and that BCH promote the activity at each centre via their

website to cross promote and show clear commitment to the corporate social responsibility.

- 5.5.2 The pathways between BCH and other services were also considered by the Panel. BCH has dedicated staff who work to prevent residents from falling into crisis. This involves working with partner organisations such as the Council, Police and charitable organisations to ensure that there is wrap-around support provided to those in need. Noting that Anti-Social Behaviour (ASB) can be an important indicator of those in need, the Panel made a recommendation highlighting the need for a holistic multi-agency approach to assisting individuals linking them to the necessary services.
- 5.5.3 The holistic approach should include a list of all the services and community groups and their support links being provided to BCH's anti-social behaviour service on an ongoing basis giving them opportunities to defuse situations and prevent people falling into crisis by encouraging residents to “get Involved” in community activities where possible. This could be personalised so that staff working with residents displaying ASB take a holistic approach working with the resident to link them in to any suitable community groups and support organisations recognising that ASB can be part of a larger picture of frustration and need in Blackpool.

Recommendation Five

That Blackpool Coastal Housing Ltd be requested to consider:

a) That the online booking of community centres operated by BCH be promoted to improve access for community groups and third sector organisations and that BCH promote the activity at each centre via their website to cross promote and also show clear commitment to Corporate Social Responsibility.

b.) That BCH staff working with residents with ASB adopt a holistic approach working with the resident to link them into community groups and support organisations, recognising that ASB can be part of a larger picture of frustration/need.

5.6 Staff Suggestions

- 5.6.1 The views and experiences of staff operating across the Council's services were recognised by the Panel as an important source of ideas for improvements to the way departments operate.
- 5.6.2 Although it was noted that an Ideas Box exists on the Council internet hub, awareness of it and its use among staff was poor. Therefore it is recommended that the Ideas Box be promoted on a regular basis and Council Owned companies be allowed to participate where possible. This should also include promotion by the Officer Channel Shift Group whose advice on new projects could be sought at the design stage to best include channel shift opportunities.

Recommendation Six

The staff suggestion box on the intranet Hub be enhanced to allow the sharing of ideas of best practice rather than purely a form to submit ideas. This would also allow for success stories to be promoted and communicated across Council services.

5.7 The NHS in Blackpool

- 5.7.1 As part of the review the Panel met with members of Blackpool and the Fylde Coast Clinical Commissioning Group (CCG) to discuss Channel Shift with the NHS in Blackpool and its links to Council Services.
- 5.7.2 Channel shift within the NHS had been regarded as a digital exercise but the Covid-19 pandemic had highlighted issues of digital inclusion which had driven work to develop better ways of engaging with communities. As a result of this the CCG had made important contacts within harder to reach communities during Covid-19 to ensure that their health needs were met. The importance of maintaining these contacts post-Covid, had also been recognised.
- 5.7.3 The Panel also discussed Green Social Prescribing and heard that the Council was looking to expand its social prescribing programme. This included work with community groups such as the Friends of Kincaig Lake who had developed a pond trail to support the programme.
- 5.7.4 Consideration was also being given to the integration of the NHS's EMIS system with the Council's systems, so that GPs could monitor the progress of individuals referred to the social prescribing programme. An integrated system would also allow the sharing of other health information between partners and had been successfully undertaken elsewhere in the UK.
- 5.7.5 A recommendation had therefore been made that the potential of integrating EMIS system and the Council's systems be explored.

Recommendation Seven

To explore the potential for integrating the NHS's EMIS system and the Council's systems so that GPs can monitor the progress of individuals referred to the social prescribing programme.

5.8 ENVECO

- 5.8.1 Enveco is the operating name for the Council's WOC Blackpool Waste Services Ltd. The company is responsible for domestic waste collection and various environmental services within Blackpool. Channel Shift at Enveco has included new technology in waste collection vehicles and improved reporting pathways to highlight areas such as fly-tipping.

- 5.8.2 During its discussions with John-Paul Lovie, Waste Services Manager and Paula Ramsay, Performance and Quality Manager, Enveco, the Panel heard in addition to the Channel Shift work to improve waste collection and environmental services that during the Covid-19 Pandemic luggage labels on residents on bins had been used to share important information.
- 5.8.2 Although no longer used for sharing Covid related information, opportunity existed for the continued utilisation of these labels. The Panel was informed that information could be targeted to a specific area or community in Blackpool or could be applied across the town. This was recognised as a useful and innovative way of communicating with residents that could be used by any Council service for a small fee. Despite this the Panel understood that many services were unaware of the labels or how they could be used.
- 5.8.3 In order that the labels be utilised to their fullest potential the Panel has therefore made a recommendation that they be promoted to all the Council's services, highlighting how they can be used and targeted at residents.

Recommendation Eight

That the luggage label information service on residents' bins be promoted to council departments as a method of engaging with the community, highlighting that this service can be targeted at certain locations or town wide for a reasonable price.

5.9 Community Engagement

- 5.9.1 The Panel as part of its considerations was made aware of a model of community engagement operated by Vancouver City Council in Canada. This model utilises their website to engage and link residents to community projects and opportunities to get involved in activities across the city. The Panel believes that a similar approach could be adopted in Blackpool.
- 5.9.2 Blackpool Council operates a number of schemes that seek to engage residents and get them to take ownership of issues in their community, such as Adopt An Alleyway. A recommendation has therefore been made asking the Executive to explore opportunities for residents to "get involved" based on the Vancouver City Council model.
- 5.9.3 In order that the opportunities to "get involved" be communicated to as many residents as possible the Panel is recommending that a residents' newsletter be developed. This could be used to highlight opportunities to get involved in schemes such as Adopt An Alleyway, and provide information on success achieved by projects and schemes that are underway.
- 5.9.4 A staff newsletter has been developed through the communications team since the review began. This was welcomed by the Panel and noted as a method to positively engage staff and inform them of the work being undertaken elsewhere in the Council. However the Panel felt that there remained potential to expand the newsletters' scope to allow teams to promote their activities and successes as well as requests for help and had therefore made a recommendation to this effect.

Recommendation Nine

That the Executive explore the opportunities for residents to get involved, based on the model operated by Vancouver City Council, including the possibility of schemes such as Adopt a Drain, Adopt an alleyway, Become a litter picker and Neighbourhood Clean-up Party.

Recommendation Ten

In relation to the Staff and Residents Newsletter that the Executive give consideration to:

a) That the staff newsletter be expanded to include examples of community engagement success stories. This could also be included with a new section on the staff hub.

b) That in addition to the staff newsletter a monthly newsletter for residents be developed to promote “Get Involved” activities.

5.10 The future of Channel Shift in Blackpool

5.10.1 Throughout the scrutiny review the Panel has sought to hear from as broad a range of services both within and partners of Blackpool Council. This has led to the recommendations made above to improve the processes already in place and promote channel shift to the community going forward.

5.10.2 Despite this the Panel has been, due to the pressures created by the Covid-19 pandemic, unable to consider the process of Channel Shift in the Children Services and Adult Services departments of the Council.

5.10.3 As departments responsible for the delivery of significant services to residents of Blackpool the Panel has asked that it be emphasised that future scrutiny of Channel Shift in these areas be undertaken as soon as is possible. This will be to ensure that a consistent and holistic approach is taken across the Council to Channel Shift and delivering maximum benefits to Blackpool’s residents.

6.0 Financial and Legal Considerations

6.1 Financial

6.1.1 Existing staffing and digital resources can, in the main, be utilised to deliver many of the recommendations with costs met from existing budgets. However, the delivery of Digital Blackpool (Recommendation 3) will require additional investment to expand the pilot across Blackpool. Delivery may therefore be reliant on external funding bids to meet costs.

6.1.2 Whilst the recommendation is to explore the integration between the NHS EMIS and Council systems (Recommendation 7) if it was ultimately determined that it should proceed then there will be cost implications which would need to be addressed. These could potentially be met through reduced administration costs arising from the integration.

6.2 Legal

6.2.1 There are no legal implications arising from the recommendations made in this report.

6.2.2 However the Council's statutory obligations, in particular data protection, should be adhered to in the event that the recommendations are adopted.

Channel Shift Scrutiny Action Plan

Recommendation	Cabinet Member's Comments	Rec Accepted by Executive?	Target Date for Action	Lead Officer	Committee Update	Notes
<p>Recommendation One</p> <p>That the Executive give consideration to identifying a brand name for Channel Shift that the public can clearly identify with.</p>	<p>Agreed, but it should also be noted that the importance of Channel Shift has been recognised and presents a real opportunity for all Council services going forward. The identification of an over-arching name for the process should also reflect that Channel Shift should be about making services more accessible and not just how they are accessed.</p>		<p>September 2023 Update to Scrutiny Leadership Board</p>		<p>September 2023</p>	

Recommendation	Cabinet Member's Comments	Rec Accepted by Executive?	Target Date for Action	Lead Officer	Committee Update	Notes
<p>Recommendation Two</p> <p>Visibility of Services and Community Groups:</p> <p>a) That the Executive give consideration to introducing a list of “approved” community groups, working to recognise operating and governance best practice. This should be accessible via the Council website or partner organisations.</p> <p>b) That the FYI Directory take a proactive approach to ensuring Groups’ records are up-to-date. It is suggested that to facilitate this a six monthly email confirming the details are correct should be sent out, if three of these emails be ignored then the page be removed.</p>	<p>Agreed, but also emphasises that consideration should also be given to how we make groups accessible to residents. As well as how we ensure work is community led.</p>		<p>September 2023 Update to Scrutiny Leadership Board</p>		<p>September 2023</p>	

Recommendation	Cabinet Member's Comments	Rec Accepted by Executive?	Target Date for Action	Lead Officer	Committee Update	Notes
<p>Recommendation Three</p> <p>Digital Blackpool:</p> <p>a) That the Review Panel supports the expansion of Digital Blackpool across Blackpool.</p> <p>b) That the Executive investigate how the Council's libraries can be promoted as a place for individuals who have poor digital skills to be digitally empowered including using Digital Blackpool via the Library App and to train residents to use the libraries to access newspapers and magazines.</p>	<p>Although this recommendation is welcome consideration needs to be given to how we link people to libraries, especially those in areas not physically close to one.</p> <p>Opportunities to achieve this by linking access to libraries with public transport also exist.</p>		<p>September 2023 Update to Scrutiny Leadership Board</p>		<p>September 2023</p>	

Recommendation	Cabinet Member's Comments	Rec Accepted by Executive?	Target Date for Action	Lead Officer	Committee Update	Notes
<p>Recommendation Four</p> <p>That the Council's website be reviewed as follows:</p> <p>a) That links to the Council's Wholly-Owned Companies be added to the website's homepage to create a "one-council" ethos, making the relationship between the Council and companies clear.</p> <p>b) That consideration be given to having links next to Council services' information on the website, e.g. Waste, with "you may be interested in" ways to get involved.</p> <p>c) That an online pathway be developed for residents to suggest ideas on improving a service.</p>	<p>Agreed the recommendations but asked that the following be noted;</p> <p>Conversations with officers have already begun on creating a webpage for the Council's Wholly-Owned Companies, and the work they undertaken in fulfilling the council's priorities is considered vital to future prosperity.</p> <p>The development of a Communications Plan is also underway and it is foreseen that this will address some of the issues raised.</p>		<p>September 2023 Update to Scrutiny Leadership Board</p>		<p>September 2023</p>	

Recommendation	Cabinet Member's Comments	Rec Accepted by Executive?	Target Date for Action	Lead Officer	Committee Update	Notes
<p>d) That once a brand name has been created, it is recommended that the media strategy under the new brand should regularly showcase services achievements in respect of Channel Shift with details of before and after of completed projects, to demonstrate the how a project makes a differences to residents.</p> <p>e) A review to overhaul the Blackpool Parks webpage be undertaken to ensure that information is up-to-date and interactive with ways for people to "Get Involved" with an approved Park Community Group being promoted on each Park page where applicable.</p>	<p>It is also accepted that more can be done to highlight the good work being undertaken in Blackpool's Parks.</p>					

Recommendation	Cabinet Member's Comments	Rec Accepted by Executive?	Target Date for Action	Lead Officer	Committee Update	Notes
<p>Recommendation Five</p> <p>That Blackpool Coastal Housing Ltd be requested to consider:</p> <p>a) That the online booking of community centres operated by BCH be promoted to improve access for community groups and third sector organisations and that BCH promote the activity at each centre via their website to cross promote and also show clear commitment to Corporate Social Responsibility.</p> <p>b.) That BCH staff working with residents with ASB adopt a holistic approach working with the resident to link them into community groups and support organisations, recognising that ASB can be part of a larger picture of frustration/need.</p>	<p>Agreed</p>		<p>September 2023 Update to Scrutiny Leadership Board</p>		<p>September 2023</p>	

Recommendation	Cabinet Member's Comments	Rec Accepted by Executive?	Target Date for Action	Lead Officer	Committee Update	Notes
<p>Recommendation Six</p> <p>The staff suggestion box on the intranet Hub be enhanced to allow the sharing of ideas of best practice rather than purely a form to submit ideas. This would also allow for success stories to be promoted and communicated across Council services.</p>	<p>Agreed</p>		<p>September 2023 Update to Scrutiny Leadership Board</p>		<p>September 2023</p>	
<p>Recommendation Seven</p> <p>To explore the potential for integrating the NHS's EMIS system and the Council's systems so that GPs can monitor the progress of individuals referred to the social prescribing programme.</p>	<p>Agreed</p>		<p>September 2023 Update to Scrutiny Leadership Board</p>		<p>September 2023</p>	

Recommendation	Cabinet Member's Comments	Rec Accepted by Executive?	Target Date for Action	Lead Officer	Committee Update	Notes
<p>Recommendation Eight</p> <p>That the luggage label information service on residents' bins be promoted to council departments as a method of engaging with the community, highlighting that this service can be targeted at certain locations or town wide for a reasonable price.</p>	<p>Agreed</p>		<p>September 2023 Update to Scrutiny Leadership Board</p>		<p>September 2023</p>	

Recommendation	Cabinet Member's Comments	Rec Accepted by Executive?	Target Date for Action	Lead Officer	Committee Update	Notes
<p>Recommendation Nine</p> <p>That the Executive explore the opportunities for residents to get involved, based on the model operated by Vancouver City Council, including the possibility of schemes such as Adopt a Drain, Adopt an alleyway, Become a litter picker and Neighbourhood Clean-up Party.</p>	<p>Agreed, but also asked that it be noted that;</p> <p>A pilot of a project on improving alleyways is planned for later in 2022 which will focus on enforcement and street cleansing I problem areas and look at how they can be improved.</p> <p>Helping people to have pride in their local area is also recognised as important.</p>		<p>September 2023 Update to Scrutiny Leadership Board</p>		<p>September 2023</p>	

Recommendation	Cabinet Member's Comments	Rec Accepted by Executive?	Target Date for Action	Lead Officer	Committee Update	Notes
<p>Recommendation Ten</p> <p>In relation to the Staff and Residents Newsletter that the Executive give consideration to:</p> <p>a) That the staff newsletter be expanded to include examples of community engagement success stories. This could also be included with a new section on the staff hub.</p> <p>b) That in addition to the staff newsletter a monthly newsletter for residents be developed to promote "Get Involved" activities.</p>	<p>Agreed, getting residents more involved is positive for Blackpool.</p>		<p>September 2023 Update to Scrutiny Leadership Board</p>		<p>September 2023</p>	

Report to:	EXECUTIVE
Relevant Officer:	Neil Jack, Chief Executive
Relevant Cabinet Member	Councillor Jo Farrell, Cabinet Member for Adult Social Care, and Community Health and Wellbeing
Date of Meeting:	5 September 2022

NHS AND SOCIAL CARE INTEGRATION: PLACE BASED PARTNERSHIP DEVELOPMENTS

1.0 Purpose of the report:

1.1 To inform members of recent changes in the footprint of the Health and Social Care Place Based Partnership (PBP) and to seek their endorsement and commitment to the Council's active participation in relevant groups and to note the appointment (subject to confirmation at the Chief Officers Employment Committee meeting to be held on 5 September 2022 at 5.15pm) of a joint Director of Health and Care Integration for Blackpool.

2.0 Recommendation(s):

2.1 To support the Lancashire and South Cumbria Integrated Care Board's (ICB) decision to change the Place Based Partnership footprint from Fylde Coast (Blackpool, Fylde and Wyre) to Blackpool, in line with the Upper Tier Local Authority footprint and as one of four Place Based Partnerships in Lancashire and South Cumbria (formerly five), each co-terminus with their respective Upper Tier Local Authorities.

2.2 Subject to confirmation at the Chief Officers Employment Committee to note the appointment of Karen Smith, Blackpool Council Director of Adult Social Services (DASS) to the joint Local Authority and Integrated Care Board appointment of Director of Health and Care Integration for Blackpool, (encompassing the statutory Director of Adult Social Services role).

2.3 To endorse the active participation of relevant Council Officers and Members in key groups relating to the Place Based Partnership for Blackpool and to note that the Leader of the Council will appoint elected member representatives under the appointments to outside body executive delegation.

3.0 Reasons for recommendation(s):

- 3.1 National Policy sets out a clear intention of a more joined-up approach to health and care built on collaborative relationships; using the collective resources of the local system, NHS, local authorities, the voluntary sector and others to improve the health of local areas.

The changes made by the Integrated Care Board to the Place Based Partnership footprint, together with the joint Local Authority and NHS appointment of a Director of Health and Care Integration for Blackpool, allow resources and decision making to be aligned to local needs and priorities for Blackpool. As it is co-terminus with the local authority area it also allows a more simplified structure to operate. Elected members, businesses, health, social care, and community organisations, together with our residents will be better able to shape and influence priorities specific to Blackpool, rather than the wider Fylde Coast, whose population in many respects has different characteristics and needs.

The Council and its partners must work together to improve outcomes for people already in need of health and care services and to focus efforts on supporting the lifelong journey of the population to be born healthier, enjoy better lifelong health and wellbeing and a longer life. Blackpool's outcomes in these areas remain among the poorest in England and reducing health inequalities is a key policy aim.

- 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 The Integrated Care Board's has already made the decision to move to 4 Place Based Partnerships, coterminous with Upper Tier Local Authorities. It is open to the Council not to support attendance at the relevant meetings. It is also open to the Council not to support the joint appointment of a Director of Health and Care Integration for Blackpool.

5.0 Council priority:

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

6.0 Background information

6.1 In Lancashire and South Cumbria Place Based Partnerships were formed around 5 footprints across the 8 legacy Clinical Commissioning Groups (CCG) and aligned to the acute provider trust footprints across Lancashire and South Cumbria. None of these place partnerships were coterminous with the Council area. The Integrated Care Board reviewed this and has decided aligning the place partnerships to the four upper tier local authority boundaries will promote deeper integration and collaboration with health and social care and facilitate the engagement of the whole town in responding to the many health challenges it faces and achieves better health outcomes for the population.

6.2 What will the Integrated Care Board do?

The Lancashire and South Cumbria Integrated Care Board is the NHS organisation responsible for developing a plan for meeting the health needs of the population, managing the NHS budget and arranging for the provision of health services in a geographical area. NHS Lancashire and South Cumbria Integrated Care Board (ICB) was formally established as a new statutory body on 1 July 2022, replacing the eight clinical commissioning groups across Lancashire and South Cumbria. Although the Integrated Care Board is a new organisation, it will build on the successful work by all health and care organisations, including Clinical Commissioning Groups, over the last few years. The Integrated Care Board now holds commissioning responsibilities held previously by Clinical Commissioning Groups, as well as some of NHS England's commissioning functions, including delegated responsibility for commissioning the four elements of primary care (Dental and Eye Health from April 2023) and some specialised services.

6.3 Lancashire and South Cumbria Integrated Care Board aims to develop longer term partnership relationships with delivery partners. The Integrated Care Board is enabled by new powers to enter into delivery partnerships without a competitive process, this will allow funding to flow to public service and voluntary, community, faith and social enterprise organisations without a tender and contract process and enables increased flexibility and secures efficiencies which can be re-directed to invest in front-line service.

6.4 It is determined that our places will be the engine room and focus of the integration and health creation ambition. Progressing integration and tackling health inequalities in the places our citizens live will, as a principle of the target operating model, be prioritised for investment funding and the deep integration with local authorities and adult social care is seen as a key aspect of achieving the ambition to tackle inequalities and improve the health and wellbeing of our population.

6.5 The upper tier Local Authorities in Lancashire and South Cumbria and the Integrated Care Board have a requirement to ensure appropriate arrangements are in place to establish a Lancashire and South Cumbria Health and Care Partnership (known nationally as the Integrated Care partnership) from 01 July 2022. The development of this partnership is planned to happen in two phases between May and December 2022. The set-up phase (May

and June 2022) involved the establishment of the terms of reference and confirmation of the membership by each partner organisation. A copy of these terms of reference is attached at Appendix 4 (a). This will be followed by a development phase (July to December 2022) that includes establishing priorities for the integrated strategy and confirming how this partnership interfaces with other partnerships in the system (e.g. Health and Well Being Boards).

6.6 Will places hold local budgets and commission services?

During 2022/23, NHS England has been clear that there can be no delegations from the Integrated Care Board. However, the Integrated Care Board remains committed to the principle of subsidiarity and therefore it is anticipated that places will receive a financial allocation for place initially, which will then evolve into a position of delegated financial decision-making as places mature and as the financial framework for the ICB is developed. By making its places coterminous with local authority footprints, there is also the potential for greater pooling of NHS and local government funding, such as has been achieved via the Better Care Fund.

6.7 Whilst formal commissioning of delivery partnerships will be the responsibility of the Integrated Care Board, it is envisaged that places will be involved in the decision-making around this in the future through the Directors of Health and Care Integration. It should also be noted that places will have a wealth of resources at their disposal to plan and deliver health and care services for their residents, including people, community assets and the financial allocations that are available to each of the partners in a place.

6.8 The Board has agreed to the establishment and development of Place with a clear statement of remit, delegations, and desired outcomes. This will help all partners understand what is within and outside of the scope of place-based partnerships. Understanding the framework within which place operates will help partners at place build or maintain trust relationships and develop a common purpose.

6.9 When will the new leads for each place-based partnership be recruited? And what role will they play?

The four new directors of health and care integration roles will directly report into the Integrated Care Board executive team and local authorities' executive officer teams. Places will focus on achieving deeper integration, by looking at functions such as integration of health and care, Continuing Health Care, Safeguarding, Special Educational Needs and Disabilities, improving care home quality, and enhancing community and mental health provision.

6.10 The Integrated Care Board and local authorities collectively appointed the new directors of health and care integration for place-based partnerships and these were announced at the end of July 2022.

6.11 Hearing the voice of our community and including them in shaping and influencing what we do and how we do it

Blackpool's residents and communities are a fundamental part of the partnerships which exist and their voice and lived experience is vitally important in creating the culture of a social movement in our neighbourhoods and places, in ensuring that residents' needs are heard and understood and in shaping services that meet local needs. Place-based partnerships will ensure engagement involves co-production and that feedback is listened to. Much of what has been heard from local communities is that what they consider as 'place' is much more focused around the towns, villages and communities which they live in and recognition and awareness of the existing five place-based partnership areas is very low.

6.12 The partnerships will also engage with residents to encourage a social movement that fosters and enhances an increased responsibility for health and wellbeing and mobilises communities to support each other better.

6.13 Shaping Outcomes by Acting on Determinants of Health and Wellbeing

The determinants of health for individuals begin in pregnancy and continue through their lifelong journey, shaped by their experiences, actions, decisions, and situation in life. A good and happy education, healthy lifestyle, informed choices, decent affordable housing, supportive social networks and a job with at least a living wage. Everyone has a role to play in their own health and wellbeing and that of their community. These determinants are not guarantees of lifelong good health, but they do increase the chances of good health and wellbeing outcomes, shape how help and support is accessed and how well care and treatment is responded to when it is required.

Health and Care services cannot influence all these areas alone. In a Place Based Partnership, the partnership will work with and for the residents and communities, drawing in all those that can have an impact – housing providers, employers, businesses, leisure operators, educational settings, voluntary, faith and community organisations. At the same time, Health and Care services need to gear up to deliver service in a way that meets the needs and locations of the people and communities they service.

6.14 Where will Blackpool's Place Based Partnership Focus its Efforts?

From the many challenges and opportunities for Blackpool from this way of working, the Partnership will need to identify a small number of 'big ticket' areas on which to focus – things that are both significantly impactful to the health and wellbeing outcomes of the people of Blackpool and also deliverable.

6.15 Building on the enormous amount of foundational work and research that has already gone into place-based partnership and the delivery of better health and wellbeing outcomes, this will be a key early task for the Director of Health and Care Integration to distil the key deliverable areas and galvanise commitment from across the partners. This will almost certainly involve community health and care services being much more closely aligned in the

pursuit of better care and support, but focusing attention on some of our key areas that currently determine much poorer outcomes for our residents will also be important. A key factor in this will be the engagement and involvement of the community.

6.16 There will also be work to identify where investment in another part of the system can impact significantly and positively on reducing pressures on urgent and emergency acute health services, initially releasing the inexorable rise in demand pressures that are widely experienced and seen in the urgent and emergency care services of all types, but ultimately (and potentially relatively quickly) freeing them up to do more of the planned work that both improves the health and wellbeing of the population and enables them to access the financial resources that come from doing this work, freeing up further investment for community services and preventive work.

6.17 **Wider Geographical considerations**

There will be times when it will be essential to work on a wider Fylde Coast footprint – for example in relation to the following (this is not an exhaustive list):

- (a) The acute hospital footprint. The activity around prevention of admission and facilitation of timely discharge is a joint partnership between acute and community health providers and both Blackpool Council and Lancashire County Council. Bottom line, a bed occupied when no longer needed by a Fylde or Wyre resident is a bed not available to a Blackpool resident.
- (b) The Mental Health provision. In Blackpool, this is an alignment of a specialist provider (Lancashire and South Cumbria Foundation Trust), Blackpool Teaching Hospitals and Blackpool Council Adult Social Care. The former two organisations operate on a broader footprint and again in terms of bed-based care, a bed occupied by anyone is a bed not available to Blackpool residents.
- (c) Existing Collaborative Working Arrangements. Some GP Surgeries stretch over the border into their neighbouring boroughs. Pragmatic arrangements are in place to ensure that other relevant services are available to all patients. Blackpool’s social care services work together with Lancashire County Council where issues cross council boundaries, or where collaborative working delivers strength of design, approach and response.

6.18 **How does the Place Based Partnership fit with existing Governance, Oversight and formal Boards?**

The Health and Wellbeing Board, chaired by Councillor Jo Farrell, is a key element of the Place Based Partnership and its membership comprises many (but not all) of the essential partners. A review of membership and purpose, relative to the purpose of a Placed Based Partnership will help the opportunities be understood to ensure that duplication is kept to a minimum and that decision making is in the correct forum. There are opportunities to

strengthen its influence and direction of strategy and actions and refresh its focus on the key areas under its remit.

- 6.19 The Council’s Adult Social care and Health Scrutiny Committee has the opportunity to have clear oversight, challenge and accountability for the activities of the Place Based Partnership, particularly in relation to directly relevant Health and Care integration and delivery matters.
- 6.20 Does the information submitted include any exempt information? No

7.0 List of Appendices:

- 7.1 Appendix 4 (a) – Terms of Reference of the Lancashire and South Cumbria Health and Care Partnership

8.0 Financial considerations:

- 8.1 One of the outputs of a Place Based Partnership is intended to be a better alignment of resources and shifting investment to where it can have optimal effect, whilst ensuring that direct service delivery is adequately resourced.

9.0 Legal considerations:

- 9.1 At this stage there are no plans to create new legal entities or merge existing ones. There is a draft Memorandum of Understanding between Blackpool Council and Lancashire and South Cumbria covering the joint role of Director of Health and Care Integration.

10.0 Risk management considerations:

- 10.1 Place Based Partnership working is an integral element of national policy direction for Health and Social Care. Alignment with Upper Tier Local Authority boundaries brings our approach much more into line with other areas of the country and is designed to optimise the distribution of resources and clearly align public services with the needs of the community and all those that have something to contribute.

11.0 Equalities considerations:

- 11.1 Aligning relevant organisations in this way supports the work needed to reduce health inequalities in the population of Blackpool and better respond to those that need support.

12.0 Sustainability, climate change and environmental considerations:

- 12.1 Localising the approach will help to reduce travel across Lancashire and South Cumbria and make best use of our capital assets and buildings.

13.0 Internal/external consultation undertaken:

13.1 A significant partner consultation exercise took place across all of Lancashire and South Cumbria regarding these proposed changes, the outcomes of which are outlined in the final report, the link to which is in the appendices to this report.

14.0 Background papers:

14.1 [Item 09 - Place Based Partnership Review.pdf \(healthierlsc.co.uk\)](#)

[Lancashire and South Cumbria Health and Care Partnership :: Frequently asked questions - review of place-based partnerships \(healthierlsc.co.uk\)](#)

15.0 Key decision information:

15.1 Is this a key decision? No

15.2 If so, Forward Plan reference number:

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

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

16.0 Call-in information:

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

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

TO BE COMPLETED BY THE HEAD OF DEMOCRATIC GOVERNANCE

17.0 Scrutiny Committee Chairman (where appropriate):

Date informed: N/A

Date approved:

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

18.1

19.0 **Summary of Discussion:**

19.1

20.0 **Executive decision:**

20.1

21.0 **Date of Decision:**

21.1

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

22.1

23.0 **Date Decision published:**

23.1

24.0 **Alternative Options Considered and Rejected:**

24.1

25.0 **Executive Members in attendance:**

25.1

26.0 **Call-in:**

26.1

27.0 **Notes:**

27.1

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Lancashire and South Cumbria Integrated Care System

Lancashire and South Cumbria Health and Care Partnership Terms of Reference

Approved: *date*

Next Review due: *January 2023*

1. Background and Context

- 1.1. Lancashire and South Cumbria Integrated Care Board (ICB) and Blackburn with Darwen Borough Council, Blackpool Council, Cumbria County Council, Lancashire County Council and North Yorkshire County Council have resolved to establish a committee known locally as the Lancashire and South Cumbria Health and Care Partnership (referred to nationally as the Integrated Care Partnership), in accordance with Schedule 1A of the National Health Service Act 2006 (as amended) ("the NHS Act").

2. Purpose

- 2.1. An Integrated Care Partnership (ICP), is a broad alliance of organisations and representatives concerned with improving the care, health and wellbeing of the population, jointly convened by local authorities and the NHS. Locally, we are describing this as the **Lancashire and South Cumbria Health and Care Partnership (LSC HCP)** referred to as the Partnership.
- 2.2. National guidance outlines the following core purposes of an ICP;
 - Achieve the four common aims of ICS's;
 1. Improve outcomes in population health and healthcare
 2. Tackle inequalities in outcomes, experience and access
 3. Enhance productivity and value for money
 4. Help the NHS support broader social and economic development
 - Build shared purpose and common aspiration across the whole-system to help people live healthier and more independent lives for longer, set out in an Integrated Care Strategy. The strategy will be informed by both Health and

Wellbeing Boards (HWB) and Joint Strategic Needs Assessments (JSNA) and is a statutory requirement.

- 2.3. The Partnership will focus on setting short, medium, and long-term priorities and agreeing intended outcomes that are aligned to our strategic aims (as above). It will seek assurance on delivery of these outcomes from the relevant organisations/sectors/partnerships across the system to be certain that the Partnership is adding value and moving towards delivery of its ambitions.

3. Scope

- 3.1. The Partnership will be a statutory component of the Lancashire and South Cumbria system and will provide a strategic, multi-sectoral perspective to the strategy and ways of working of the health and care system, built upon existing partnerships, without duplicating.
- 3.2. It is important that the scope and function of the Partnership is well-defined, both in its own right and within the context of the wider landscape. The Partnership will therefore focus on:
 - Tackling the most complex issues that cannot be solved by individual organisations, and/or where the potential achievements of working together are greater than the sum of the constituent parts.
 - Staying strategic and avoid being drawn into operational detail.
 - A small number of key priorities

4. Role and Functions

- 4.1. Developing an Integrated Care Strategy to address the broad physical health, mental health and social care needs of the population (both children and adults), including determinants of health such as employment, environment, and housing issues.
- 4.2. To plan for the future and develop strategies for using available resources creatively in order to address the longer-term challenges which cannot be addressed by a single sector or organisation alone.
- 4.3. Ensuring the right partnerships, policies, incentives, and processes are in place to support practitioners and local organisations to work together to help people live healthier and more independent lives for longer.
- 4.4. Complementing place-based working and partnerships, developing relationships and tackling issues that are better addressed within a larger geographical area.
- 4.5. Supporting broad and inclusive integration across places and driving meaningful improvements in cross-cutting health and care outcomes and experiences. The Partnership will provide a forum for agreeing collective objectives, enabling place-based partnerships to thrive alongside opportunities for connected scaled activity to address population health challenges. This can be achieved through:

- a) highlighting where coordination is needed on health and care issues and challenging partners to deliver the action required. These include, but are not limited to:
 - i. helping people live more independent, healthier lives for longer.
 - ii. taking a holistic view of people's interactions with services across the system and the different pathways within it.
 - iii. Taking a whole-system view of workforce requirements and identifying opportunities to deliver different workforce models to improve outcomes.
 - iv. addressing inequalities in health and wellbeing outcomes, experiences and access to health services.
 - v. improving the wider social determinants that drive these inequalities, including employment.
 - vi. housing, education, environment, and reducing offending.
 - vii. improving the life chances and health outcomes of babies, children and young people.
 - viii. improving people's overall wellbeing and preventing ill-health.
- 4.6. The Partnership will need to evolve, and therefore we will use 2022/23 to develop its role and remit, along with optimising ways of working with Place-based Partnerships, Health and Wellbeing Boards and other existing partnerships such as the Lancashire and South Cumbria Provider Collaborative and the Lancashire Enterprise Partnership. Health and Wellbeing Boards will also use this period to review their ways of working in the context of the new, wider system architecture. The Partnership will also need to adapt as the local government reorganisation progresses in Cumbria, as the new authorities operate from 1st April 2023.
- 4.7. It is important to note that there is a highly permissive approach to the development of ICP's and we will maximise this opportunity and be bold and ambitious in identifying shared priorities, in setting out our desired outcomes, and in delivering these through truly integrated ways of working. This will require a new level of commitment to partnership working and will need us to focus on the culture and behaviours necessary to enable us to see a difference from what has gone before.

5. Key Principles

- 5.1. Come together under a distributed leadership model and commit to working together equally.
- 5.2. Use a collective model of decision-making that seeks to find consensus between system partners and make decisions based on unanimity as the norm, including working through difficult issues where appropriate.
- 5.3. Operate a collective model of accountability, where partners hold each other mutually accountable for their shared and individual organisational contributions to shared objectives.

- 5.4. Agree arrangements for transparency and local accountability, including meeting in public with minutes and papers available online.
- 5.5. Focus on improving outcomes for people, including improved health and wellbeing, supporting people to live more independent lives, and reduced health inequalities.
- 5.6. Champion co-production with our residents and inclusiveness throughout the ICS.
- 5.7. Support the triple aim (better health for everyone, better care for all and efficient use of NHS resources), the legal duties on statutory bodies to co-operate and the principle of subsidiarity (that decision-making should happen at the most local appropriate level).
- 5.8. Ensure place-based partnership arrangements are respected and supported, and have appropriate resource, capacity and autonomy to address community priorities, in line with the principle of subsidiarity.
- 5.9. Draw on the experience and expertise of professional, clinical, political and community leaders and promote strong clinical and professional system leadership.
- 5.10. Create a learning system, sharing evidence and insight across and beyond the ICS, crossing organisational and professional boundaries.

6. Membership and Chair

6.1. The membership of the partnership will consist of:

Sector	Organisation	Position	Notes
Local Government	Upper Tier Local Authority (TBC)	Chair	Elected Member*
Voluntary, Community, Faith and Social Enterprise Sector	Voluntary, Community, Faith and Social Enterprise Sector	Deputy Chair	VCFSE reps to be determined by the sector, but proposal is to include three representatives that include a range of perspectives from larger service provider organisations, community groups and Hospices
Local Government	Blackpool Council	Elected Member	*Four UTLA Elected Members, from Blackpool, Blackburn, Cumbria, Lancashire in total, one of which will take the Chair on an annual basis **For our fifth UTLA, we will have a separate process for ensuring engagement with North Yorkshire County Council, which will be formally documented in the revision to this TOR in January 2023 (2 rep for the Districts, one from an urban area and one from a rural area)
Local Government	Blackburn with Darwen Borough Council	Elected Member	
Local Government	Cumbria County Council (until April 2023)	Elected Member	
Local Government	Lancashire County Council	Elected Member	
Local Government	District Council (TBC)	Elected Member	
Local Government	District Council (TBC)	Elected Member	
NHS ICB	LSC ICB	ICB Chief Executive	
Providers (Primary Care)	LSC ICB	Partner Member for Provider of Primary Medical Services	
Providers (Mental Health)	Provider Collaborative	Clinical Representative for Mental Health Services	

Providers (Acute and Community)	Provider Collaborative	Clinical Representative for Acute and Community Services	
Place-based Partnerships	LSC ICB / Local Authority	Director of Health and Care Integration	(1 rep on behalf of the places)
Place-based Partnerships	Place-based Partnerships	Chair	(1 rep on behalf of the places)
Voluntary, Community, Faith and Social Enterprise Sector	VCFSE**	Representative	VCFSE to be determined by the sector, but proposal is to include three representatives that include a range of perspectives from larger service provider organisations, community groups and Hospices
Voluntary, Community, Faith and Social Enterprise Sector	VCFSE**	Representative	
Public, Patients and Communities	Healthwatch***	Representative	Healthwatch has a specific statutory role within ICPs. The legislation will require ICPs to involve their local Healthwatch organisations on the preparation of their strategies.
Public, Patients and Communities	LSC ICB Public and Patient Involvement Committee	Chair	
Public, Patients and Communities	The Independent Race and Equality Panel (I-REP) for Lancashire	Representative	
Business	Lancashire Enterprise Partnership Health Sector Board ****	Chair	To be noted that this covers Lancashire, Blackpool and Blackburn, but not Cumbria or North Yorkshire
Higher Education	University (TBC)	Vice Chancellor	
			Total – 20

6.2. The members of the Partnership shall be jointly appointed with approval from the ICB and the upper tier Local Authorities

6.3. Members of the Partnership should aim to attend all scheduled meetings. The Chair of the Partnership will review any circumstances in which a member's attendance falls below 75% attendance.

6.4. The Partnership may co-opt additional members subject to the following terms:

- They have subject matter expertise required to support the Partnership in meeting its responsibilities
- They represent a community, place, or organisation required to support the Partnership in meeting its responsibilities.

6.5. Partnership members may nominate a suitable deputy when necessary and subject to the approval of the Chair. All deputies should be fully briefed, and the secretariat informed of any agreement to deputise so that quoracy can be maintained.

6.6. No person attending the meeting in one role can additionally act on behalf of another person as their deputy

6.7. The ICB and local authorities will jointly select a Partnership Chair, appointed on an annual rotational basis, from each of the upper tier local authorities. The first authority taking the role for 2022/23 will be (tbc).

- 6.8. The Deputy Chair will be a representative from the VCFSE sector, which will also rotate on an annual basis.
- 6.9. Membership may change as the priorities of the Partnership evolve and whilst the Partnership must engage with a wide range of stakeholders and understand the different viewpoints across the system and communities, membership should be kept to a productive level.

7. Quorum

- 7.1. Quoracy - A quorum shall be XXX [Number or percentage] [TBC Once the Partnership has met] Partnership members, which must include:
 - TBC once the Partnership has met
- 7.2. At the start of the meeting, the Chair will confirm that the Partnership is quorate, after any actions have been taken to manage any declared conflicts of interest.
- 7.3. Nominated deputies attending ICP meetings, on behalf of substantive members, will count towards quorum.
- 7.4. If a meeting is not quorate, the Chair may adjourn the meeting to permit the appointment or co-option of additional members if necessary. The Chair will have the final decision as to their suitability.
- 7.5. Any decisions put to a vote at a ICP meeting shall be determined by a majority of the votes of members present. (For clarity: members may be physically attending the meeting or participating by an agreed telecommunications link).
- 7.6. In the case of an equal vote, the Chair shall have a second and casting vote. The Chair will declare the result of the vote.

8. Meetings

- 8.1. The Partnership will meet on a regular basis, meeting at least four times per year, and have an annual rolling programme of meeting dates and agenda items. The frequency of the meetings will be determined in the development phase (July-December 2022), and the terms of reference updated.
- 8.2. There will be administrative support required for the meetings which will include:
 - Giving notice of meetings (including, when the Chair of the ICP deems it necessary in light of the urgent circumstances, calling a meeting at short notice)
 - Issuing an agenda and supporting papers to each member and attendee no later than 5 days before the date of the meeting; and
 - Ensuring an accurate record (minutes) of the meeting.
- 8.3. The responsibility for this administrative support will be determined during the development phase (July-December 2022).
- 8.4. Meetings of the Partnership will be held in public and agendas and papers will be published at least seven working days in advance of the meeting except where confidential or sensitive information is likely to be disclosed. This may include:

- information given to any of the partners in confidence,
- information about an individual that it would be a breach of the Data Protection Act to disclose, or
- information the disclosure of which could prejudice the commercial interests of any of the partners or third parties

9. Decision-making

- 9.1. The aim of the Partnership is to achieve consensus decision-making wherever possible.
- 9.2. Each voting member of the Partnership shall have one vote.
- 9.3. If the Chair determines that there is no consensus or one member disputes that consensus has been achieved, a vote will be taken by the Partnership members. The vote will be passed with a simple majority the votes of members present. In the case of an equal vote, the Chair shall have a second and casting vote.
- 9.4. The result of the vote will be recorded in the minutes and a record will also be made of the outcome of the voting for the other ICB committees.
- 9.5. All decisions taken in good faith at a meeting of the Partnership shall be valid even if there is any vacancy in its membership or, it is discovered subsequently, that there was a defect in the calling of the meeting, or the appointment of a member attending the meeting

10. Governance

- 10.1. The Partnership will agree a number of minimum requirements that demonstrate full commitment to delivery of agreed system priorities, along with an accompanying development programme that sees 2022/23 as a year of evolution.
- 10.2. A key priority is understanding the interface – i.e. the role of, and relationships between this Partnership and other fora (including but not limited to) the Health and Wellbeing Boards, and the Place-based Partnerships. This work will be concluded in the development phase and inform the evolution of the Partnership.

11. Sub Committees & Delegation

- 11.1. The Partnership may delegate tasks to such individuals, sub-committees or individual members as it shall see fit, provided that any such delegations are consistent with the parties' relevant governance arrangements, are governed by Terms of Reference as appropriate, and reflect appropriate arrangements for the management of conflicts of interest.

12. Accountability/relationships/assurance/authority

- 12.1. National guidance provides the following detail on the status and establishment of an ICP:

- Will be established in law as a statutory committee of the ICS.
- Not a statutory body; therefore, members come together to take decisions on an integrated care strategy, but the committee does not take on functions from other parts of the system.
- Must be established locally and jointly by the relevant local authorities and the ICB as equal partners.
- Local authorities and designated ICB chairs and Boards should meet in the Partnership as co-owners and equal partners of that committee.
- Should evolve from existing arrangements, with mutual agreement on terms of reference, membership, ways of operating and administration.
- To facilitate broad membership and stakeholder participation, Partnerships may use a range of sub-groups, networks and other methods to convene parties to agree and deliver the priorities set out in the shared strategy.

13. Code of conduct/managing conflicts of interest

**To be developed, including resolution, values, standards and behaviours during the development phase from July – December 2022*

Report to:	EXECUTIVE
Relevant Officer:	John Blackledge Director of Community and Environment
Relevant Cabinet Member	Councillor Jane Hugo, Cabinet Member for Climate Change and Environment
Date of Meeting	5 September 2022

BLACKPOOL COAST PROTECTION SCHEMES – USE OF ENVIRONMENT AGENCY FRAMEWORK FOR SELECTION OF CONTRACTORS AND DESIGNERS

1.0 Purpose of the report:

- 1.1 To provide the background information to enable the Executive to approve the recommendation to use the Environment Agency’s Collaborative Delivery Framework for the selection of the Designers and Contractors to deliver the Blackpool Coast Protection Schemes.

2.0 Recommendation(s):

- 2.1 To approve the use of the Environment Agency’s Collaborative Delivery Framework to select the Designers and Contractors for the Blackpool Coast Protection Schemes between 2022 and 2027 and deliver the Coast Protection schemes.

3.0 Reasons for recommendation(s):

- 3.1 The Environment Agency has been through a rigorous procurement process to select Designers and Contractors for their Collaborative Delivery Framework which also allows Local Authorities to utilise the framework for Coast protection and flood risk management schemes.

The Designers and Contractors are specialist in the delivery of Coast Protection Schemes.

The Environment Agency is funding the Coast Protection Schemes and has recommended the use of their frameworks due to the rigorous process of selection and the terms of engagement.

The Council will benefit from early contractor engagement and negate the requirement of lengthy procurement process.

- 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 The Council could undertake its own procurement exercise although this would require a significant amount of time and resource.

To not proceed with the coast protection scheme putting in excess of 3600 properties at increased risk of flooding.

5.0 Council priority:

- 5.1 The relevant Council priority is both:
- "The economy: Maximising growth and opportunity across Blackpool"
 - "Communities: Creating stronger communities and increasing resilience"

6.0 Background information

- 6.1 The Blackpool Coastal Strategy (the strategy) was approved by the Environment Agency in 2012 and details the strategic approach to managing flood and erosion, risk to people, property and other assets in the strategy area over the next 100 years.

The strategy area extends 11km from Kingsway in the North of Blackpool to Squires Gate in the South and is divided into 6 sub-units. In order to achieve the objectives of the strategy a long list of options are included in the strategy that determine which options are viable technically, economically and environmentally.

The strategy also provides an outline programme for implementation of the Capital works to provide the technical, economic and environmentally solutions which is detailed in sub units along the strategy area.

The defences are visually inspected on an annual basis and the maintenance required is determined, however consideration is also given to the condition and the ability for repairs to maintain the integrity of the coast protection.

In respect of Sub cell B1.2 Little Bispham to Bispham and sub cell 1.4, Gynn Square to Cocker Square significant deterioration in the coast protection was detected and Blackpool Council

applied for funding to accelerate these Capital works outline and planned in the strategy.

Following the delivery of the Outline business case in line with the Strategy for sub cells B1.2 and B1.4, and in recognition of the urgent need to maintain the integrity of the coast protection Blackpool Council has been allocated £61m for the Coast Protection Schemes in these two sub-areas.

- 6.2 The Council do not have the in- house resources to design and construct the works and therefore need to appoint suitable Designers and Contractors.

The Environment Agency has a Framework of Designers and Contractors known specifically as the Collaborative Delivery Framework, this framework was the result of a rigorous procurement process in the selection of suitable Designers and Contractors for Coast Protection Schemes.

The Environment Agency's Collaborative Delivery Framework is available for Local Authorities to use.

The Environment Agency are promoting the use of the Collaborative delivery Framework for the Blackpool Coast Protection schemes to enable timely delivery of the Coast Protection Schemes and to ensure that the Council has support from the Environment Agency's Framework Team to ensure that the Contracts are delivered in line with the procurement of the Contractors and designers.

6.3 **Legislative Requirement**

The Council is a Coast Protection Authority (CPA) and under the Coast Protection Act 1949 which protects the coast against erosion and encroachment by the sea.

- 6.4 Does the information submitted include any exempt information? No

7.0 **List of Appendices:**

- 7.1 None.

8.0 **Financial considerations:**

- 8.1 Blackpool Council has received a funding allocation of £61m to commence the Little Bispham to Bispham Coast Protections Scheme and the Gynn Square to Cocker Square Coast Protection scheme.

- 8.2 In addition the Council have received £340,000 to carry out an outline business case for the beach nourishment scheme between North pier and South Pier which if successful would also

benefit from the use of the Environment Agency's Collaborative Delivery framework, the current value of this scheme is £12m

9.0 Legal considerations:

9.1 Use of the Environment Agency's Framework provides a compliant procurement route.

9.2 All Contracts to be entered into would be subject to formal legal negotiations/formalities.

10.0 Risk management considerations:

10.1 Risk registers will be completed for all Coast protection schemes. This will include lessons learnt from any previous Coast Protection Schemes.

11.0 Equalities considerations:

11.1 An equality impact report will be prepared for all Coast Protection schemes

12.0 Sustainability, climate change and environmental considerations:

12.1 The Coast Protection schemes will undertake all sustainability, climate change impact an environmental considerations.

13.0 Internal/external consultation undertaken:

13.1 Consultation on the Little Bispham to Bispham and Gynn Square to Cocker Square projects took place during the preparation of the Outline Business Case and will continue during both pre and post contract activities.

13.2 All future coast protection schemes will also be subject to similar consultation at critical stages of the scheme

13.3 A Project Board has been established which will be chaired by the Director of Community and Environment.

14.0 Background papers:

14.1 None.

15.0 Key decision information:

15.1 Is this a key decision? Yes

15.2 If so, Forward Plan reference number: 15/2022

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

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

16.0 Call-in information:

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

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

TO BE COMPLETED BY THE HEAD OF DEMOCRATIC GOVERNANCE

17.0 Scrutiny Committee Chairman (where appropriate):

Date informed: 25 August 2022 Date approved:

18.0 Declarations of interest (if applicable):

18.1

19.0 Summary of Discussion:

19.1

20.0 Executive decision:

20.1

21.0 Date of Decision:

21.1

22.0 Reason(s) for decision:

22.1

23.0 Date Decision published:

23.1

24.0 Alternative Options Considered and Rejected:

24.1

25.0 Executive Members in attendance:

25.1

26.0 Call-in:

26.1

27.0 Notes:

27.1

Report to:	EXECUTIVE
Relevant Officer:	Alan Cavill, Director of Communications and Regeneration
Relevant Cabinet Member:	Councillor Mark Smith, Cabinet Member for Business, Enterprise and Job Creation
Date of Meeting	5 September 2022

LEVELLING UP FUND ROUND 2

1.0 Purpose of the report:

- 1.1 This report is to provide an update on the Levelling Up Fund (LUF) Round 2 bid submissions subsequent to the 25 April 2022 Executive decision (EX19/2022) which agreed to “delegate to the Chief Executive, after consultation with the Leader of the Council, the submission of the final bids by the deadline of 6th July 2022 and for the Executive to receive a report on the final submissions”

2.0 Recommendation(s):

- 2.1 To note the report.
- 2.2 To authorise the Head of Legal services to enter into such contracts as are necessitated by a successful approvals to deliver the schemes.
- 2.3 To note that the Executive will receive further reports in respect of prospective business loans for the Multiversity and Hotel Indigo Former Post Office Hotel in the event of successful Levelling Up Fund bids.

3.0 Reasons for recommendations:

- 3.1 Round 2 of Levelling Up Fund was referred to in the Levelling Up White Paper launched 2 February 2022 with full detail released on the 23 March 2022. Blackpool had the opportunity to submit 3 bids into the Fund by the 6 July 2022 closing date. This was later extended to 2 August 2022 due to delays in the application portal going live. The Council has been at the forefront of Blackpool’s ongoing regeneration for over a decade now, leading on a number of major development projects across the town that are catalysing longer term economic growth. The selection of these three projects provides two additional major redevelopment opportunities, including the improvement to significant elements of the built environment, improved learning prospects for local residents and provision of direct employment opportunities, as well as an improved transport and travel network to allow better access to these and other key regeneration sites in the central area. Should these Levelling Up Fund bids be successful, the

additional funding will enable these three priority schemes to be implemented.

- | | | |
|-----|--|-----|
| 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 Following a review of potential projects that most strongly met the Levelling Up Fund criteria (and hence the chances of success) and the Council's strategic objectives, these were the only options sufficiently developed to provide strong bids. The Council could have chosen not to bid. However, Levelling Up Fund posed a major funding opportunity which, despite being a competitive bidding process, Blackpool has to take advantage of to support its ambitious regeneration agenda and address its many challenges. Blackpool remains in the highest priority Category 1 status for Leveling Up Fund which is very much in its favour. There are no guaranteed future rounds so it was imperative that Blackpool took full advantage of the opportunity in this second round.

The only other option to be considered would have been alternative projects but a review of the most eligible and viable projects was undertaken as part of the process. All funding provided from the Fund has to be spent by 31 March 2025 and by 2025-26 on an exceptional basis which also had a major influencing factor upon scheme choice.

5.0 Council priority:

- 5.1 The relevant Council priorities are both:
- "The economy: Maximising growth and opportunity across Blackpool", and,
 - "Creating Stronger Communities and increasing resilience".

6.0 Background information

- 6.1 As part of the 2021 Budget the Chancellor announced a broad package of complementary UK-wide interventions one of which included the Levelling Up Fund, which was revisited in the light of the "Levelling Up White Paper" launched on 2 February 2022. The White Paper articulated how government policy interventions will improve opportunity and boost livelihoods across the country as we recover from the pandemic and contained many specific references to Blackpool.

The first round of Levelling Up Fund was launched in March 2021 and supported £1.7 billion of projects in over 100 local areas across all corners of the UK. In June 2021, Blackpool submitted a Round 1 bid which was unfortunately unsuccessful.

The application was for the maximum of £20m focused on 3 schemes:

- The Town Centre Access Scheme (TCAS) with a £8.91m Levelling Up Fund request;
- A grant of £6.93m Levelling Up Fund to private sector developer Ashall Projects for the redevelopment of the Abingdon Street Post Office into an Indigo brand hotel;
- The refurbishment of the Winter Gardens on Coronation Street for exhibition space with a Levelling Up Fund request of £4.16m.

On 25 April 2022 the Executive resolved, amongst other things:

- a) To note the Round 2 Levelling Up Fund guidance.
- b) To agree the proposed approach to developing up to 3 bids as set out in the report with the Multiversity being the core transformational project of a joint bid for the Blackpool North and Cleveleys, and Blackpool South constituencies
- c) To continue consultations with both MPs, Wyre Council and other key stakeholders to ensure that the strongest bid(s) are submitted with the best chances of success.

6.2 Round 2 bidding

Levelling Up is at the heart of the government's agenda to build back better after the pandemic and to deliver for citizens in every part of the UK. The second round of the Fund focused on the same three investment themes as the first round, i.e.: local transport projects that make a genuine difference to local areas; town centre and high street regeneration; and support for maintaining and expanding the UK's world-leading portfolio of cultural and heritage assets.

Key points of note from Round 1, which applied to Round 2, were :-

- Investment proposals should focus on supporting **high priority and high impact projects** that will make a visible positive difference to local areas.
- Schemes should look to be **transformational** in nature with a clear demonstrable impact provided to communities.
- Projects need to demonstrate how proposed investments would **support relevant local strategies** and show why the proposed investment or set of investments represented the **highest value local priorities**.
- Projects should be aligned to and **support net zero goals**
- Clear **demonstration of engagement and support** was a key requirement.
- Minimum of **10% co-funding**
- Projects must be able to **demonstrate spend in 2022/23 and begin delivery on the ground early**.
- **Support of the MPs** in whose constituency the proposals lie is expected but they do not have power of veto.

The assessment process focused on the following key criteria:

- **Characteristics of the place** – the local authority category representing the highest identified need (Blackpool is in the highest Category 1).
- **Deliverability**

- **Strategic fit with local and Fund priorities**
- **Economic Case** - Value for money should be demonstrated to outline and explain the benefits of the bid and how it represents value for money

6.3 Bid Determination

In accordance with the structure of the Levelling Up Fund Round Two bidding process, Blackpool Council was permitted to submit three separate bids, representing each of the two Parliamentary constituencies sitting within the town's boundaries, as well as a separate, stand-alone transport bid. The Blackpool North and Cleveleys bid could be up to £40m as it covers two local authorities and Wyre Council is formally supporting it because the benefits of the Multiversity span the Fylde Coast. Blackpool had far more potential scheme ideas than the funds/number of bids allowed to be made, but the eligibility criteria reduced what was possible and the significant issue of needing to get any schemes sufficiently developed in order to be able to make a strong Levelling Up Fund bid and address all the criteria.

From discussions with DHLUC, both Blackpool MPs and others, received wisdom was that success in Levelling Up Fund terms was probably best achieved by going big and bold rather than attempting to spread a bid too thinly, especially when demand for funding is going to substantially exceed supply.

To this end, supportive initial discussions were held with both MPs and Government officials where a joint bid could have as its core funding to secure the construction of the transformational **Multiversity** (for which £9m of Town Deal funding has already been secured to acquire the necessary site) with its anticipated major impact on the economy through skills improvements and footfall in the town centre.

With regards to the original Levelling Up Fund Round One bid the **Post Office** transformation of an iconic building with private investment was felt to be a strong candidate for resubmission. The Post Office scheme, and the branding approach to be adopted by IHG with regard to the interpretation of the Listed Building in the context of its location (a specialist requirement of their Indigo Brand) meant that it is likely to be a strong fit with 2 of the Levelling Up Fund themes (Town Centre Regeneration, and Investment and Cultural Investment). The Levelling Up Fund requirement is higher now than in the Round 1 submission as a result of an updated investment appraisal.

In addition, a reworked **Town Centre Access Scheme** to have regard to the feedback received on Round 1 with additional bus and active travel measures, which would allow the scheme to meet National Bus Strategy commitments and address the Cycle infrastructure design (LTN 1/20) guidance, was determined as a strong transport only scheme contender .

6.4 Bid Submissions

The following 3 bids were thus submitted by the revised 2nd August deadline:

Multiversity (£65m scheme with £40m LUF – joint supported bid with Wyre Council)

Via the acquisition of land (£9m Town Deal) and Levelling Up Fund monies (£40m), a £65m world-class university experience is proposed, facilitating higher level upskilling, reskilling and lifelong learning. The scheme is Town centre based, close to the train station and tram interchange, while freeing up the existing College site for residential development. The new build will be carbon neutral in operation.

The Multiversity Campus will be delivered through a partnership involving Blackpool Council and Blackpool and the Fylde College in association with Lancaster University. It will be a unique proposition, providing a cutting-edge response to local, regional, and national priorities, designed to accommodate up to 3000 learners. Key benefits include:

- Improving skills and opportunities – The investment in a new, high-quality, purpose-built educational facility will provide an unrivalled learning environment, encouraging more learners to choose to continue with their education in Blackpool. A tailored curriculum, catering for needs of employers in order to fill skills gaps across the Fylde Coast, means the Multiversity, by virtue of what is taught there, will link directly to employment opportunities.
- Supporting town centre regeneration – The development of the Multiversity adjacent to the town centre will complement other major developments, including the developments at Talbot Gateway, the extension to the Houndshill Shopping Centre and the new Winter Gardens Conference and Exhibition Centre, in providing year-round footfall into the town centre, reducing the impacts of seasonality.
- Built environment uplift – The Multiversity's development will provide uplift to an area that has not previously benefitted from significant investment, improving the built environment significantly, and supporting the creation of high-quality, pedestrianised, public open space.

The overall project to deliver the Multiversity is underpinned by six key project objectives:

- Injection of a new life to the heart of Blackpool;
- Embed holistically into the town centre;
- Allow people to up-skill through life through enabling more people to gain higher level qualifications each year;
- Raise the college profile in the town and beyond;
- Create an iconic building that sings Blackpool; and
- Increased footfall in the town centre to encourage regeneration

A Blackpool Council loan of £16m to be Prudentially Borrowed and repaid by the College via a lease, the terms of which are in the process of being agreed. The College have also committed to make a £5m cash contribution to the Project which will offset the size of the loan and Blackpool Council are currently clarifying the most tax efficient method of achieving this.

Hotel Indigo : Former Post Office Redevelopment (£26m scheme with £8m LUF)

This scheme will directly address the need for further hotel provision in Blackpool via a new 4-star 144 room Indigo hotel in a derelict listed former post office building right in the heart of the town centre, including 48 family suites to appeal to both the business and family leisure markets.

The hotel will be created through a comprehensive £26m (£8m Levelling Up Fund) package of refurbishment and conversion of a Grade II listed building which has a significant viability gap given the complex nature of the works. The project will be led by Ashall Projects acting as developer and owner who will put in equity combined with a loan to be sourced from the Council and potentially with a private loan facility.

The balance of the scheme will be met by equity from Ashalls (£2.9m) and a Council loan of up to £15.1m although this could be offset by a private facility secured by Ashalls.

The development will create new job opportunities and is sited just 50 metres from the new tram route on Talbot Road, which also adjoins the transport interchange at Blackpool North Train Station, with obvious accessibility benefits for all.

The New Indigo Hotel will help Blackpool break its current dependency on short-stay tourism and will attract visitors with greater spending power by providing a unique addition to Blackpool's hotel stock.

Town Centre Access Scheme (TCAS) (£17.1m scheme with £15.4 LUF, £1.7m Council funding via the Local Transport Plan)

The scheme proposed will transform Blackpool town centre's transport network, providing better traffic circulation within an improved public realm, benefiting walking, cycling and bus access and will improve transport interchange whilst also incorporating additional bus priority measures.

Measures proposed are designed to complement Blackpool's other Levelling Up Fund regeneration proposals (Multiversity and Hotel Indigo developments). Specifically, they include pedestrianisation in the Multiversity environs and interventions to enable sustainable transport access, with efficient traffic control, in turn improving air quality.

The project looks to encourage economic growth by reducing travel times into the town centre, as well as providing space for social activity through pedestrianisation. Other aims include reducing general congestion, cutting greenhouse gas emissions, and improving safety for those walking and cycling.

6.5 Management and Governance Arrangements

Should the Council be successful with its bids it is required to directly enter into a separate funding agreement for each project with DLUHC. The Council will also need to enter into legal agreements as outlined below which was requested and approved previously by the Executive, Approval EX19/2022.

The role will also require undertaking claims, monitoring and assurance activity.

If the Town Centre Access Scheme scheme is approved a Service Level Agreement will be required between the Council and the project delivery team (Highways). The project will be monitored via quarterly claims by the Council Project Monitoring Office (PMO), who will provide wider assurance activity too.

The above situation will be the same for the Multiversity project although the Council will also need to enter into separate legal agreements with Blackpool and The Fylde College in due course in line with the existing MoU approved by the Executive which set out the terms under which Blackpool Borough Council and Blackpool & the Fylde College will manage the delivery of the Multiversity and to establish a relationship that promotes the achievement of the project objectives in the most productive and cost-effective manner

With the Hotel scheme, a Grant Funding Agreement will be required between the Council and Ashall Projects so that the Council can funnel through the £8m LUF monies to the private sector. Quarterly claims activity will be required with Ashall Projects in line with the other 2 Levelling Up Fund schemes.

As the accountable body, Blackpool Council will retain overall responsibility for the delivery of the projects with reports to the Corporate Leadership Team, Executive and Government as required.

6.6 Does the information submitted include any exempt information? No

7.0 **List of Appendices:**

None.

8.0 **Financial considerations:**

Without Levelling Up Funding, the schemes would not be pursued. Where co-funding is required, this has already been agreed at bid submission stage.

Multiversity

The total development cost for the Multiversity is estimated at £65m to be met by:

- £40m - Levelling Up Fund 2
- £9m of site assembly costs already approved as part of the Town Deal
- £16m – Blackpool Council loan (to be prudentially borrowed from the Council and repaid by the College via a lease, the terms of which are in the process of being agreed and which will be reported separately to the Executive. Nb: the College have also committed to make a £5m cash contribution to the Project which will offset the size of the loan and officers are currently clarifying the most tax efficient method of achieving this.
- Further Executive approval to this loan will be required.

Hotel Indigo : Former Post Office Redevelopment

The total development cost of the Post Office conversion is estimated at £26m.

This will be met by :

- £8m – Levelling Up Fund 2
- £2.9m – Ashall Projects Equity and Mezzanine funding
- Up to £15.1m – Blackpool Council Loan (to be prudentially borrowed from the Council and repaid by the developer under terms in the process of being agreed and which will be reported separately to the Executive). This loan could be significantly reduced by a private bank loan facility.
- Further Executive approval to this loan will be required.

Town Centre Access Scheme

The total development cost for the Town Centre Access Scheme is £17.1m. This will be met by:

- £15.4m Levelling Up Fund 2
- £1.7m Local Transport Plan

9.0 Legal considerations:

- 9.1 Each of the schemes has undertaken individual legal advice on matters such as Subsidy Control, both from Blackpool Council's legal team and from DWF as external legal advisors. If the bids are successful contracts will be entered into with the respective parties to cover any grant conditions and the Council's own requirements.

The Council has the power under the Localism Act 2011 to do anything an individual can do provided that it is not otherwise prohibited from doing so. Compliance with any restrictions that the Council is subject to in relation to the proposals outlined in this report will be monitored as matters progress. The proposals outlined in this report will be kept under review to ensure that they are compliant with the terms of the UK's Trade and Co-operation Agreement (TCA) with the European Union, as well as the other subsidy control obligations to which the UK is subject.

10.0 Risk management considerations:

10.1 With all major schemes there are risks, and each scheme has a detailed risk assessment developed which will be required to be monitored. Project risk management will be applied throughout the life of each of the schemes and this will include ongoing risk assessment, analysis, evaluation and monitoring. As part of this, all key risks and opportunities will be considered and appropriate controls will be implemented to reduce any unacceptable level of risk.

11.0 Equalities considerations:

11.1 There are no anticipated equalities issues with the proposals outlined. With regards to Levelling Up fund projects which are capital based, where any development requires new build or redesign full equalities and accessibility requirements will be taken into account at the design stage and in lien with building control requirements.

12.0 Sustainability, climate change and environmental considerations:

12.1 Reducing the impact of climate change and ensuring sustainability has been taken into account as projects needed to evidence how they will work towards the aims of the government “Net Zero” policy as a requirement of the bid submissions. The Multiversity has an ambition to be a net zero carbon in operation building.

13.0 Internal/external consultation undertaken:

13.1 With the Levelling Up Fund the Town Deal Board and its engagement processes alongside CLT and MPs have provided an established method of consultation on projects. Internally this includes Corporate Leadership Team, the Growth and Prosperity Board, Legal and Finance.

14.0 Background papers:

14.1 EX19/2022 Levelling Up Fund Round 2 : 25th April 2022
EX37/2021 Levelling Up Fund Bid 12th July 2021
EX23/2021 Levelling Up and Community Renewal Fund : 12th April 2021

15.0 Key decision information:

15.1 Is this a key decision? No

15.2 If so, Forward Plan reference number:

15.3 If a key decision, is the decision required in less than five days?

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

16.0 Call-in information:

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

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

TO BE COMPLETED BY THE HEAD OF DEMOCRATIC GOVERNANCE

17.0 Scrutiny Committee Chairman (where appropriate):

Date informed: N/A

Date approved:

18.0 Declarations of interest (if applicable):

18.1

19.0 Summary of Discussion:

19.1

20.0 Executive decision:

20.1

21.0 Date of Decision:

21.1

22.0 Reason(s) for decision:

22.1

23.0 Date Decision published:

23.1

24.0 Alternative Options Considered and Rejected:

24.1

25.0 Executive Members in attendance:

25.1

26.0 Call-in:

26.1

27.0 Notes:

27.1

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Report to:	EXECUTIVE
Relevant Officer:	Alan Cavill, Director of Communications and Regeneration
Relevant Cabinet Member:	Councillor Mark Smith, Cabinet Member for Business, Enterprise and Job Creation
Date of Meeting	5 September 2022

LEVELLING UP FUND ROUND 2

1.0 Purpose of the report:

- 1.1 This report is to provide an update on the Levelling Up Fund (LUF) Round 2 bid submissions subsequent to the 25 April 2022 Executive decision (EX19/2022) which agreed to “delegate to the Chief Executive, after consultation with the Leader of the Council, the submission of the final bids by the deadline of 6th July 2022 and for the Executive to receive a report on the final submissions”

2.0 Recommendation(s):

- 2.1 To note the report.
- 2.2 To authorise the Head of Legal services to enter into such contracts as are necessitated by a successful approvals to deliver the schemes.
- 2.3 To note that the Executive will receive further reports in respect of prospective business loans for the Multiversity and Hotel Indigo Former Post Office Hotel in the event of successful Levelling Up Fund bids.

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- 3.1 Round 2 of Levelling Up Fund was referred to in the Levelling Up White Paper launched 2 February 2022 with full detail released on the 23 March 2022. Blackpool had the opportunity to submit 3 bids into the Fund by the 6 July 2022 closing date. This was later extended to 2 August 2022 due to delays in the application portal going live. The Council has been at the forefront of Blackpool’s ongoing regeneration for over a decade now, leading on a number of major development projects across the town that are catalysing longer term economic growth. The selection of these three projects provides two additional major redevelopment opportunities, including the improvement to significant elements of the built environment, improved learning prospects for local residents and provision of direct employment opportunities, as well as an improved transport and travel network to allow better access to these and other key regeneration sites in the central area. Should these Levelling Up Fund bids be successful, the

additional funding will enable these three priority schemes to be implemented.

- | | | |
|-----|--|-----|
| 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 Following a review of potential projects that most strongly met the Levelling Up Fund criteria (and hence the chances of success) and the Council's strategic objectives, these were the only options sufficiently developed to provide strong bids. The Council could have chosen not to bid. However, Levelling Up Fund posed a major funding opportunity which, despite being a competitive bidding process, Blackpool has to take advantage of to support its ambitious regeneration agenda and address its many challenges. Blackpool remains in the highest priority Category 1 status for Leveling Up Fund which is very much in its favour. There are no guaranteed future rounds so it was imperative that Blackpool took full advantage of the opportunity in this second round.

The only other option to be considered would have been alternative projects but a review of the most eligible and viable projects was undertaken as part of the process. All funding provided from the Fund has to be spent by 31 March 2025 and by 2025-26 on an exceptional basis which also had a major influencing factor upon scheme choice.

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- 5.1 The relevant Council priorities are both:
- "The economy: Maximising growth and opportunity across Blackpool", and,
 - "Creating Stronger Communities and increasing resilience".

6.0 Background information

- 6.1 As part of the 2021 Budget the Chancellor announced a broad package of complementary UK-wide interventions one of which included the Levelling Up Fund, which was revisited in the light of the "Levelling Up White Paper" launched on 2 February 2022. The White Paper articulated how government policy interventions will improve opportunity and boost livelihoods across the country as we recover from the pandemic and contained many specific references to Blackpool.

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The assessment process focused on the following key criteria:

- **Characteristics of the place** – the local authority category representing the highest identified need (Blackpool is in the highest Category 1).
- **Deliverability**

- **Strategic fit with local and Fund priorities**
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6.3 Bid Determination

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From discussions with DHLUC, both Blackpool MPs and others, received wisdom was that success in Levelling Up Fund terms was probably best achieved by going big and bold rather than attempting to spread a bid too thinly, especially when demand for funding is going to substantially exceed supply.

To this end, supportive initial discussions were held with both MPs and Government officials where a joint bid could have as its core funding to secure the construction of the transformational **Multiversity** (for which £9m of Town Deal funding has already been secured to acquire the necessary site) with its anticipated major impact on the economy through skills improvements and footfall in the town centre.

With regards to the original Levelling Up Fund Round One bid the **Post Office** transformation of an iconic building with private investment was felt to be a strong candidate for resubmission. The Post Office scheme, and the branding approach to be adopted by IHG with regard to the interpretation of the Listed Building in the context of its location (a specialist requirement of their Indigo Brand) meant that it is likely to be a strong fit with 2 of the Levelling Up Fund themes (Town Centre Regeneration, and Investment and Cultural Investment). The Levelling Up Fund requirement is higher now than in the Round 1 submission as a result of an updated investment appraisal.

In addition, a reworked **Town Centre Access Scheme** to have regard to the feedback received on Round 1 with additional bus and active travel measures, which would allow the scheme to meet National Bus Strategy commitments and address the Cycle infrastructure design (LTN 1/20) guidance, was determined as a strong transport only scheme contender .

6.4 Bid Submissions

The following 3 bids were thus submitted by the revised 2nd August deadline:

Multiversity (£65m scheme with £40m LUF – joint supported bid with Wyre Council)

Via the acquisition of land (£9m Town Deal) and Levelling Up Fund monies (£40m), a £65m world-class university experience is proposed, facilitating higher level upskilling, reskilling and lifelong learning. The scheme is Town centre based, close to the train station and tram interchange, while freeing up the existing College site for residential development. The new build will be carbon neutral in operation.

The Multiversity Campus will be delivered through a partnership involving Blackpool Council and Blackpool and the Fylde College in association with Lancaster University. It will be a unique proposition, providing a cutting-edge response to local, regional, and national priorities, designed to accommodate up to 3000 learners. Key benefits include:

- Improving skills and opportunities – The investment in a new, high-quality, purpose-built educational facility will provide an unrivalled learning environment, encouraging more learners to choose to continue with their education in Blackpool. A tailored curriculum, catering for needs of employers in order to fill skills gaps across the Fylde Coast, means the Multiversity, by virtue of what is taught there, will link directly to employment opportunities.
- Supporting town centre regeneration – The development of the Multiversity adjacent to the town centre will complement other major developments, including the developments at Talbot Gateway, the extension to the Houndshill Shopping Centre and the new Winter Gardens Conference and Exhibition Centre, in providing year-round footfall into the town centre, reducing the impacts of seasonality.
- Built environment uplift – The Multiversity’s development will provide uplift to an area that has not previously benefitted from significant investment, improving the built environment significantly, and supporting the creation of high-quality, pedestrianised, public open space.

The overall project to deliver the Multiversity is underpinned by six key project objectives:

- Injection of a new life to the heart of Blackpool;
- Embed holistically into the town centre;
- Allow people to up-skill through life through enabling more people to gain higher level qualifications each year;
- Raise the college profile in the town and beyond;
- Create an iconic building that sings Blackpool; and
- Increased footfall in the town centre to encourage regeneration

A Blackpool Council loan of £16m to be Prudentially Borrowed and repaid by the College via a lease, the terms of which are in the process of being agreed. The College have also committed to make a £5m cash contribution to the Project which will offset the size of the loan and Blackpool Council are currently clarifying the most tax efficient method of achieving this.

Hotel Indigo : Former Post Office Redevelopment (£26m scheme with £8m LUF)

This scheme will directly address the need for further hotel provision in Blackpool via a new 4-star 144 room Indigo hotel in a derelict listed former post office building right in the heart of the town centre, including 48 family suites to appeal to both the business and family leisure markets.

The hotel will be created through a comprehensive £26m (£8m Levelling Up Fund) package of refurbishment and conversion of a Grade II listed building which has a significant viability gap given the complex nature of the works. The project will be led by Ashall Projects acting as developer and owner who will put in equity combined with a loan to be sourced from the Council and potentially with a private loan facility.

The balance of the scheme will be met by equity from Ashalls (£2.9m) and a Council loan of up to £15.1m although this could be offset by a private facility secured by Ashalls.

The development will create new job opportunities and is sited just 50 metres from the new tram route on Talbot Road, which also adjoins the transport interchange at Blackpool North Train Station, with obvious accessibility benefits for all.

The New Indigo Hotel will help Blackpool break its current dependency on short-stay tourism and will attract visitors with greater spending power by providing a unique addition to Blackpool's hotel stock.

Town Centre Access Scheme (TCAS) (£17.1m scheme with £15.4 LUF, £1.7m Council funding via the Local Transport Plan)

The scheme proposed will transform Blackpool town centre's transport network, providing better traffic circulation within an improved public realm, benefiting walking, cycling and bus access and will improve transport interchange whilst also incorporating additional bus priority measures.

Measures proposed are designed to complement Blackpool's other Levelling Up Fund regeneration proposals (Multiversity and Hotel Indigo developments). Specifically, they include pedestrianisation in the Multiversity environs and interventions to enable sustainable transport access, with efficient traffic control, in turn improving air quality.

The project looks to encourage economic growth by reducing travel times into the town centre, as well as providing space for social activity through pedestrianisation. Other aims include reducing general congestion, cutting greenhouse gas emissions, and improving safety for those walking and cycling.

6.5 Management and Governance Arrangements

Should the Council be successful with its bids it is required to directly enter into a separate funding agreement for each project with DLUHC. The Council will also need to enter into legal agreements as outlined below which was requested and approved previously by the Executive, Approval EX19/2022.

The role will also require undertaking claims, monitoring and assurance activity.

If the Town Centre Access Scheme scheme is approved a Service Level Agreement will be required between the Council and the project delivery team (Highways). The project will be monitored via quarterly claims by the Council Project Monitoring Office (PMO), who will provide wider assurance activity too.

The above situation will be the same for the Multiversity project although the Council will also need to enter into separate legal agreements with Blackpool and The Fylde College in due course in line with the existing MoU approved by the Executive which set out the terms under which Blackpool Borough Council and Blackpool & the Fylde College will manage the delivery of the Multiversity and to establish a relationship that promotes the achievement of the project objectives in the most productive and cost-effective manner

With the Hotel scheme, a Grant Funding Agreement will be required between the Council and Ashall Projects so that the Council can funnel through the £8m LUF monies to the private sector. Quarterly claims activity will be required with Ashall Projects in line with the other 2 Levelling Up Fund schemes.

As the accountable body, Blackpool Council will retain overall responsibility for the delivery of the projects with reports to the Corporate Leadership Team, Executive and Government as required.

6.6 Does the information submitted include any exempt information? No

7.0 **List of Appendices:**

None.

8.0 **Financial considerations:**

Without Levelling Up Funding, the schemes would not be pursued. Where co-funding is required, this has already been agreed at bid submission stage.

Multiversity

The total development cost for the Multiversity is estimated at £65m to be met by:

- £40m - Levelling Up Fund 2
- £9m of site assembly costs already approved as part of the Town Deal
- £16m – Blackpool Council loan (to be prudentially borrowed from the Council and repaid by the College via a lease, the terms of which are in the process of being agreed and which will be reported separately to the Executive. Nb: the College have also committed to make a £5m cash contribution to the Project which will offset the size of the loan and officers are currently clarifying the most tax efficient method of achieving this.
- Further Executive approval to this loan will be required.

Hotel Indigo : Former Post Office Redevelopment

The total development cost of the Post Office conversion is estimated at £26m.

This will be met by :

- £8m – Levelling Up Fund 2
- £2.9m – Ashall Projects Equity and Mezzanine funding
- Up to £15.1m – Blackpool Council Loan (to be prudentially borrowed from the Council and repaid by the developer under terms in the process of being agreed and which will be reported separately to the Executive). This loan could be significantly reduced by a private bank loan facility.
- Further Executive approval to this loan will be required.

Town Centre Access Scheme

The total development cost for the Town Centre Access Scheme is £17.1m. This will be met by:

- £15.4m Levelling Up Fund 2
- £1.7m Local Transport Plan

9.0 Legal considerations:

- 9.1 Each of the schemes has undertaken individual legal advice on matters such as Subsidy Control, both from Blackpool Council's legal team and from DWF as external legal advisors. If the bids are successful contracts will be entered into with the respective parties to cover any grant conditions and the Council's own requirements.

The Council has the power under the Localism Act 2011 to do anything an individual can do provided that it is not otherwise prohibited from doing so. Compliance with any restrictions that the Council is subject to in relation to the proposals outlined in this report will be monitored as matters progress. The proposals outlined in this report will be kept under review to ensure that they are compliant with the terms of the UK's Trade and Co-operation Agreement (TCA) with the European Union, as well as the other subsidy control obligations to which the UK is subject.

10.0 Risk management considerations:

10.1 With all major schemes there are risks, and each scheme has a detailed risk assessment developed which will be required to be monitored. Project risk management will be applied throughout the life of each of the schemes and this will include ongoing risk assessment, analysis, evaluation and monitoring. As part of this, all key risks and opportunities will be considered and appropriate controls will be implemented to reduce any unacceptable level of risk.

11.0 Equalities considerations:

11.1 There are no anticipated equalities issues with the proposals outlined. With regards to Levelling Up fund projects which are capital based, where any development requires new build or redesign full equalities and accessibility requirements will be taken into account at the design stage and in lien with building control requirements.

12.0 Sustainability, climate change and environmental considerations:

12.1 Reducing the impact of climate change and ensuring sustainability has been taken into account as projects needed to evidence how they will work towards the aims of the government “Net Zero” policy as a requirement of the bid submissions. The Multiversity has an ambition to be a net zero carbon in operation building.

13.0 Internal/external consultation undertaken:

13.1 With the Levelling Up Fund the Town Deal Board and its engagement processes alongside CLT and MPs have provided an established method of consultation on projects. Internally this includes Corporate Leadership Team, the Growth and Prosperity Board, Legal and Finance.

14.0 Background papers:

14.1 EX19/2022 Levelling Up Fund Round 2 : 25th April 2022
EX37/2021 Levelling Up Fund Bid 12th July 2021
EX23/2021 Levelling Up and Community Renewal Fund : 12th April 2021

15.0 Key decision information:

15.1 Is this a key decision? No

15.2 If so, Forward Plan reference number:

15.3 If a key decision, is the decision required in less than five days?

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

16.0 Call-in information:

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

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

TO BE COMPLETED BY THE HEAD OF DEMOCRATIC GOVERNANCE

17.0 Scrutiny Committee Chairman (where appropriate):

Date informed: N/A

Date approved:

18.0 Declarations of interest (if applicable):

18.1

19.0 Summary of Discussion:

19.1

20.0 Executive decision:

20.1

21.0 Date of Decision:

21.1

22.0 Reason(s) for decision:

22.1

23.0 Date Decision published:

23.1

24.0 Alternative Options Considered and Rejected:

24.1

25.0 Executive Members in attendance:

25.1

26.0 Call-in:

26.1

27.0 Notes:

27.1

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Report to:	EXECUTIVE
Relevant Officer:	Alan Cavill, Director of Communications and Regeneration
Relevant Cabinet Member:	Councillor Mark Smith, Cabinet Member for Business, Enterprise and Job Creation
Date of Meeting	5 September 2022

SHARED PROSPERITY FUND

1.0 Purpose of the report:

- 1.1 To provide an update on the Shared Prosperity Fund (SPF) Investment Plan which was required for submission by the 1 August 2022 under the terms of delegation agreed by the Executive at its meeting on 16 May 2022 (EX20/2022).

2.0 Recommendations:

- 2.1 To note the report.
- 2.2 To authorise the Head of Legal Services to enter into any contracts necessitated by a successful approval.

3.0 Reasons for recommendation(s):

- 3.1 Blackpool had the opportunity to submit its Shared Prosperity Fund Investment Plan by 1 August 2022, (and Multiply Investment Plan by 30 June 2022) to secure essential resources to support investment in the town resulting in the need to move quickly to establish arrangements for formulating bid content with the maximum chance of success.

The development and submission of the Shared Prosperity Fund Investment Plan (alongside the Multiply Investment Plan submitted 29th June) outlined 13 capital and revenue projects under the themes of Communities and Place, Local Business and People and Skills. Combined, the schemes will provides a wide range of support from physical town centre regeneration, through to direct business support encouraging existing and new business development, low carbon schemes and community skills and improved learning projects for residents. The proposals will be led by the Council departments and other organisations such as Blackpool and The Fylde College, BITC and Voluntary, Community and Faith Sector organisations subject to procurement rules being met.

- 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 The guidance for submission into the fund and the deadlines to be met were clearly set and immovable. Whilst it was not a competitive bidding round, the Council had a designated funding allocation based on the submission of the Investment Plans to a set timetable.

For Blackpool to benefit from this Fund the only options for consideration, were around the process for determining schemes for inclusion in the Investment Plans and the schemes themselves and this was undertaken as part of the proposal to ensure that the most eligible and viable projects were incorporated.

5.0 Council priority:

- 5.1 The relevant Council priorities are both:
- The economy: Maximising growth and opportunity across Blackpool.
 - Communities: Creating stronger communities and increasing resilience.

6.0 Background information

- 6.1 The Executive considered a report on 16 May 2022 which highlighted the background to the fund and how it could be accessed and which agreed:

a) To note the guidelines issued by Government for the Shared Prosperity Fund (SPF).

b) To submit the required Blackpool SPF Investment Plan by 1 August 2022 to access the pre-determined flexible allocation of £5,114,423 (capital and revenue), noting what scheme interventions it is choosing to prioritise and setting out measurable outcomes to be delivered, with the final content of the Investment Plan to be delegated to the Chief Executive after consultation after with the relevant Cabinet Member(s).

c) To submit the required Multiply Investment Plan by 30 June 2022 to access the pre-determined Multiply funding allocation of £770,711 with the final content of this Investment Plan to be delegated to the Chief Executive after consultation with the relevant Cabinet Member(s).

d) To approve the proposed approach to utilise the Town Deal Board (which incorporates representation from the public, private, community and voluntary sectors), with its sub-group, the Town Deal Investment Panel, as the basis of the required “Local Partnership Group” for engaging stakeholders (with the Council as the accountable body), with membership to be kept under review as necessary.

e) For the overall management of this process to be led by the Growth and Prosperity Team with support from other Departments as required and specifically for the Multiply Investment Plan to be led by Adult Services and the Economic Services Department.

f) To note that an external consultancy, Capita, is to be appointed from the existing Council framework panel, to support the development of the Investment Plan process with Government funding provided for this support.

g) For the Executive to receive a future report on the Investment Plans and progress in the implementation of the Shared Prosperity Fund

The approach agreed at the 16 May 2022 Executive has subsequently been followed, namely: The Corporate Leadership Team (CLT) undertook an initial analysis of a “long list” of schemes on 31 May 2022 made up of:

- Blackpool Council Priority Schemes - Projects outlined by Blackpool Council teams as priorities, but currently with no funding support. All Schemes were identified as meeting various SPF criteria.
- Opt-In and Joint Schemes - Schemes put forward by regional level organisations for engagement by local authorities within Lancashire.
- Community Renewal Fund schemes – those included in the 2021 bid submission, having been determined to meet the needs and priorities in Blackpool, but which were not approved by government.

6.2 Subsequently, on 10 June 2022, the Town Deal Investment Panel (TDIP), with additional Town Deal Board members and Council sector lead officers attended a half-day Shared Prosperity Fund workshop at Blackpool Football Club. Attendees were divided into 3 sub-groups (Communities and Place’, ‘Supporting Local Businesses’ and ‘People and Skills), representing the Shared Prosperity Fund themes. Individuals were divided based on their sector knowledge. They were asked to:

- Discuss the key challenges affecting each of the specific sectors to identify information that will feed directly into the investment plan
- Review and score each of the projects assigned under their group headings based on key considerations including:
- Fit to the Shared Prosperity Fund priorities and potential to demonstrate SPF outputs and outcomes generated
- How schemes support key existing Blackpool strategies

- Demand and need - based on experience and knowledge of sector specialists
- Scheme cost and deliverability (procurement-related and spend in year)
- Co-funding availability (although not a requirement of SPF, it is welcomed)

A maximum score of 30 was available and it was determined any scheme that scored below 22 would not be prioritised. Following the group discussion, all participants then regrouped and the scheme totals for each sector were reported as follows:

- People and Skills: Five projects scored over 22 points with a total spend of £1.2m.
- Supporting Local Businesses: Six projects scored over 22 points with a total spend of £1.5m.
- Communities and Place: Six projects scored over 26 points with a total spend of £4.05m.
- Total funding available: £4.90m.

6.3 Following the full group assessment of the qualifying projects, a cost engineering exercise took place between the full group and the following project figures were agreed in line with the overall spend envelope available, the outcome of which was as follows:

a) People and Skills

1. Youth Hub £450K
2. Pathways to employment £250K
3. Let's get digital £112K

Total £812K

b) Supporting Local Businesses

4. Responsible Business Network £200K
5. General Business Support Package: (A reduced overall £900,000k ask agreed to be subdivided between the following 4 schemes (original figures shown).
 - Business Support Capacity £489K
 - Incubation for Edge £265k
 - Business growth £415k
 - Blackpool Business survey £10k
6. EDGE Low Carbon Heating system £100K

Total £1.2m

c) Community and Place

7. Eco coaching £265K
8. Town Centre £1.5m
9. Grundy £178K
10. Community Flood £100K
11. Eco Hubs £380K

- 12. VCFS £295K
- 13. Showtown £179K
- Total £2.89m**

Following this each qualifying project was approached to determine the 'definitive outputs and outcomes' to be delivered by their scheme and to clarify project 'spend by year'. Further to this a clear proposed programme of schemes, cost and outcomes was collated. This was used to complete the Investment Plan for submission.

- 6.4 An update report was provided to the Town Deal Investment Panel, Town Deal Board and the Corporate Leadership Team on 19 July 2022 but no additional comments were received.
- 6.5 It should be noted that the final submission was based on completion of an online portal and not a formal application or business case that can be shared in the normal manner. However, **Appendix 7a** provides a brief summary of the proposed schemes, **Appendix 7b** the spend profile and **Appendix 7c** outputs and outcomes. Ongoing discussions with the Council's Procurement team over direct appointment with certain organisations or if further tendering will be required.
- 6.6 Following the workshops Corporate Leadership Team gave further consideration to the need to ensure progress and investment in the Council's priority regeneration areas of Claremont and Blackpool South. Whilst these areas will benefit from the proposed schemes other potential schemes were insufficiently developed at this stage within the existing Claremont Masterplan and the Homes England led Levelling Up proposals being developed in Blackpool South, the work on which will not be completed until September. For this reason, and in line with general good practice in programme management, it is proposed to assume 10% over programming at this stage (as a result of the inevitable slippage on projects) that can then be utilised to fund projects in Claremont and Blackpool South which can be further supplemented by other Council and public funds.
- 6.7 Does the information submitted include any exempt information? No

7.0 List of Appendices:

- 7.1 Appendix 7a - Summary of the proposed schemes,
Appendix 7b - Programme spend profile
Appendix 7c - Programme proposed outputs and outcomes

8.0 Financial considerations:

- 8.1 Without the Shared Prosperity funding, the Investment Plan and activities and schemes noted within would not be pursued. The Shared Prosperity Fund programme and its constituent projects will only go ahead if the Investment Plan is successful. All projects have the necessary financial resources attributed to them if successful. The 4% programme management allocation will support any additional programme oversight costs.

9.0 Legal considerations:

- 9.1 Should the Council be successful with its submission, it is required to enter directly into a funding agreement with DLUHC. The Council will also potentially need to enter into legal agreements with local delivery partners (via direct appointment or further to tender) which was requested and approved by the Executive EX20/2022. The Council Programme Monitoring Office (PMO) will undertake and oversee claims, monitoring and assurance activity. As the accountable body, Blackpool Council would retain overall responsibility for the delivery of the Shared Prosperity Fund programme with reports to the Corporate Leadership Team, Executive and Government as required.

10.0 Risk management considerations:

- 10.1 With all projects there are risks, and each scheme will have a risk assessment developed and allocated to it when in operation.

11.0 Equalities considerations:

- 11.1 There are no equalities issues with the Investment Plan programme outlined. With regards to individual Shared Prosperity Fund projects which are capital based, where any development requires new build or redesign e.g. full equalities and accessibility requirements will be taken into account at the design stage. Revenue based schemes, will require confirmation that there will be no equalities issues or if there is the potential, how this will be addressed. Each project will be required to complete a Public Sector Equality Duty (PSED) proforma which will be reviewed by the Council's Equality and Diversity manager.

12.0 Sustainability, climate change and environmental considerations:

- 12.1 Some projects as outlined, by their very nature, are not schemes that will make a major contribution to net zero per se. However, the EDGE low carbon heating scheme will obviously contribute as will the Eco Coaching and Eco Hubs scheme. All projects will be encouraged to attempt to ensure sustainability will be taken into account in delivery.

13.0 Internal/external consultation undertaken:

13.1 Internal – Leader of the Council, Cabinet Member for Business, Enterprise and Job Creation Chief Executive, Director of Resources, Director of Communications and Regeneration, Growth and Prosperity Programme Director and Growth and Prosperity Board.

External – Town Deal Board, Town Deal Investment Panel and DWP.

14.0 Background papers:

14.1 None.

15.0 Key decision information:

15.1 Is this a key decision? No

15.2 If so, Forward Plan reference number:

15.3 If a key decision, is the decision required in less than five days?

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

16.0 Call-in information:

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

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

TO BE COMPLETED BY THE HEAD OF DEMOCRATIC GOVERNANCE

17.0 Scrutiny Committee Chairman (where appropriate):

Date informed: N/A Date approved:

18.0 Declarations of interest (if applicable):

18.1

19.0 Summary of Discussion:

19.1

20.0 Executive decision:

20.1

21.0 Date of Decision:

21.1

22.0 Reason(s) for decision:

22.1

23.0 Date Decision published:

23.1

24.0 Alternative Options Considered and Rejected:

24.1

25.0 Executive Members in attendance:

25.1

26.0 Call-in:

26.1

27.0 Notes:

27.1

APPENDIX 7A – SHARED PROSPERITY FUND SCHEME SUMMARIES

SPF THEME: COMMUNITIES AND PLACE

Scheme Name / Activity Area	Brief Outline	Delivery organisation(s)	Total Value (c-capital; r-revenue)
Grundy Art Gallery, Library and Claremont Feasibility Study	A development masterplan covering the Queen Street/Abingdon/Dickson/Talbot Road area including the Grundy Art Gallery and library extension and opportunities for the surrounding area.	Blackpool Council alongside using tendered consultants	£178,500 (r)
Town Centre Interventions	Interventions in line with the refreshed Town Centre Strategy and Action Plan , particularly covering the following priority Themes: 1A - Streetscape: Furniture and planting; Promenade gateways 1B - Environment: Biophilia 1C - Illuminate: Lighting enhancements 2C - Signage and Wayfinding: Visual appearance; Key entry and decision points; Pedestrian traffic flow	Blackpool Council (with BID advisory support) Tendered contracts for works	£1,500,000 <i>£1,200,000(c)</i> <i>& £300, 000 (r)</i>
VCFS Capacity Building support**	The scheme would increase the capacity of the local VCSE sector to deliver support to the community by <ul style="list-style-type: none"> • delivering a small grants programme to build capacity of the sector • working with other funders and strategic partners to promote grants and encourage investment in the VCFS sector; • supporting groups to submit funding applications; • supporting the development of new groups through governance advice and training; • developing volunteering and increasing volunteer numbers and good practice in volunteer management; • supporting the development of community engagement 	Ongoing discussion with Council procurement team on direct appointment or requirement for tendering	£295,000 <i>£5000 (c)</i> <i>£290,000 (r)</i>
Community Flood Risk Reduction	Provide property owners in areas of high risk of flooding a financial incentive to replace hard areas, with soft landscaping to reduce local flood risk. Providing £650 per domestic property with the potential to provide larger sums for larger reallocated areas such as business premises.	Blackpool Council working alongside partners / tendered consultants	£ 100,000 (r)
Eco Coaching (residents)	Scaling up an existing project on the Grange Park estate, this scheme offers practical 1:1 support delivered within residents homes to help them understand domestic energy efficiency and how their behaviour can increase/decrease energy consumption. The project will include a complete domestic energy assessment to maximise the efficiency	Council led project with contractors to be appointed	£265,250 <i>(£251,750 (r)</i> <i>£13,500 (c)</i>

	<p>of the property. The visit also includes the installation of low cost energy saving devices such as draft proofing, low energy lightbulbs and radiator reflector panels. Beyond this households can be registered with the Priority Services Register and onward referrals made to large domestic energy saving schemes. Numbers of residents seeking help for the scheme have risen substantially in light of the cost of living crisis and this would provide a resource across the town.</p>		
Page 132	<p>Eco-Hubs</p> <ul style="list-style-type: none"> • Establishment of 2x eco-hubs in Blackpool, covering both North and South Blackpool, retrofitting low carbon technologies to 2 pre-existing building and developing local green spaces to engage local communities with nature and biodiversity •The Solaris Centre in the South of Blackpool has a history of being a centre for sustainability, and will be updated to renew its role as a sustainability hub. •The North Eco-Hub will serve as an exemplar project, demonstrating the steps homeowners, and businesses can take in order to achieve net-zero emissions, increase efficiency and reduce running costs. •Both hubs will including renewable power generation, high thermal efficiency, nature rich public green space and carbon free heating systems • The hubs will be used to deliver courses to long-term unemployed, those currently in education, school leavers, business owners, entrepreneurs and others. • Delivering courses in green skills – Ecology, renewable energy generation, engineering, building management, Carbon accounting etc • Provide job seeking support • Serving as information points with multiple people providing energy saving advice and information on green grants • When the hubs are not in use renewable energy will be utilised in the local grid. 	<p>Blackpool Council alongside other delivery organisations including some tendering of works</p>	<p>£380,000 <i>£200k (c)</i> <i>£180k (r)</i></p>
	<p>Showtown: Laughter Programm</p> <p>This is a unique community engagement activity programme completely grounded and rooted in Blackpool and its incredible history. It encompasses a range of laughter-themed activities ranging from a laughter club and festival, a funny bones artist residency, a laughter-based schools programme, an exhibition and an app to guide people around Blackpool on a laughter-themed tour of discovery. A dedicated officer would coordinate and deliver the programme. This programme would enable Showtown to continue and further develop its community engagement programme which is currently funded by the National Lottery Heritage Fund. This would include the extension of the hugely applauded Open Up the Mic programme. There is the potential for this to be matched against other sources e.g. Paul Hamlyn Foundation, National Lottery Heritage Fund.</p>	<p>Showtown Museum, Blackpool Council , Tendered contracts to artists etc.</p>	<p>£179,095(r)</p>
<p>Total Allocation by theme : £ 2,897,845m</p>			

SPF THEME: LOCAL BUSINESS

Scheme Name / Activity Area	Brief Outline	Delivery organisation(s)	Total Value (c-capital r- revenue)
Responsible Business Network**	<p>To grow the responsible business movement and collectively create a greater impact focused on:</p> <ul style="list-style-type: none"> • developing a skilled and inclusive workforce • ensuring work is good for everyone • innovating to sustain and regenerate the planet • building thriving communities <p>Activity would include (but is not limited to)</p> <ul style="list-style-type: none"> • development and promotion of campaigns to encourage people to visit and explore the local area • Funding for the development and support of appropriate innovation infrastructure at the local level • Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks) • Employment support for economically inactive people: Intensive and wrap-around one-to-one support to move people closer towards mainstream provision and employment 	<p>Ongoing discussion with Council procurement team on direct appointment or requirement for tendering</p>	<p>£200,000 (r)</p>
Business Support Team Capacity	<p>Recruitment and resources to increase the capacity of the Business Support Team to increase entrepreneur and business engagement and to help realise the ambitions for The Edge and other Strategic projects. Blackpool needs a flexible place-driven business support service to complement and underpin strategic capital investment in the town. The service will aim to support and encourage business success and growth with a particular focus on more high quality jobs for local people. The Blackpool Business Support service will provide support for self-employment, business start-up and business growth. It will also significantly contribute to the establishment of The Edge (a Town Deal project) as a focal point for small business in Blackpool. There are two key parts to the Blackpool Business Support service:</p> <ol style="list-style-type: none"> 1. To increase capacity of the existing Blackpool Council Business Support Team to enable greater entrepreneur and business engagement. This greater engagement is essential for more business start-up and growth, and to help realise the ambitions for Blackpool. 2. To create a commissioning fund to bring in relevant external expertise to meet the needs of local businesses. Support is expected to include Incubation, Business Networks, Business Growth, Made Smarter, R&D, Innovation, Entrepreneurial Ecosystems, International Trade, Supporting Decarbonisation and Mentoring. 	<p>Blackpool Council Economic Development Dept. and some tendered consultancy delivered business support, driven by business need</p>	<p>£900,000 (r)</p>

Purchase of low carbon heating system and solar panels for The Edge	To enable a significantly lower carbon footprint for Stanley Buildings which is being renovated to create The Edge. Solar panels and ground source heat pumps would be incorporated.	Blackpool Council Economic Development Dept. and tendered equipment supply and contractors fees	£100,000 (c)
Total Allocation by theme : £ 1,200,000			

SPF THEME: PEOPLE AND SKILLS

Scheme Name / Activity Area	Brief Outline	Delivery organisation(s)	Total Value (c-capital; r- revenue)
The Platform	Extension of The Platform scheme post-Town Deal/CRF funding The scheme will support disadvantaged people to access the skills they need to progress in life and into work, for example, the long-term unemployed and those with protected characteristics through funding life, and basic skills where this is not delivered through national or local employment and skills provision. To fund local skills needs and supplement local adult skills provision e.g. by delivering provision through a wider range of routes or enabling more intensive/innovative provision, both qualification based and non-qualification based. Reduce levels of economic inactivity and move those furthest from the labour market closer to employment, through investment in bespoke employment support tailored to local needs. Investment will facilitate the join-up of mainstream provision and local services within an area for participants, through the use of one-to-one keyworker support, improving employment outcomes for specific cohorts who face labour market barriers.	Blackpool Council led - some possible external providers via tendered work packages	£450,000 (r)
Blackpool Pathways to Employment**	Aim to provide intensive wrap around support via a team of dedicated individuals/"navigators" to 200 economically inactive Blackpool residents living in the most disadvantaged wards who are furthest away from the labour market, including help with practical issues and navigating systems, such as Welfare Benefits	Ongoing discussion with Council procurement team on direct appointment or requirement for tendering	£250,000 (r)
Lets Get Digital **	This project will develop the digital skills of a minimum of 100 Blackpool residents who have not had the opportunity, access or finances to secure an understanding of technology and the benefits it can provide them in their daily lives, with training delivered in community venues.	Ongoing discussion with Council procurement team on direct appointment or requirement for tendering	£112,000 (r)
			Total Allocation by theme : £ 812,000

**Note

It is hoped that there is a compliant route to award funding directly for this scheme, but it is subject to internal due diligence with the Council procurement and legal teams. If there are issues, the Council would conduct a procurement exercise which would endeavour to deliver the same outcomes.

Appendix 7b

The table below should be completed by intervention. Enter the amount of the UKSPF allocation you are assigning to each intervention in column C then provide an annual expenditure profile within columns E to G for each Financial Year. Capital and revenue amounts (£) should be entered for each intervention by financial year in columns I to N (please see minimum capital % for each financial year in the guidance to support your calculations). Interventions must be completed by March 2025 as detailed in Section 7 of the Prospectus. The orange cells relating to the People & Skills investment priority are for completion where local authorities have decided to fund targeted people and skills provision in 2022-23 and 2023-24 where this is a continuing priority for 2024-25 and may be at significant risk of ending due to the tail off of EU funds. This flexibility may only be used where provision is currently delivered by voluntary and community organisations, having regard for the focus of the Fund and available funding.

Expenditure Profile				UKSPF Allocation Annual Expenditure				UKSPF Allocation Capital/Revenue Split (£)								Supporting comments relating to expenditure
Investment Priority	Intervention	UKSPF Allocation	% of Total UKSPF Allocation	2022-23	2023-24	2024-25	Annual Expenditure Totals	Capital 22/23	Revenue 22/23	Capital 23/24	Revenue 23/24	Capital 24/25	Revenue 24/25	Capital/Revenue Totals		
Communities & Place	E1: Improvements to town centres & high streets	£1,568,184	31%	£163,364	£192,578	£1,212,242	£1,568,184	£103,180	£60,184	£156,178	£36,400	£988,642	£223,600	£1,568,184	Town Centre Regeneration Scheme	
Communities & Place	E2: Community & neighbourhood infrastructure projects	£104,000	2%	£50,960	£16,640	£36,400	£104,000	£24,960	£26,000	£16,640	£0	£36,400	£0	£104,000	Community Flood Management This is the predominant intervention for the scheme	
Communities & Place	E3: Creation of and improvements to local green spaces	£0	0%	£0	£0	£0	£0							£0		
Communities & Place	E4: Enhancing existing cultural, historic & heritage institutions offer	£0	0%	£0	£0	£0	£0							£0		
Communities & Place	E5: Built & landscaped environment to 'design out crime'	£0	0%	£0	£0	£0	£0							£0		
Communities & Place	E6: Local arts, cultural, heritage & creative activities	£186,259	4%	£12,579	£69,680	£104,000	£186,259	£0	£12,579	£0	£69,680	£0	£104,000	£186,259	Showtown Laughter Programme: This is the predominant intervention for the scheme	
Communities & Place	E7: Support for active travel enhancements in local area	£0	0%	£0	£0	£0	£0							£0		
Communities & Place	E8: Campaigns to encourage visits and exploring of local area	£0	0%	£0	£0	£0	£0							£0		
Communities & Place	E9: Impactful volunteering and/or social action projects	£0	0%	£0	£0	£0	£0							£0		
Communities & Place	E10: Local sports facilities, tournaments, teams & leagues	£0	0%	£0	£0	£0	£0							£0		
Communities & Place	E11: Capacity building & infrastructure support local groups	£306,800	6%	£36,400	£109,200	£161,200	£306,800	£5,200	£31,200	£0	£109,200	£0	£161,200	£306,800	VCFS: This is the predominant intervention for the scheme	
Communities & Place	E12: Community engagement schemes, local regeneration	£0	0%	£0	£0	£0	£0							£0		
Communities & Place	E13: Community measures to reduce the cost of living	£671,060	13%	£129,092	£242,544	£299,424	£671,060	£91,132	£37,960	£69,680	£172,864	£82,336	£217,088	£671,060	Eco Coaching and Eco Hubs schemes : This is the predominant intervention for the 2 schemes	
Communities & Place	E14: Relevant feasibility studies	£185,640	4%	£159,640	£26,000	£0	£185,640	£0	£159,640	£0	£26,000	£0	£0	£185,640	The Grundy scheme	
Communities & Place	E15: Digital connectivity for local community facilities	£0	0%	£0	£0	£0	£0							£0		
Communities & Place	Total for 'On-menu' Interventions	£3,021,943	59%	£552,035	£656,642	£1,813,266	£3,021,943	£224,472	£327,563	£242,498	£414,144	£1,107,377	£705,888	£3,021,943		
Communities & Place	Insert Bespoke Intervention	£0	0%	£0	£0	£0	£0							£0		
Communities & Place	Insert Bespoke Intervention	£0	0%	£0	£0	£0	£0							£0		
Communities & Place	Insert Bespoke Intervention	£0	0%	£0	£0	£0	£0							£0		
Communities & Place	Insert Bespoke Intervention	£0	0%	£0	£0	£0	£0							£0		
Communities & Place	Insert Bespoke Intervention	£0	0%	£0	£0	£0	£0							£0		
Communities & Place	C&P Bespoke Interventions Total	£0	0%	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
Communities & Place	Communities & Place Interventions Total	£3,021,943	59%	£552,035	£656,642	£1,813,266	£3,021,943	£224,472	£327,563	£242,498	£414,144	£1,107,377	£705,888	£3,021,943		
Local Business	E16: Open markets & town centre retail & service sector	£0	0%	£0	£0	£0	£0							£0		
Local Business	E17: Development & promotion of visitor economy	£0	0%	£0	£0	£0	£0							£0		
Local Business	E18: Supporting Made Smarter Adoption	£0	0%	£0	£0	£0	£0							£0		
Local Business	E19: Investment in research & development at the local level	£0	0%	£0	£0	£0	£0							£0		
Local Business	E20: R&D grants supporting innovative product & service development	£0	0%	£0	£0	£0	£0							£0		
Local Business	E21: Development of innovation infrastructure at a local level	£0	0%	£0	£0	£0	£0							£0		
Local Business	E22: Enterprise infrastructure & employment / innovation sites	£104,000	2%	£0	£78,000	£26,000	£104,000	£0	£0	£78,000	£0	£0	£26,000	£104,000	The Edge scheme	
Local Business	E23: Strengthening local entrepreneurial ecosystems	£0	0%	£0	£0	£0	£0							£0		
Local Business	E24: Training hubs, business support offers, incubators & accelerators	£936,000	18%	£27,046	£423,523	£485,430	£936,000	£0	£27,046	£0	£423,523	£0	£485,430	£936,000	Combined Business Support Programmes: This is the predominant intervention for the scheme	
Local Business	E25: Bid for & host international business events & conferences	£0	0%	£0	£0	£0	£0							£0		
Local Business	E26: Growing the local social economy	£0	0%	£0	£0	£0	£0							£0		
Local Business	E27: Develop angel investor networks	£0	0%	£0	£0	£0	£0							£0		
Local Business	E28: Export grants to grow overseas trading etc.	£0	0%	£0	£0	£0	£0							£0		
Local Business	E29: Supporting decarbonisation & improving natural environment	£0	0%	£0	£0	£0	£0							£0		
Local Business	E30: Business support measures to drive employment growth	£208,000	4%	£41,600	£83,200	£83,200	£208,000	£0	£41,600	£0	£83,200	£0	£83,200	£208,000	Responsible Business Network: This is the predominant intervention for the scheme	
Local Business	E31: Support relevant feasibility studies	£0	0%	£0	£0	£0	£0							£0		
Local Business	E32: Investment to protect from natural hazards, flooding and coastal erosion	£0	0%	£0	£0	£0	£0							£0		
Local Business	Total for 'On-menu' Interventions	£1,248,000	24%	£68,646	£584,723	£594,630	£1,248,000	0%	£68,646	£78,000	£506,723	£0	£594,630	£1,248,000		
Local Business	Insert Bespoke Intervention	£0	0%	£0	£0	£0	£0							£0		
Local Business	Insert Bespoke Intervention	£0	0%	£0	£0	£0	£0							£0		
Local Business	Insert Bespoke Intervention	£0	0%	£0	£0	£0	£0							£0		
Local Business	Insert Bespoke Intervention	£0	0%	£0	£0	£0	£0							£0		
Local Business	Insert Bespoke Intervention	£0	0%	£0	£0	£0	£0							£0		
Local Business	LB Bespoke Interventions Total	£0	0%	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
Local Business	Local Business Interventions Total	£1,248,000	24%	£68,646	£584,723	£594,630	£1,248,000	£0	£68,646	£78,000	£506,723	£0	£594,630	£1,248,000		
People & Skills	E33: Employment support for economically inactive people	£260,000	5%	£0	£0	£260,000	£260,000						£260,000	£260,000	Pathways to Employment: This is the predominant intervention for the scheme	
People & Skills	E34: Courses including basic, life & career skills	£0	0%	£0	£0	£0	£0							£0		
People & Skills	E35: Enrichment & volunteering activities	£0	0%	£0	£0	£0	£0							£0		
People & Skills	E36: Increase levels of digital inclusion, essential digital skills	£116,480	2%	£0	£0	£116,480	£116,480						£116,480	£116,480	Let's Get Digital	
People & Skills	E37: Tailored support for the employed to access courses	£0	0%	£0	£0	£0	£0							£0		
People & Skills	E38: Local areas to fund local skills needs	£0	0%	£0	£0	£0	£0							£0		
People & Skills	E39: Green skills courses	£0	0%	£0	£0	£0	£0							£0		
People & Skills	E40: Retraining support for those in high carbon sectors	£0	0%	£0	£0	£0	£0							£0		
People & Skills	E41: Funding to support local digital skills	£0	0%	£0	£0	£0	£0							£0		
People & Skills	Total for 'On-menu' Interventions	£376,480	7%	£0	£0	£376,480	£376,480	£0	£0	£0	£0	£0	£376,480	£376,480		
People & Skills	Employment support for 16-24 year olds who are NEET	£468,000	9%	£0	£0	£468,000	£468,000						£468,000	£468,000	The Platform Contributes partially to E33 and E34	
People & Skills	Insert Bespoke Intervention	£0	0%	£0	£0	£0	£0							£0		
People & Skills	Insert Bespoke Intervention	£0	0%	£0	£0	£0	£0							£0		
People & Skills	Insert Bespoke Intervention	£0	0%	£0	£0	£0	£0							£0		
People & Skills	Insert Bespoke Intervention	£0	0%	£0	£0	£0	£0							£0		
People & Skills	P&S Bespoke Interventions Total	£468,000	9%	£0	£0	£468,000	£468,000	£0	£0	£0	£0	£0	£468,000	£468,000		
People & Skills	People & Skills Intervention Total	£844,480	17%	£0	£0	£844,480	£844,480	£0	£0	£0	£0	£0	£844,480	£844,480		
Allocation Totals		£5,114,423	100%	£620,682	£1,241,365	£3,252,376	£5,114,423	£224,472	£396,209	£320,498	£920,867	£1,107,377	£2,144,999	£5,114,423		

For Internal Use Only

Allocation Summary		UKSPF Allocation Total Expenditure by Investment Priority											C&P Revenue/Capital		LB Revenue/Capital		P&S Revenue/Capital		Total Revenue/Capital		
		Funding Period:	Communities & Place	C&P Bespoke	C&P Totals	Local Businesses	LB Bespoke	LB Totals	People & Skills	P&S Bespoke	P&S Totals	£ Fund Total	% Fund Total	Cap%	Rev%	Cap%	Rev%	Cap%	Rev%	Cap%	Rev%
1	2022/23	£552,035	£0	£552,035	£68,646	£0	£68,646	£0	£0	£0	£620,682	12%	41%	59%	0%	100%	0%	0%	36%	64%	
2	2023/24	£656,642	£0	£656,642	£584,723	£0	£584,723	£0	£0	£0	£1,241,365	24%	37%	63%	13%	87%	0%	0%	26%	74%	
3	2024/25	£1,813,266	£0	£1,813,266	£594,630	£0	£594,630	£376,480	£468,000	£844,480	£3,252,376	64%	61%	39%	0%	100%	0%	100%	34%	66%	
		£3,021,943			£1,248,000			£844,480			£5,114,423	100%									

Communities & Place Outcomes

Please enter your indicative outcomes for Communities & Place interventions below.

Outcome	E1: Improvements to town centres & high streets	E2: Community & neighbourhood infrastructure projects	E3: Creation of and improvements to local green spaces	E4: Enhancing existing cultural, historic & heritage institutions offer	E5: Built & landscaped environment to 'design out crime'	E6: Local arts, cultural, heritage & creative activities	E7: Support for active travel enhancements	E8: Campaigns to encourage visits and exploring of local area	E9: Impactful volunteering and/or social action projects	E10: Local sports facilities, tournaments, teams & leagues	E11: Capacity building & infrastructure support local groups	E12: Community engagement schemes, local regeneration	E13: Community measures to reduce the cost of living	E14: Relevant feasibility studies	E15: Investment support for digital infrastructure for local community facilities
Jobs created (numerical value)	2														
Jobs safeguarded (numerical value)						3									
Increased footfall (% increase)	2							1							
Increased visitor numbers (% increase)								1							
Reduced vacancy rates (% decreased)	5														
Greenhouse gas reductions (% decrease in Tonnes of Co2e)													1		
Improved perceived/experienced accessibility (% increase)															
Improved perception of facilities/amenities (% increase)	5														
Increased users of facilities/amenities (% increase)															
Improved perception of facility/infrastructure project (% increase)															
Increased use of cycleways or paths (% increase)															
Increased affordability of events/entry (% increase)															
Improved perception of safety (% increase)															
Reduction in neighbourhood crime (% decrease)															
Improved engagement numbers (% increase)						20		5			110	10			
Number of community-led arts, cultural, heritage and creative programmes as a result						7									
Improved perception of events (% increase)															
Increased number of web searches for a place (% increase)															
Volunteering numbers as a result of support (numerical value)								500							
Number of new or improved community facilities as a result of support (numerical)											1				
Increased take up of energy efficiency measures (% increase)													80		
Increased number of projects arising from funded feasibility studies (% increase)														1	
Number of premises with improved digital connectivity (numerical value)															
Increased number of properties better protected from flooding and coastal erosion (% increase)		115													

Supporting Local Business Outputs

Please enter your indicative outputs for Supporting Local Business interventions below.

Output	E16: Open markets & town centre retail & service sector	E17: Development & promotion of visitor economy	E18: Supporting Made Smarter & adoption	E19: Investment in research and development at the local level	E20: R&D grants supporting innovative product & service development	E21: Development of innovation infrastructure at the local level	E22: Enterprise in infrastructure & employment/ innovation sites	E23: Strengthening local entrepreneurial ecosystems	E24: Training hubs, business support offers, incubators	E25: Bid for & host international business events & conferences	E26: Growing the local social economy	E27: Develop angel investor networks	E28: Export Grants to grow overseas trading etc.	E29: Supporting decarbonisation whilst growing the local economy	E30: Business support measures to drive employment growth	E31: Support relevant feasibility studies	E32: Investment in resilience infrastructure and nature based solutions
Number of local markets supported (numerical value)																	
Number of businesses receiving financial support other than grants (numerical value)							10		40								
Number of businesses receiving non-financial support (numerical value)							10	285	235					200	64		
Number of businesses receiving grants (numerical value)																	
Number of potential entrepreneurs provided assistance to be business ready (numerical value)						5	20	5	125								
Number of Tourism, Culture or heritage assets created or improved (numerical value)																	
Number of commercial buildings developed or improved (numerical value)																	
M2 of commercial buildings developed or improved (m2)																	
Number of people reached (numerical value)																	
Number of local events or activities supported (numerical value)																	
Number of people attending training sessions (numerical value)																	
Number of rehabilitated premises (numerical value)																	
Amount of rehabilitated land (m2)																	
Number of events/participatory programmes (numerical value)																	
Number of angel investors in the local area (numerical value)																	
Number of businesses receiving angel investment (numerical value)																	
Number of angel investors engaged (numerical value)																	
Number of businesses engaged in new markets (numerical value)																	
Number of low or zero carbon energy infrastructure installed (numerical value)																	
Amount of low or zero carbon energy infrastructure installed (m2)														1200			
Number of decarbonisation plans developed (numerical value)														101			
Number of feasibility studies supported (numerical value)																1	
Number of properties protected from flooding and coastal erosion (numerical value)																	

People & Skills Outputs

Please enter your indicative outputs for People & Skills interventions below.

Output	E33: Employment support for economically inactive people	E34: Courses including basic, life & career skills	E35: Enrichment & volunteering activities	E36: Increase levels of digital inclusion, essential digital skills	E37: Tailored support for the employed to access courses	E38: Local areas to fund local skills needs	E39: Green skills courses	E40: Retraining support - high carbon sectors	E41: Local digital skills	The Platform - support for 16-24 year olds who are NEET
Number of economically inactive people engaging with keyworker support services (numerical value)										
Number of economically inactive people supported to engage with the benefits system (numerical value)	200									
Number of socially excluded people accessing support (numerical value)	200									
Number of people supported to access basic skills (numerical value)	200			400						50
Number of people accessing mental and physical health support leading to employment (numerical value)										25
Number of people supported to engage in job-searching (numerical value)										
Number of people receiving support to gain employment (numerical value)	120									250
Number of people receiving support to sustain employment (numerical value)										88
Effective working between keyworkers and additional services (number of engagements)										125
Number of people supported to engage in life skills (numerical value)		200		350					75	50
Number of people supported onto a course through providing financial support (numerical value)		20								
Number of people supported to participate in education (numerical value)										125
Number of volunteering opportunities supported (numerical value)			30							
Number of people taking part in work experience programmes (numerical value)										20
Number of people retraining (numerical value)										
Number of people in employment engaging with the skills system (numerical value)										
Number of people receiving support to gain a vocational licence (numerical value)										
Number of people attending training sessions (numerical value)										
Number of people gaining a qualification or completing a course following support (numerical value)				100			750			30

Report to:	EXECUTIVE
Relevant Officer:	Alan Cavill, Director of Communications and Regeneration
Relevant Cabinet Member:	Councillor Lynn Williams, Leader of the Council and Cabinet Member for Tourism, Arts and Culture
Date of Meeting:	5 September 2022

THE ACQUISITION OF LAND FOR THE MULTIVERSITY

1.0 Purpose of the report:

- 1.1 To consider the approach to assembling a site for the development of the Multiversity on land adjacent to the Talbot Gateway Central Business District.

2.0 Recommendations:

- 2.1 To agree, in principle, that if other options are exhausted then the Council would consider the use of Compulsory Purchase Order powers to assemble the site outlined in Appendix 8a.
- 2.2 To authorise the Director of Communications and Regeneration to pursue detailed negotiations with interested parties as necessary.
- 2.3 To delegate authority to the Director of Communications and Regeneration to authorise expenditure and contracts pursuant to (2.2).
- 2.4 To instruct relevant Officers to commence all necessary preparatory works for the making of a Compulsory Purchase Order to support the site assembly of the land required for the third phase of the regeneration and any associated road improvements and road closures
- 2.5 That Officers be required to bring a further report to the Executive to authorise the making of a Compulsory Purchase Order should such powers be required.

3.0 Reasons for recommendation(s):

- 3.1 To enable the development of the 1.18 Ha Multiversity on a site adjacent to the Talbot Gateway Central Business District.
- 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 None as the Council has already been awarded Town Deal funding by Government for the assembly of the site.

5.0 Council priority:

5.1 The relevant Council priority is: “The economy: Maximising growth and opportunity across Blackpool”

6.0 Background information

6.1 Property Matters

At the Executive meeting of 16th November 2020 (EX48/2020), it was agreed to progress with Heads of Terms for the Towns Funding (Town Deal) whereby funding was being sought for allocation amongst 7 schemes including the Multiversity

At the Executive meeting on 22 March 2021 (EX16/2021) an update was provided which confirmed that of the £39.5m funding bid, £9m was allocated to the Multiversity project.

At the Executive meeting on 6 December 2021 (EX63/2021), it was confirmed that the Multiversity was one of two projects which, subject to final Government sign off, required an agreement (Memorandum of Understanding) with Blackpool and the Fylde College in order to make further progress with it.

At the Executive meeting on 25 April 2022 (EX 19/22) approval was given to the signing of the Multiversity Memorandum of Understanding between the Council and Blackpool & The Fylde College regarding the preparation of a business case to secure funding for the construction of the Multiversity noting that this was a condition of the Town Funds £9m scheme approval. The same report also noted that the Multiversity was to be a priority funding bid for Levelling Up Found Round 2.

In August 2022 a Levelling Up Fund bid was made for £40m towards the construction of The Multiversity (see separate report on Levelling Up Fund elsewhere on this agenda)

Thus, subject to securing funding for the construction of the Multiversity it has been agreed in principle that Blackpool & Fylde College will relocate the University Centre Blackpool Campus from Park Road to a new 1.18 Ha site, which is close to Blackpool North Railway Station and the town centre and will initially accommodate c2,300 students.

The site identified is bounded to the north by George St, to the east by Grosvenor St, to the South by Milbourne Street and to the west by Cookson Street. For identification purposes it is shown

edged red on Plan 1 at Appendix 8a

Since the approval (through the Town Deal) for the costs of assembling the site, Council officers have been in contact with the business properties fronting Cookson Street and some other properties in the proposed site and negotiations are underway. In order to properly identify all owners and occupiers, however, it will be necessary to issue notices under section 16 of the Local Government (Miscellaneous Provisions) Act 1976 to make all parties concerned aware that the Council is considering the future planning of the area and the possible use of its Compulsory Purchase Powers.

Once the responses are available officers will make contact with the parties within the area likely to be the subject of any future Compulsory Purchase Order and, where possible, negotiations will commence.

Whilst the Council will pursue discussions with the interested landowners following meetings with owners/occupiers it is clear that the acquisition by agreement of all of the subject land may not be possible within a realistic timeframe or at all. Consequently, the Council has to consider whether it would support securing the whole of the area required for the regeneration by utilising Compulsory Purchase powers in effecting site assembly. This is a normal process in large regeneration projects.

6.2 Compulsory Purchase Powers

There are a range of powers which the Council can use to facilitate land assembly. In the circumstances the powers under Section 226 of the Town and Country Planning Act are likely to be appropriate. This allows the Council to acquire land which is 'suitable for and required in order to secure the carrying out of development, re-development or improvement', or is required for the 'proper planning of an area'.

The Council recognises that it would be premature to make a Compulsory Purchase Order at this time. However, the government guidance acknowledges that "if an acquiring authority waits for negotiations to break down before starting the compulsory purchase process, valuable time will be lost" and that "undertaking negotiations in parallel with preparing and making a compulsory purchase order can help to build a good working relationship with those whose interests are affected by showing that the authority is willing to be open and treat their concerns with respect." Consequently, it is proposed that a further report be submitted to the Executive to authorise a Compulsory Purchase Order should the negotiations for the remaining interests not be concluded in a timely manner and upon the Council being satisfied that there is a compelling case in the public interest to do so.

The Director of Communications and Regeneration accepts that the Executive will need to be satisfied that all reasonable attempts have been made to assemble the site through negotiation as compulsory purchase should be used as a 'last resort'. The Council has been progressing voluntary acquisitions with owners and will continue to do so.

6.3 Conclusions

Should the Executive be prepared to agree, in principle, to making a Compulsory Purchase Order, a further detailed report would be submitted if reasonable attempts to assemble the site through negotiation in a timely manner are unsuccessful.

An 'in-principle' decision to make a Compulsory Purchase Order would create greater certainty amongst stakeholders that the site will be assembled in a timely manner to enable the scheme to be implemented. This will enable such stakeholders to plan their business accordingly. It will similarly reaffirm the Council's support for the scheme.

6.4 Does the information submitted include any exempt information? No

7.0 **List of Appendices:**

7.1 Appendix 8a- Reference plan -

8.0 **Financial considerations:**

8.1 The final terms of each acquisition will be subject to valuation and negotiation. The budget for the acquisitions and demolition of property has been agreed as part of the Town Deal allocation for the Multiversity Site assembly.

8.2 Should the costs of acquisition exceed the budget provided in the Town Deal allocation, these costs are likely to be borne by Blackpool Council. If this situation arose a further report would be submitted to the Executive and options considered.

9.0 **Legal considerations:**

9.1 None at this time.

10.0 **Risk management considerations:**

10.1 None at this time.

11.0 **Equalities considerations:**

11.1 None at this time.

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

12.1 None at this time.

13.0 Internal/external consultation undertaken:

13.1 Growth and Prosperity Programme Director, Growth and Prosperity Board, Head of Legal Services, the Blackpool and the Fylde College (B&FC), Lancaster University and internal stakeholders of Blackpool Council and B&FC.

14.0 Background papers:

14.1 EX 48/2020 – Blackpool Town Deal Heads of Terms
EX 16/2021 – Blackpool Town Deal Update
EX63/2021 - Blackpool Town Deal Update
EX19/2022 - Levelling Up Fund Round 2

15.0 Key decision information:

15.1 Is this a key decision? Yes

15.2 If so, Forward Plan reference number: 14/2022

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

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

16.0 Call-in information:

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

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

TO BE COMPLETED BY THE HEAD OF DEMOCRATIC GOVERNANCE

17.0 Scrutiny Committee Chairman (where appropriate):

Date informed: 25 August 2022 Date approved:

18.0 Declarations of interest (if applicable):

18.1

19.0 Summary of Discussion:

19.1

20.0 Executive decision:

20.1

21.0 Date of Decision:

21.1

22.0 Reason(s) for decision:

22.1

23.0 Date Decision published:

23.1

24.0 Alternative Options Considered and Rejected:

24.1

25.0 Executive Members in attendance:

25.1

26.0 Call-in:

26.1

27.0 **Notes:**

27.1

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Appendix 8a



Multiversity Site Boundary

Scale: 1:1250 @ A4

Date: 01/08/2022

Page 151

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