

# Blackpool Council

20 September 2022

To: Councillors Collett, Galley, Hutton, Jackson, Kirkland, M Mitchell, Walsh and Wilshaw

The above members are requested to attend the:

## **TOURISM, ECONOMY AND COMMUNITIES SCRUTINY COMMITTEE**

Wednesday, 28 September 2022 at 6.00 pm  
In Committee Room A, Town Hall, Blackpool

### **A G E N D A**

#### **1 DECLARATIONS OF INTEREST**

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

(1) the type of interest concerned either a

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

and

(2) the nature of the interest concerned

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

#### **2 MINUTES OF THE LAST MEETING HELD ON 29 JUNE 2022** (Pages 1 - 8)

To agree the minutes of the last meeting held on 29 June 2022 as a true and correct record.

#### **3 PUBLIC SPEAKING**

To consider any applications from members of the public to speak at the meeting.

**4 EXECUTIVE AND CABINET MEMBER DECISIONS** (Pages 9 - 18)

To consider the Executive and Cabinet Member Decisions within the remit of the Committee, taken since the last meeting.

**5 FORWARD PLAN** (Pages 19 - 24)

To consider the content of the Council's Forward Plan, October 2022 – January 2023, within the remit of the Committee.

**6 TOURISM PERFORMANCE UPDATE** (Pages 25 - 38)

To provide information on tourism performance during the main tourism season from April 2022 to the end of August 2022.

**7 TOWN CENTRE REGENERATION UPDATE** (Pages 39 - 98)

To provide an overview of progress on the various projects being undertaken to secure the regeneration of Blackpool Town Centre following the last update in February 2022, and to inform the Committee of planned future work.

**8 CUSTOMER FEEDBACK ANNUAL REPORT** (Pages 99 - 126)

For Scrutiny to consider the Annual Customer Feedback Report covering the period 1 April 2021 – 31 March 2022.

**9 DEVELOPING A CULTURAL PLAN FOR BLACKPOOL** (Pages 127 - 134)

To inform members about the work taking place in setting up a Blackpool Cultural Framework Steering Group that will lead on developing a new five year Cultural Plan for Blackpool.

**10 HEALTH OF THE OCEAN** (Pages 135 - 140)

To inform the Committee of the concerns relating to the health of the ocean and request that the Committee consider making a recommendation to Council to declare an urgent need for ocean recovery.

**11 SCRUTINY WORKPLAN** (Pages 141 - 150)

To consider the Workplan and to monitor the implementation of Committee recommendations, together with any suggestions that Members may wish to make for scrutiny review topics.

## 12 DATE OF NEXT MEETING

To note the date and time of the next meeting as Wednesday, X23 November 2022, commencing at 6pm.

### **Venue information:**

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

### **Other information:**

For queries regarding this agenda please contact John Greenbank, Senior Democratic Governance Adviser, Tel: ,01253 477229 e-mail [john.greenbank@blackpool.gov.uk](mailto:john.greenbank@blackpool.gov.uk)

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# Agenda Item 2

## MINUTES OF TOURISM, ECONOMY AND COMMUNITIES SCRUTINY COMMITTEE MEETING - WEDNESDAY, 29 JUNE 2022

### **Present:**

Councillor Jackson (in the Chair)

Councillors

Galley	Kirkland	R Scott
Hutton	M Mitchell	Walsh

### **In Attendance:**

Councillor Mrs Maxine Callow, Scrutiny Lead Member

Councillor Mark Smith, Cabinet Member for Business, Enterprise and Job Creation

Councillor Neal Brookes, Cabinet Member for Enforcement, Public Safety, Highways and Transport

Councillor Jo Farrell, Cabinet Member for Adult Social Care, and Community Health and Wellbeing

Steve Thompson, Director of Resources

Alan Cavill, Director of Communications and Regeneration

Lisa Arnold, Head of Community and Wellbeing Services

Scott Butterfield, Strategy, Policy and Research Manager

Ian Large, Engineering Manager

Michael Dulku, Leisure Facilities Manager

Laura Ivinson, Active Communities Service Manager

John Greenbank, Democratic Governance Senior Adviser (Scrutiny)

### **1 DECLARATIONS OF INTEREST**

Councillor Paul Galley declared a personal interest in respect of item 8, Climate Emergency Update, the nature of the interest that he was Chair of the Blackpool Transport Company Ltd Board, as the company was involved in the Zero-Emissions Bus Regional Area project.

Councillor Adrian Hutton declared a personal interest in respect of item 9, Public Rights of Way Update, the nature of the interest that he was Chair of Blackpool Waste Services Ltd Board (Enveco), as the company was involved in the grounds maintenance of footpaths.

### **2 MINUTES OF THE LAST MEETING HELD ON 30 MARCH 2022**

The minutes of the last meeting held on 30 March 2022 were agreed as a true and correct record.

### **3 PUBLIC SPEAKING**

There were no applications for public speaking on this occasion.

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MEETING - WEDNESDAY, 29 JUNE 2022**

#### **4 EXECUTIVE AND CABINET MEMBER DECISIONS**

The Committee considered the Executive and Cabinet Members Decisions taken since the last meeting.

A query was raised in respect of EX16/2022, Community Safety Plan 2022-2025, regarding how success against the plan's priorities would be measured, taking into account that the Council was not responsible for many of the areas of work. Councillor Neal Brookes, Cabinet Member for Enforcement, Public Safety, Highways and Transport, responded that although there was no formal metric to measure success against, the Community Safety Partnership would be developing an action plan to ensure that work to address the identified priorities was taking place and allow an overview of progress. It was expected that this would allow an assessment of progress in 2023.

The Committee also discussed EX19/2022, Levelling Up Fund Round 2, in relation to the Multiversity project. It was noted that the finance for the land to build the Multiversity had been agreed and Members questioned what would occur in the event that the project did not go forward. Councillor Mark Smith, Cabinet Member for Business, Enterprise and Job Creation, explained that although the Multiversity project was expected to be delivered, in the event it was not, the land would be used to deliver an alternative regeneration project. It was also queried what would occur if the land for the project was obtained by another private party before the Council. In the event that this occurred, which was considered unlikely, Mr Alan Cavill, Director of Communications and Regeneration, explained that Compulsory Purchase Orders could be used to secure the land.

#### **5 FORWARD PLAN**

The Committee considered the Forward Plan July 2022 – October 2022 of upcoming decisions.

Members made the suggestion that details of how upcoming executive decisions related to the various strategies and policies of the Council be included in the Forward Plan. It was thought that this would demonstrate how decisions furthered the strategic aims of the Council and allow more informed scrutiny of what was being agreed. It was noted that this request would need to be considered outside of the meeting.

The future of the bridge on Bank Hey Street was discussed by the Committee in relation to the decision to be taken on investment in the Town Centre, with Members noting plans to remove it. Mr Alan Cavill, Director of Communications and Regeneration responded to advise that the bridge was owned by the Council but that neighbouring properties had a right of access to it. These rights included a fire escape, and clarification on how different parties' rights would be affected going forward would need to be resolved. However, Mr Cavill stated that it was expected that these would be resolved before the nearby ShowTime museum was opened in 2023.

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**6 LEISURE SERVICES ANNUAL REPORT**

Ms Lisa Arnold, Head of Community and Wellbeing Services, presented the Leisure Services Annual Report. The report detailed the work undertaken in 2021/2022, Covid recovery, key performance indicators and future plans.

Mr Michael Dulku, Leisure Facilities Manager, informed the Committee that overall attendance at leisure facilities had returned to 74% of its pre-Covid levels, ahead of the national average of 64%. This had been as a result of a strong return to swimming pools, in part due to the investment at Palatine Road. The recovery had been more varied in gyms and exercise classes, with 72% of pre-Covid levels which was below the national average. This had been attributed to the break during Covid where many people had ceased exercise activity and were therefore unlikely to return to exercise at the same intensity as pre-Covid. It was hoped that an offer of lower intensity classes would assist in addressing this issue.

The challenges faced by the service were also outlined by Mr Dulku. This included the need for further investment in maintenance and facilities, rising energy costs and a national shortage of swimming pool cleaning chemicals. A further issue identified was the retention of staff, a number of whom had left during the pandemic. In order to address this consideration was being given to developing a professional career pathway to improve employee's personal development with the Council.

Work was also underway to increase customer engagement to determine what residents wanted from their leisure facilities following Covid. This was being achieved through a target survey and face-to-face meetings.

Greater automation was highlighted for the future of the services as footfall at facilities increased. Mr Dulku explained that this would allow online bookings and access to facilities without going to a reception desk. Making access to exercise easier and quicker.

Ms Laura Ivinson, Active Communities Service Manager, provided an overview of the work being undertaken by Active Communities following Covid. She reported that during Covid the service had focussed on outreach into the community to determine what activities people wanted delivered. Following the re-opening of services post-Covid activity had increased, with Ms Ivinson highlighting that Learn2Swim had returned to pre-Covid levels and school swimming had fully opened. It was also noted that Learn2Swim sessions were now exclusive for those taking part, instead of having part of the pool for public swimming. This meant that more children could access the programme in each session.

Health referrals were also raised as an issue, with numbers being slower to recover due to a decline in the number of GPs. However the service recognised that this was an important area work and further consideration would be undertaken into how to increase the number of referrals where possible.

Engagement was taking place with schools encouraging walking to schools and the use of bikes. A programme of summer holiday activities had also been organised including a package for those with Special Educational Needs and Disability.

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The Committee queried how Leisure Services' Gym offer compared with private providers in Blackpool. In response, Mr Dulku explained that private gyms had a specific market targeting the 15% of people who were already active. Leisure Services however looked to encourage activity in the remaining 85% who were less active. Therefore competition with private providers was not sought and the focus was on engaging people to become more active.

Maintenance and investment in facilities was also discussed, with Ms Arnold informing the Committee that this mainly concerned the replacement of aging equipment. Procurement of equipment needed a sixteen week lead in and the Council sought to ensure that new equipment was also carbon friendly to meet climate emergency targets. This meant that procurement was a lengthy process. Limited resources also meant that the Council needed to prioritise which equipment would be replaced and what maintenance would take place.

The cleaning of Stanley Park Lake to allow its use for leisure activities was also raised. Ms Arnold reported that a working group had been established to look at what would need to be undertaken before dredging could take place and identify any challenges that could arise. It was also noted that the funding for the project needed to be identified.

The ongoing cost of living crisis was also raised as a significant challenge facing Leisure Services. Due to rising household bills the Committee recognised that residents could be less able to pay for leisure activities. Ms Arnold informed the Committee that the service was aware of this challenge, but time would be needed to understand its impact on the Council's leisure offer.

Opportunities for older and younger residents in non-traditional sports were discussed by the Committee, with Ms Ivinson explaining that the youth games had been held recently that had involved young people from across Lancashire. The high ropes at the Leisure Centre were also noted as a non-traditional leisure opportunity that had proved popular. Ms Ivinson also informed the Committee that sport camps had been organised during the summer holidays in conjunction with local sports clubs and other providers.

Looking to the future Ms Arnold explained to the Committee that the service aimed to encourage people to become more active. This was a refocus from previously aiming to compete with the private sector. This included seeking to embed leisure and healthy living across the Council as well as the community. Opportunities were also being sought with the NHS and other partners to co-locate services at leisure facilities.

The Committee also asked if more free outdoor equipment could be provided to encourage people to use and exercise. Ms Arnold confirmed that the Council was looking at a variety of ways, such as community engagement, to encourage greater use of outdoor facilities and parks.

## **7 ENGAGEMENT OF CONSULTANTS ANNUAL REPORT**

Mr Steve Thompson, Director of Resources, presented the Engagement of Consultants Annual Report. He highlighted that the overall spend on external consultants had fallen

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from £3.9m to £3.1m. The majority of the spend had been on capital projects and showed the Council's significant investment in this area. Mr Thompson also noted that consultants were often important to deliver large projects and that work would be undertaken to include more details on consultants work in the Council's Contracts Register.

The possibility of the Council employing an in-house Capital Projects team was raised by the Committee, querying if it would be more cost effective than the use of external consultants. In response to this Mr Thompson stated that if a clear cost benefit could be established then the Council would consider this as an option.

The Committee also asked if a copy of the Code of Practice for Engaging Consultants could be provided for members to allow an understanding of the process of appointing an external consultant.

**The Committee agreed:**

1. The report be noted; and
2. That Mr Thompson provide a copy of the Code of Practice for Engaging Consultants to Members of the Committee for information.

**8 CLIMATE EMERGENCY UPDATE**

Mr Scott Butterfield, Strategy, Policy and Research Manager, presented an update on the work being undertaken to meet the Council's declaration of a Climate Emergency. He informed the Committee that a Climate Action Plan had been approved in December 2021 and a Carbon Emissions Internal Audit had been undertaken. He explained that the Action Plan had been developed as a result of input from the Climate Assembly and evidence from consultants using science-based targets. The action plan included actions identified by the public as well as those directly seeking to reduce carbon emissions at the Council and across Blackpool more widely. A review all the Council's policies and strategies to check their compatibility with climate goals had been completed.

Of the actions contained in the Action Plan 56 were shown as completed, 54 were in progress and 16 were not complete/not started. Mr Butterfield explained that many of actions shown as not complete were ongoing with the required work to make progress under consideration and that many could be changed to completed in a short period of time.

The Committee discussed the development of the supporting infrastructure for electric vehicles (EVs) in Blackpool. Mr Butterfield informed the Committee that the Council was looking at investment in further charging points and noted that private sector investment had been lower than elsewhere in the UK. He also highlighted that a national EV Fund would be launched, from which the Council would apply for funds.

The development of an EV Strategy for Blackpool was discussed, where Mr Butterfield explained that work was needed to understand how EV technology would develop, the impact on Blackpool's electricity capacity and the role of the private sector, before a strategy could be drafted. Mr Butterfield reported that a public consultation would be

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held over the summer on the strategy. Discussions had also been held with taxi operators to help understand the challenges of switching to EVs for Blackpool and possible solutions.

The rising cost of energy as part of the cost of living crisis was raised as a significant challenge going forward, with many people choosing to wait to replace older technology such as boilers to reduce their personal costs. To address this Mr Butterfield explained to Members that work was needed to understand the development of the energy market and the use of increasingly profitable energy sources like solar and wind power. Awareness of when many boilers might reach their end of life was also important and access to government funding would assist in encouraging people to buy more energy efficient alternatives.

Planning restrictions were also discussed by Members and the issues that they could cause. Mr Butterfield noted that the new National Energy Strategy would consult on the development of onshore wind generation projects where community support existed, highlighting that local and national attitudes to the climate emergency were changing favourably.

#### **9 PUBLIC RIGHTS OF WAY UPDATE**

Mr Ian Large, Engineering Manager, presented an update on work to maintain Blackpool's forty-seven public rights of way (PROWs). He reported that six of the eight PROWs had been cleared and reopened since 2021 and that work to reopen the remaining two was underway.

Enveco had been engaged to assist the Council in the work to clear PROWs and Mr Large reported that it was the best placed partner to undertake this work.

The Council had also worked to improve its dialogue with private landowners, close to and crossed by PROWs, to ensure that they met their responsibilities to keep paths clear. It was reported that this had been positive and land owners had shown a willingness to support this work.

The use of footpaths by individuals on horses was raised as an issue, with Members asking if more signage was required. Mr Large responded that signage had already been installed on Marton Moss and consideration could be given to its installation elsewhere.

The budget for PROWs work was discussed by the Committee, with Mr Large explaining that £40k had been allocated as part of the Highways Service budget. Mr Thompson, Director of Resources, added that this had partly also been provided by the Estates Services, where income from investment properties had been used to support PROWs.

The Committee welcomed the report and asked that going forward an annual update be added to the work programme so that scrutiny of PROWs could continue.

#### **The Committee agreed:**

1. That the report be noted; and

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2. That an Annual Report of Public Rights of Way be added to the Committee's Work Programme.

**10 SCRUTINY WORKPLAN**

The Committee considered its work programme for 2022-2023. Members were informed that the work programme had been developed following a workshop in June 2022 and input from the Committee.

Members of the Committee asked that a briefing be organised to gain information on Community Wealth Building. It was noted that this had been successfully undertaken in Preston and the Committee sought further information on how it could be applied to Blackpool.

**The Committee agreed:** That with the inclusion of a briefing on Community Wealth Building the Committee Work Programme 2022-2023 be approved.

**11 DATE OF NEXT MEETING**

The date and time of the next meeting of the Committee was noted as Wednesday, 28 September 2022, at 6.00pm.

**Chairman**

(The meeting ended at 8.00 pm)

Any queries regarding these minutes, please contact:  
John Greenbank, Senior Democratic Governance Adviser  
Tel: 01253 477229  
E-mail: [john.greenbank@blackpool.gov.uk](mailto:john.greenbank@blackpool.gov.uk)

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<b>Report to:</b>	<b>TOURISM, ECONOMY AND COMMUNITIES SCRUTINY COMMITTEE</b>
<b>Relevant Officer:</b>	Sharon Davis, Scrutiny Manager
<b>Date of Meeting:</b>	28 September 2022

## EXECUTIVE AND CABINET MEMBER DECISIONS

### 1.0 Purpose of the report:

1.1 The Committee to consider the Executive and Cabinet Member decisions within the portfolios of the Leader of the Council, Deputy Leader of the Council and Cabinet Members taken since the last meeting of the Committee.

### 2.0 Recommendation(s):

2.1 Members will have the opportunity to question the Leader of the Council or the relevant Cabinet Member in relation to the decisions taken.

### 3.0 Reasons for recommendation(s):

3.1 To ensure that the opportunity is given for all Executive and Cabinet Member decisions to be scrutinised and held to account.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council's approved budget? N/A

3.3 Other alternative options to be considered:

None.

### 4.0 Council Priority:

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

### 5.0 Background Information

5.1 Attached at the appendix to this report is a summary of the decisions taken, which have been circulated to Members previously.

5.2 This report is presented to ensure Members are provided with a timely update on the decisions taken by the Executive and Cabinet Members. It provides a process where the Committee can raise questions and a response be provided.

5.3 Members are encouraged to seek updates on decisions and will have the opportunity to raise any issues.

**5.4 Witnesses/representatives**

5.4.1 The following Cabinet Members are responsible for the decisions taken in this report and have been invited to attend the meeting:

- Councillor Lynn Williams, Leader of the Council
- Councillor Neal Brookes, Cabinet Member for Enforcement, Public Safety, Highways and Transport
- Councillor Jane Hugo, Cabinet Member for Climate Change and Environment
- Councillor Mark Smith, Cabinet Member for Business, Enterprise and Job Creation

Does the information submitted include any exempt information?

No

**List of Appendices:**

Appendix 4(a) Summary of Executive and Cabinet Member decisions taken.

**6.0 Legal considerations:**

6.1 None.

**7.0 Human Resources considerations:**

7.1 None.

**8.0 Equalities considerations:**

8.1 None.

**9.0 Financial considerations:**

9.1 None.

**10.0 Risk management considerations:**

10.1 None.

**11.0 Ethical considerations:**

11.1 None.

**12.0 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.

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**APPENDIX 4(a)**

<b>DECISION / OUTCOME</b>	<b>DESCRIPTION</b>	<b>NUMBER</b>	<b>DATE</b>	<b>CABINET MEMBER</b>
<p><b>ARTICLE 4 DIRECTION ORDER FOR LOCALLY LISTED BUILDINGS</b></p> <p><b>The Executive agreed:</b></p> <ol style="list-style-type: none"> <li>1. To note the objections received attached at Appendices 4a and 4b, to the Executive report.</li> <li>2. To approve the confirmation of the Article 4 direction to remove the permitted development right for demolition and exterior painting of locally listed buildings outside conservation areas.</li> </ol>	<p>To consider objections and whether to confirm a non-immediate Article 4 direction order to remove the permitted development right for demolition of locally listed buildings outside conservation areas and for exterior painting.</p>	<p>EX28/2022</p>	<p>11 July 2022</p>	<p>Councillor Lynn Williams, Leader of the Council and Cabinet Member for Tourism, Arts and Culture</p>
<p><b>UPDATED LOCAL DEVELOPMENT SCHEME</b></p> <p><b>The Cabinet Member agreed:</b></p> <p>To approve Local Development Scheme 2022 attached at Appendix 'A' and agree that it be published on the Council's website.</p>	<p>To consider the updated Local Development Scheme (LDS) which outlines the remaining production timetable for the Blackpool Local Plan Part 2: Site Allocations and Development Management Policies document and the extended timetable for the review of the Blackpool Local Plan Part 1: Core Strategy.</p>	<p>PH47/2022</p>	<p>15 July 2022</p>	<p>Councillor Lynn Williams, Leader of the Council and Cabinet Member for Tourism, Arts and Culture</p>
<p><b>BLACKPOOL LOCAL PLAN PART 2: SITE ALLOCATIONS AND DEVELOPMENT MANAGEMENT POLICIES – POST HEARING MODIFICATIONS</b></p> <p><b>The Cabinet Member agreed:</b></p> <p>To endorse publication for consultation for a period of 6 weeks during July and August 2022.</p>	<p>To consider the main modifications suggested by the Inspector following the Blackpool Local Plan Part 2 Examination hearings in December 2021 to make the plan sound; and to consider the changes to the policies maps and the additional (minor) modifications.</p>	<p>PH48/2022</p>	<p>19 July 2022</p>	<p>Councillor Lynn Williams, Leader of the Council and Cabinet Member for Tourism, Arts and Culture</p>

<p><b>DEMOLITION OF OFFICE BUILDINGS AND SURFACE CAR PARK CREATION AT SOUTH KING STREET SITE</b></p> <p><b>The Cabinet Member agreed:</b></p> <ol style="list-style-type: none"> <li>1. To approve the demolition of the surplus office and administrative buildings located on the South King Street site, following moves of the remaining staff to Municipal Buildings and Bickerstaffe House, in line with the original intentions of the Council's office accommodation strategy.</li> <li>2. To create a surface car park on the vacant site at South King Street, providing in excess of 150 car parking spaces, which will serve to replace public car parking spaces lost to the redevelopment at Tower Street and temporary closure of part of Central and Topping Street car parks and provide additional town centre parking in proximity to the new conference centre.</li> <li>3. To approve Prudential Borrowing of £600,000 to meet the costs of the demolition in 2.1 and the creation of a new surface car park at 2.2 on the terms outlined at Appendix B to be repaid by the additional car parking income.</li> </ol>	<p>To consider the proposal to demolish the South King Street (SKS) site once remaining services have been re-located and to create a surface car park pending any future re-development of the land.</p>	<p>PH52/2022</p>	<p>12 August 2022</p>	<p>Councillor Mark Smith, Cabinet Member for Business, Enterprise and Job Creation</p>
<p><b>PEPPERCORN RENT FOR NO. 28 TOPPING STREET</b></p> <p><b>The Cabinet Member agreed:</b> To approve in light of the information contained within this report the granting of a ten-year lease at a peppercorn rent with a break option at the fifth year to mutual benefit.</p>	<p>To consider approving a lease at a peppercorn rent for no. 28 Topping Street to facilitate the formation of a community led Creative Hub.</p>	<p>PH55/2022</p>	<p>5 September 2022</p>	<p>Councillor Lynn Williams, Leader of the Council and Cabinet Member for Tourism, Arts and Culture</p>

**APPENDIX 4(a)**

<p><b>BLACKPOOL COAST PROTECTION SCHEMES - USE OF ENVIRONMENT AGENCY FRAMEWORK FOR SELECTION OF CONTRACTORS AND DESIGNERS</b></p> <p><b>The Executive agreed:</b> 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.</p>	<p>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.</p>	<p>EX32/2022</p>	<p>5 September 2022</p>	<p>Councillor Jane Hugo, Cabinet Member for Climate Change and Environment</p>
<p><b>LEVELLING UP FUND ROUND 2</b></p> <p><b>The Executive agreed:</b></p> <p>Page 15</p> <ol style="list-style-type: none"> <li>1. To note the report.</li> <li>2. To authorise the Head of Legal Services to enter into any contracts necessitated by successful approvals to deliver the schemes.</li> <li>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.</li> </ol>	<p>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 6 July 2022 and for the Executive to receive a report on the final submissions”.</p>	<p>EX33/2022</p>	<p>5 September 2022</p>	<p>Councillor Mark Smith, Cabinet Member for Business, Enterprise and Job Creation</p>
<p><b>SHARED PROSPERITY FUND</b></p> <p><b>The Executive agreed:</b></p> <ol style="list-style-type: none"> <li>1. To note the report.</li> <li>2. To authorise the Head of Legal Services to enter into any contracts necessitated by a successful approval.</li> </ol>	<p>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).</p>	<p>EX34/2022</p>	<p>5 September 2022</p>	<p>Councillor Mark Smith, Cabinet Member for Business, Enterprise and Job Creation</p>

<p><b>THE ACQUISITION OF LAND FOR THE MULTIVERSITY</b></p> <p><b>The Executive agreed:</b></p> <ol style="list-style-type: none"> <li>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, to the Executive report.</li> <li>2. To authorise the Director of Communications and Regeneration to pursue detailed negotiations with interested parties as necessary.</li> <li>3. To delegate authority to the Director of Communications and Regeneration to authorise expenditure and contracts pursuant to resolution 2.</li> <li>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</li> <li>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.</li> </ol>	<p>To consider the approach to assembling a site for the development of the Multiversity on land adjacent to the Talbot Gateway Central Business District.</p>	<p>EX35/2022</p>	<p>5 September 2022</p>	<p>Councillor Mark Smith, Cabinet Member for Business, Enterprise and Job Creation</p>
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**APPENDIX 4(a)**

<p><b>THE BOROUGH OF BLACKPOOL (VARIOUS ROADS) (VARIOUS RESTRICTIONS) AND (REVOCATIONS) BATCH ORDER NO 1 2021 (BEECHWOOD GROVE)</b></p> <p><b>The Cabinet Member agreed:</b> To proceed with the proposed restrictions on Beechwood Grove as originally advertised in the batch order on 26 April 2022 and outlined at the Appendix to the report.</p>	<p>To consider the representation and alternative options of the advertised proposed restriction on Beechwood Grove.</p>	<p>PH56/2022</p>	<p>13 September 2022</p>	<p>Councillor Neal Brookes, Cabinet Member for Enforcement, Public Safety, Highways and Transport</p>
<p><b>THE BOROUGH OF BLACKPOOL (VARIOUS ROADS) (VARIOUS RESTRICTIONS) AND (REVOCATIONS) BATCH ORDER NO 1 2021 (MADISON AVENUE AND BEAUFORT AVENUE JUNCTION)</b></p> <p><b>The Cabinet Member agreed:</b> To proceed with the proposed restrictions the junction of Madison Avenue and Beaufort Avenue as originally advertised in the batch order on 26 April 2022 and outlined at the Appendix to the report.</p>	<p>To consider the representation and alternative options of the advertised proposed restriction on the junction of Madison Avenue and Beaufort Avenue.</p>	<p>PH57/2022</p>	<p>13 September 2022</p>	<p>Councillor Neal Brookes, Cabinet Member for Enforcement, Public Safety, Highways and Transport</p>
<p><b>THE BOROUGH OF BLACKPOOL (VARIOUS ROADS) (VARIOUS RESTRICTIONS) AND (REVOCATIONS) BATCH ORDER NO 1 2021 (ST JAMES ROAD)</b></p> <p><b>The Cabinet Member agreed:</b> To proceed with the proposed restrictions on St James Road as originally advertised in the batch order on 26 April 2022 and outlined at the Appendix to the report.</p>	<p>To consider the representation and alternative options of the advertised proposed restriction on St James Road.</p>	<p>PH58/2022</p>	<p>13 September 2022</p>	<p>Councillor Neal Brookes, Cabinet Member for Enforcement, Public Safety, Highways and Transport</p>

**APPENDIX 4(a)**

<p><b>THE BOROUGH OF BLACKPOOL (VARIOUS ROADS) (VARIOUS RESTRICTIONS) AND (REVOCATIONS) BATCH ORDER NO 1 2021 (THRELFALL ROAD)</b></p> <p><b>The Cabinet Member agreed:</b> To proceed with the proposed restrictions the junction of Threlfall Road as originally advertised in the batch order on 26 April 2022 and outlined at the Appendix to the report.</p>	<p>To consider the representation and alternative options of the advertised proposed restriction on Threlfall Road.</p>	<p>PH59/2022</p>	<p>13 September 2022</p>	<p>Councillor Neal Brookes, Cabinet Member for Enforcement, Public Safety, Highways and Transport</p>
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<b>Report to:</b>	<b>TOURISM, ECONOMY AND COMMUNITIES SCRUTINY COMMITTEE</b>
<b>Relevant Officer:</b>	Sharon Davis, Scrutiny Manager
<b>Date of Meeting:</b>	28 September 2022

## FORWARD PLAN

### 1.0 Purpose of the report:

1.1 The Committee to consider the content of the Council's Forward Plan October 2022 to January 2023, relating to the portfolios of the Leader of the Council, Deputy Leader of the Council and Cabinet Members.

### 2.0 Recommendation(s):

2.1 Members will have the opportunity to question the Leader of the Council and / or the relevant Cabinet Member in relation to items contained within the Forward Plan within the portfolios of the Leader of the Council and Deputy Leader of the Council.

2.2 Members will have the opportunity to consider whether any of the items should be subjected to pre-decision scrutiny. In so doing, account should be taken of any requests or observations made by the relevant Cabinet Member.

### 3.0 Reasons for recommendation(s):

3.1 To enable the opportunity for pre-decision scrutiny of the Forward Plan items.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council's approved budget? N/A

3.3 Other alternative options to be considered:

None.

### 4.0 Council Priority:

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

## **5.0 Background Information**

5.1 The Forward Plan is prepared by the Leader of the Council to cover a period of four months and has effect from the first working day of any month. It is updated on a monthly basis and subsequent plans cover a period beginning with the first working day of the second month covered in the preceding plan.

5.2 The Forward Plan contains matters which the Leader has reason to believe will be subject of a key decision to be taken either by the Executive, a Committee of the Executive, individual Cabinet Members, or Officers.

5.3 Attached at Appendix 5(a) is a list of items contained in the current Forward Plan. Further details appertaining to each item is contained in the Forward Plan, which has been forwarded to all members separately.

## **5.4 Witnesses/representatives**

5.4.1 The following Cabinet Members are responsible for the Forward Plan items in this report and have been invited to attend the meeting:

- Councillor Lynn Williams, Leader of the Council and Cabinet Member for Culture and Tourism
- Councillor Ivan Taylor, Deputy Leader of the Council and Cabinet Member for Partnerships and Performance
- Councillor Neal Brookes, Cabinet Member for Enforcement, Public Safety, Highways and Transport
- Councillor Jo Farrell, Cabinet Member for Adult Social Care, and Community Health and Wellbeing
- Councillor Mark Smith, Cabinet Member for Business, Enterprise and Job Creation

Does the information submitted include any exempt information?

No

### **List of Appendices:**

Appendix 5(a) - Summary of items contained within Forward Plan October 2022 to January 2023.

## **6.0 Financial considerations:**

6.1 None.

## **7.0 Legal considerations:**

7.1 None.

**8.0 Human Resources considerations:**

8.1 None.

**9.0 Risk management considerations:**

9.1 None.

**10.0 Equalities considerations:**

10.1 None.

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

11.1 None.

**12.0 Internal/ External Consultation undertaken:**

12.1 None.

**13.0 Background papers:**

13.1 None.

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**EXECUTIVE FORWARD PLAN - SUMMARY OF KEY DECISIONS****OCTOBER 2022 TO JANUARY 2023)****\* Denotes New Item**

<b>Anticipated Date of Decision</b>	<b>Matter for Decision</b>	<b>Decision Reference</b>	<b>Decision Taker</b>	<b>Relevant Cabinet Member</b>
October 2022	Town Centre Investment (this item to be considered in private by virtue of Paragraph 3 of Schedule 12a of the Local Government Act 1972 Information relating to the financial or business affairs of any particular person (including the authority holding that information)	1/2021	Executive	Cllr Williams
October 2022	Applications for Business Loans above £500,000. (this item to be considered in private by virtue of Paragraph 3 of Schedule 12a of the Local Government Act 1972 Information relating to the financial or business affairs of any particular person (including the authority holding that information)	2/2021	Executive or Shareholder Committee	Cllr Williams
October 2022	To agree strategic acquisitions and investments in or adjoining the Enterprise Zone (this item to be considered in private by virtue of Paragraph 3 of Schedule 12a of the Local Government Act 1972 Information relating to the financial or business affairs of any particular person (including the authority holding that information)	3/2021	Executive	Cllr Smith
October 2022	Financial Inclusion Strategy	5/2022	Executive	Cllr Brookes

**Appendix 5(a)**

<b>Anticipated Date of Decision</b>	<b>Matter for Decision</b>	<b>Decision Reference</b>	<b>Decision Taker</b>	<b>Relevant Cabinet Member</b>
October 2022	Community Engagement Strategy	10/2022	Executive	Cllr Farrell
October 2022	Update of the Car Parking Strategy	13/2022	Executive	Cllr Smith
*November 2022	Update of Medium Term Financial Strategy	17/2022	Executive	Cllr Williams
*October 2022	Central Area Masterplan	18/2022	Executive	Cllr Taylor
*October 2022	Updated Hackney Carriage and Private Hire Licensing Policy	19/2022	Executive	Cllr Brookes

<b>Report to:</b>	<b>TOURISM, ECONOMY AND COMMUNITIES SCRUTINY COMMITTEE</b>
<b>Relevant Officer:</b>	Philip Welsh, Head of Tourism and Communications
<b>Date of Meeting</b>	28 September 2022

## TOURISM PERFORMANCE UPDATE

### 1.0 Purpose of the report:

1.1 To provide information on tourism performance during the main tourism season from April to the end of August.

### 2.0 Recommendation(s):

2.1 To consider the performance of tourism and associated services and to identify any further areas for scrutiny as appropriate.

### 3.0 Reasons for recommendation(s):

3.1 To ensure constructive and robust scrutiny of the report, which has been requested by the Committee.

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

- "The economy: Maximising growth and opportunity across Blackpool"

## 6.0 Background information

6.1 After two years of COVID-19 disruption caused by lockdowns and restrictions, 2022 provided an opportunity to stage the first full tourism season since 2019.

With no pandemic restrictions in place, it meant we could reinstate some of our major events, giving us an opportunity to build on the tourism recovery plans that were delivered so successfully during the second half of 2021, when an extended Illuminations season and the new Christmas By The Sea village brought record numbers of people to the promenade.

6.2 Attached at Appendix 6(a) is a detailed report on the various events and marketing activity which has been undertaken since April. It includes key indicators including footfall, inbound rail passengers, tram usage, visitor interest and car park patronage.

6.3 It also reports on the plans put in place to assist further resort recovery during 2022. These include:

- Large-scale investment in a destination marketing campaign delivered over the summer months in partnership with Merlin and the Tourism Business Improvement District (TBID);
- Another two-month extension to the Illuminations season, stretching to January 2, 2023;
- The return of key events including the two-day Air Show in August – the first time we have been able to stage this event since 2019 due to pandemic restrictions
- The partnership work undertaken with TBID to develop new events, enhance existing ones and support resort marketing activity
- Ongoing business support via the Tourism Recovery Group which continues to meet on a weekly basis to discuss common issues such as staffing and recruitment, as well as sharing insights on performance and visitor numbers

6.4 Does the information submitted include any exempt information? No

## 7.0 List of Appendices:

7.1 Appendix 6(a) – Report on Resort Performance and Recovery Plans

## 8.0 Financial considerations:

8.1 Appendix 6(a) outlines the financial support provided by the private sector-led TBID and national brand sponsors in support of the 2022 marketing and events programme.

## 9.0 Legal considerations:

9.1 None

**10.0 Risk management considerations:**

10.1 None

**11.0 Equalities considerations:**

11.1 Non

**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

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## APPENDIX TO TOURISM SCRUTINY REPORT

September 28, 2022

## INTRODUCTION

After two years of COVID-19 disruption caused by lockdowns and restrictions, 2022 provided an opportunity to roll out the first full tourism season since 2019.

With no pandemic restrictions in place, it meant we could reinstate some of our major events, giving us an opportunity to build on the tourism recovery plans that were delivered so successfully during the second half of 2021, when an extended Illuminations season and the new Christmas By The Sea village brought record numbers of people to the promenade.

## DESTINATION MARKETING CAMPAIGN



To mark the start of that first full tourism season since 2019, Blackpool launched its biggest ever marketing campaign *Only in Blackpool* – spearheaded by a new “spokesbird” Nigel C Gull.

The £1.3 million partnership between Merlin Entertainments, Blackpool Council, Blackpool Tourism Business Improvement District and other partners features a specially-created seagull puppet called Nigel, voiced by actor and comedian Johnny Vegas.

The campaign seeks to showcase the resort’s wide range of attractions and reaffirm its position as the UK’s capital of fun and ultimate destination for families. Key objectives included increasing numbers of overnight stays and changing any negative perceptions of Blackpool among the core family audience.

In the new adverts, which started airing across TV, radio, social media and video-on-demand from May 23, Nigel visits iconic attractions including Blackpool Tower, the Pleasure Beach, Madame Tussauds, Sandcastle Water Park and SEA LIFE.

Nigel was created by award-winning puppeteer Andy Heath, who has worked with the BBC, The Jim Henson Company and Disney, with the campaign produced by the Creature London agency. A range of Nigel merchandise has been produced for sale in the Tourist Information Centre.

## **Destination Marketing: Initial Results**

We are still awaiting the final report on the economic impact of the campaign which will be completed post October half term. However, we have received initial findings from surveys of 1200 people in the target audience areas. These surveys were undertaken pre and post-campaign with the parents of children aged two to 12 in the North West, North East, Yorkshire & Humber, East Midlands, West Midlands and Scotland. These are some of the findings based on that research:

### **Key Results (to date)**

#### **Recall**

The campaign has strong recall with 56% of respondents claiming to have seen it.

Recall of the campaign was highest in the North East (62%) and Yorkshire (60%).

Half of the respondents (51%) recalled seeing the video creative, with the highest channel recall on live TV at 33%.

When shown a selection of resorts/destinations around the UK, Blackpool was the one with highest prompted awareness.

#### **Perception shifts**

The majority of perceptions about Blackpool are more positive. The biggest shift from the pre-campaign survey to the post campaign survey was in agreeing with the statement “there has never been a better time to visit Blackpool”, increasing from 39% to 48%.

Among those who could recall the campaign, positive perceptions were higher than those who had not seen the campaign.

The majority of respondents (74%) said the ad made them feel more positive about Blackpool. Only 2% said it made them feel less positive.

Most respondents said the TV ad encouraged them to visit Blackpool because it showed a wide array of attractions, and showed the resort as fun and family-oriented destination.

#### **Lapsed and new visitors**

The campaign has been successful at shifting perceptions of new and lapsed visitors.

New visitors, after being shown the campaign are more likely to agree that the campaign “told me something new” and “made me feel differently about Blackpool”.

#### **Intent to visit**

Intent to visit Blackpool across all trip types has risen due to the campaign. Intent to take a longer overnight trip doubled among those who could recall the campaign (14% to 29%).

For longer overnight trips, the campaign drove intent to visit with their children from 65% pre-campaign to 74% post-campaign.

#### **Creative Evaluation**

The campaign was positively received. The majority (74%) said the ad made them feel more positive towards Blackpool.

The campaign performed well in engaging the audience and communicating something new about Blackpool. Two thirds (65%) agreed the ad told them something new.

## **PERFORMANCE INDICATORS**

### **Footfall**

In addition to the annual research such as STEAM, we monitor a basket of performance indicators each month to give us a more immediate picture of trends within the visitor economy.

Given the impact of pandemic lockdown and restrictions during 2020 and 2021, we are using a four-year horizon. The comparison between 2022 and 2019 is an important one because that gives an indication of whether we are returning to pre-pandemic levels.

<b>Promenade Footfall</b>				
	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>
April	4,417,136	2,597,349	484,507	2,301,339
May	4,108,034	3,109,198	732,841	2,241,472
June	3,619,331	3,532,554	1,020,270	2,152,878
July	3,657,807	4,748,189	1,930,471	2,429,515
August	3,187,937	6,102,629	2,737,102	3,051,723
<b>Total</b>	<b>18,990,245</b>	<b>20,089,919</b>	<b>6,905,191</b>	<b>12,176,927</b>
<b>Town Centre Footfall</b>				
	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>
April	2,966,623	1,563,970	849,231	2,760,107
May	2,942,049	1,997,215	1,467,710	2,541,160
June	2,684,844	2,222,935	1,770,706	2,345,667
July	2,742,331	3,086,972	2,985,963	2,793,972
August	2,382,828	3,824,129	4,400,031	3,861,442
<b>Total</b>	<b>13,718,675</b>	<b>12,695,221</b>	<b>11,473,641</b>	<b>14,302,348</b>

Footfall was previously monitored using half a dozen cameras located at key points in the town centre and on the Promenade. However, this only monitored footfall movements rather than individuals and didn't pick up those on the western side of the promenade.

The figures above are taken from Visitor Insights, our new method of monitoring which provides anonymised GPS and mobile phone tracking data, which can be used to identify the location and movements of pedestrians in the town centre and on the Promenade. There are a number of sensor sites which give the total number of unique individuals in a given area.

This method is much more insightful because it includes all of the Promenade and, as you will see from the Air Show report included in this report, it can provide information on where are our visitors are coming from.

As you will see from the above figures, the April to August comparison for 2022 vs 2019 is exceptionally positive. The comparison versus 2021 is showing a deficit, mainly due to exceptionally high figures in July and August last year when the staycation effect was particularly strong given that people could not choose overseas travel as an alternative to domestic holidays.

The downturn in numbers during July and August also coincides with a dramatic increase in fuel prices and a worsening cost-of-living crisis, which is having a dampening effect on the UK's tourism and hospitality industry.

## Other Key Indicators

The tables below show performance on rail, tram passengers and visitor interest (measured through visits to the visitblackpool.com website and the Tourist Information Centre).

The rail comparisons show a significant upturn in numbers of passengers coming through Blackpool North, Blackpool South and Pleasure Beach Stations, between April and August this year, illustrating how well the leisure market has recovered compared to the commuter market. Our figures show 16% growth over 2019 and 19% growth over what was a strong performance last year.

Similarly tram usage has also recovered extremely well, with an exceptional performance in June compared to the same period in 2019.

### Inbound Rail

Period (Month)	2022	2021	2020	2019	Change from 2019 to 2022	Change from 2021 to 2022
P01 (April)	125,550	57,101	1,590	106,397	18.0%	119.9%
P02 (May)	102,653	77,643	4,951	92,822	10.6%	32.2%
P03 (June)	115,791	141,111	13,632	100,728	15.0%	-17.9%
P04 (July)	155,302	136,929	55,053	126,820	22.5%	13.4%
P05 (August)	184,574	160,545	106,251	162,588	13.5%	15.0%
<b>Total</b>	<b>683,870</b>	<b>573,329</b>	<b>181,477</b>	<b>589,355</b>	<b>16.0%</b>	<b>19.3%</b>

### Tram Usage

Month	2022	2021	2020	2019	Change from 2019 to 2022	Change from 2021 to 2022
April	387,728	101,164	0	407,784	-4.9%	283.3%
May	362,953	200,216	0	434,561	-16.5%	81.3%
June	412,764	329,393	0	321,022	28.6%	25.3%
July	595,739	524,759	66,505	572,024	4.1%	13.5%
August	674,506	692,238	253,359	646,040	4.4%	-2.6%
<b>Total</b>	<b>2,433,690</b>	<b>1,847,770</b>	<b>319,864</b>	<b>2,381,431</b>	<b>2.2%</b>	<b>31.7%</b>

### VisitBlackpool

#### Website visits

Month	2022	2021	2020	2019	Change from 2019 to 2022	Change from 2021 to 2022
April	98,330	90,297	23,377	82,738	18.8%	8.9%
May	117,171	128,200	40,365	96,779	21.1%	-8.6%
June	127,153	122,055	59,872	100,570	26.4%	4.2%
July	149,928	171,332	126,614	157,156	-4.6%	-12.5%
August	278,062	257,137	194,442	220,520	26.1%	8.1%
<b>Total</b>	<b>770,644</b>	<b>769,021</b>	<b>444,670</b>	<b>657,763</b>	<b>17.2%</b>	<b>0.2%</b>

#### TIC Visits

Month	2022	2021	2020	2019	Change from 2019 to 2022	Change from 2021 to 2022
April	3,071	1,253	-	4,363	-29.6%	145.1%
May	4,586	3,071	-	5,087	-9.8%	49.3%
June	5,928	4,527	-	5,912	0.3%	30.9%
July	7,789	6,141	-	13,482	-42.2%	26.8%
August	10,964	10,300	-	27,944	-60.8%	6.4%
<b>Total</b>	<b>32,338</b>	<b>25,292</b>	<b>-</b>	<b>56,788</b>	<b>-43.1%</b>	<b>27.9%</b>

## **RETURN OF MAJOR EVENTS PROGRAMME**

### **QUEEN'S PLATINUM JUBILEE**

Blackpool marked the start of the Queen's Platinum Jubilee celebrations with a spectacular seafront display of trams, lights, lasers and fireworks.



The event was led by Blackpool's newly-established Tourism Business Improvement District (TBID) working alongside partners including VisitBlackpool, Blackpool Transport and Blackpool Council.

After staging one of the largest heritage tram parades in living memory during the day, the night skies were illuminated in a sea of red, white and blue as tens of thousands of people gathered for the first day of an extended holiday weekend.

The resort was one of thousands of locations and landmarks across the UK chosen to take part in the Jubilee Beacon Lighting ceremony. Following a reading of the Royal Proclamation and a bugler fanfare, the heart on the centre of The Blackpool Tower revealed a countdown to the firing of red, white and blue laser beams from the top of The Blackpool Tower, Pleasure Beach and the Blackpool & Fylde College campus.

At the same time, the Golden Mile, beach and sea were bathed in searchlights before the celebrations culminated in a light, laser and firework show on The Blackpool Tower.

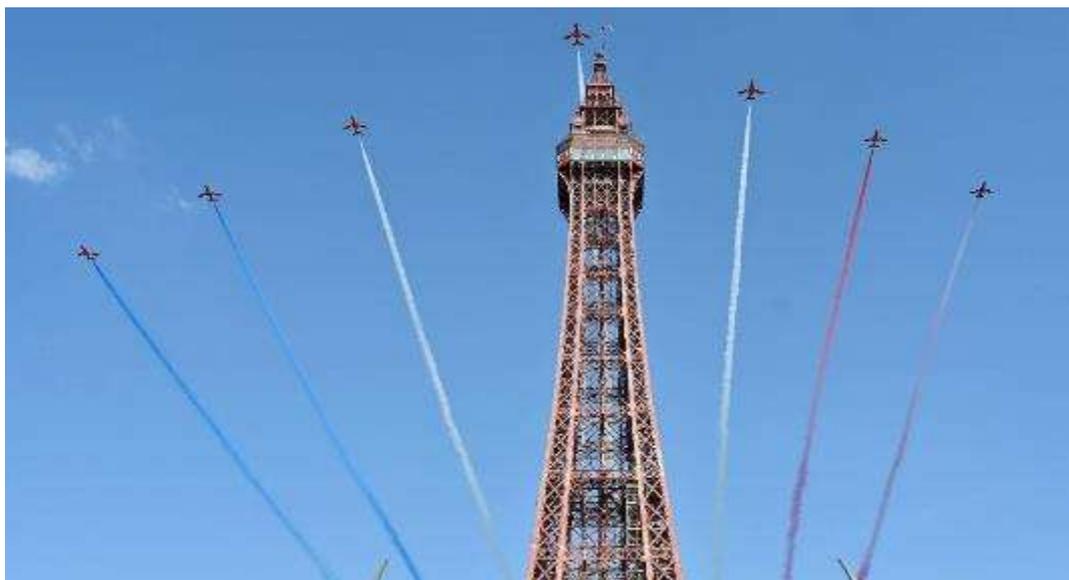
Earlier in the day, 12 of Blackpool's heritage trams travelled in convoy along the Promenade, with more than 800 invited guests on board including schoolchildren, community groups, costume characters from various tourist attractions, and Ukrainian families who have settled in Blackpool.

The convoy made its way to the Comedy Carpet on the Tower Festival Headland where visitors were invited to enjoy the Big Comedy Picnic, an al fresco eating area with free live entertainment.

The celebrations attracted a huge amount of media coverage. Our social media channels also recorded outstanding levels of engagement with a "Here Come The Trams" post on Facebook generating a reach of almost four million and the jubilee section on the VisitBlackpool website attracting 35,000 views. This is a link to a video created for Instagram after the event:

<https://www.instagram.com/reel/CeYXoGmIRf5/> (click video for sound).

## AIR SHOW



A record number of people turned out to watch Blackpool's annual Air Show as a combination of scorching weather and the long-awaited return of the Red Arrows brought crowds flocking to the resort from across the UK.

Around 230,000 people turned out over the two days to watch hours of spectacular free entertainment.

As well as the Red Arrows performing a dazzling finale on both the Saturday and Sunday, there were breath-taking displays by the Typhoon display team, the Battle of Britain Memorial Flight, Chinook, Muscle Pitts stunt plane, Strikemaster and the AeroSuperBatics Wingwalkers.

Although the Tower Festival Headland provided the main viewing and commentary point alongside an Air Show Village, huge crowds lined the six miles of promenade.

Visitor Insight mobile phone data shows more than 130,000 visitors on Saturday, almost 100,000 on the Sunday. The analysis shows how far people travelled for the event.

Distance Travelled	Total	%
0 - 20km	133732	58%
21 - 100km	59854	26%
101 - 385km	36812	16%
<b>Total</b>	<b>230398</b>	



Blackpool Air Show will return next year on Saturday 12 August and Sunday 13 August 2023.

**RIDE THE LIGHTS**

Thousands of families took the opportunity to ride along a traffic-free promenade and get a sneak preview of the 2022 Illuminations display.

Ride The Lights was staged on the night of Tuesday 30 August – three days before the Illuminations were officially switched on.

Bikes of all shapes and sizes took advantage of the seafront route in a free family event that is suitable for all ages. The Promenade was closed to traffic from 6.30pm until 10.30pm.

Cyclists were able to participate at any time during that period although recommended to join the event at either the Starr Gate or Red Bank Road gateways to the promenade.

A temporary car park was set up at the airport for those joining at the south end of the route.

**BLACKPOOL CUP**

The Blackpool Cup, an international youth football tournament staged at the new Common Edge Road sports pitches over April and May, has been ranked the number one best junior football tournament in Europe.

Out of 16 international tournaments organised by Euro-Sportring, Blackpool scored top spot with a rating of 95% out of a 100% for the quality of the sports facilities, tournament organisation, entertainment, transport and accommodation.

The event, held over two weekends, and sponsored by Blackpool Council and VisistBlackpool, was an outstanding success attracting over 10,000 visitors to the town and 900 teams from five different countries. The tournament will return to Blackpool over the Easter and May Day bank holiday weekends next year.

## ILLUMINATIONS SWITCH-ON



TV celebrity and designer Laurence Llewelyn-Bowen switched on the resort's Illuminations to kick-start four months of Illuminations.

The star of Channel 4's Changing Rooms pulled the switch at the end of a 90-minute concert in front of a 2000-capacity live audience in the Blackpool Tower Ballroom, produced in association with MTV and featuring Blue, Tom Grennan, Nina Nesbitt, Fuse ODG and Mae Muller.

Thousands of people who had gathered on the Promenade to watch the show on a giant screen (pictured above) were treated to a burst of fireworks and a spectacular light show on The Blackpool Tower. The show and switch-on moment were also live-streamed to a worldwide audience via MTV's YouTube channel, attracting around 25,000 viewers.

Laurence, who stepped in to replace actor and comedian Johnny Vegas, had earlier told the show's host Becca Dudley of his love and affection for the Illuminations and his pride at being invited to perform the Switch-On ceremony. Over the past few years, Laurence has collaborated with the Illuminations production team, designing a number of spectacular features and installations.

His appearance as Switch-On star this year coincides with the unveiling of a dazzling makeover for the Golden Mile in which Laurence has created a stretch of Art Deco-style features that celebrate a golden age of 1930s glamour.

- The Illuminations Switch-On concert will generate further national publicity when two additional shows, The Best of Blackpool Switch-On and a Tom Grennan Special, are premiered on the night of Friday 30 September across the MTV Music channel. A short video of the highlights has also been created for use across our social media channels: Link here: <https://we.tl/t-7V6gumFe7h>

## **FORTHCOMING EVENTS**

### **WORLD FIREWORKS BLACKPOOL**

A fourth fireworks event has been added to our autumn events programme – thanks to a new sponsorship deal with Coral Island.

The seafront family entertainment centre will put its name to the three World Fireworks Championship Blackpool events and also to a new UK showcase display in October half-term.



The first of the events, scheduled for Saturday 17 September was postponed due its proximity to Her Late Majesty's Funeral and will now be staged in October half term.

The three countries that will compete are Finland on Saturday 1 October; Barbados on Saturday 15 October; Wales on Thursday 27 October; ending with the showcase event on Friday 28 October

### **LIGHTPOOL FESTIVAL**

The award-winning festival returns for 16 nights in October with a spectacular programme of light-based art installations, live performance, 3D projection shows and family-friendly activities.

There will be an array of international works from France and the Netherlands, with new artwork never seen before in the UK.

The festival, which runs from October 14-29, will also see the unveiling of Odyssey, the biggest standalone light installation ever produced by our own Illuminations team at Lightworks.

The huge interactive installation, which will be located just south of the Comedy Carpet, has been co-created by international designer Jack Irving and a team from Lancaster University.

It will remain in place throughout the extended Illuminations season.

### **RETURN OF STRICTLY**

The BBC's Strictly Come Dancing will return to the Blackpool Tower Ballroom for the first time since 2019. The show will be broadcast over the weekend of November 19 and 20.

Ahead of the launch of the new series, TV documentary maker and former Strictly star Stacey Dooley took cameras behind the scenes at the prestigious Blackpool Dance Festival at the Empress Ballroom in the Winter Gardens (pictured right).

It resulted, in an hour-long special, titled Blackpool's Ballroom Battle, which went out at prime time on BBC 1 and on the i-Player streaming service.



### CHRISTMAS BY THE SEA

Blackpool's spectacular Christmas village is returning this winter – thanks to the resort's tourism businesses and national broadband providers, TalkTalk.

The Tourism Business Improvement District (TBID), which represents hundreds of tourism operators, has joined forces with sponsors TalkTalk to ensure the event can go ahead during the extended Illuminations season.

Last year, Christmas By The Sea delivered the highest visitor numbers ever recorded on the seafront during the winter months.

Situated on the Tower Festival Headland opposite The Blackpool Tower, the village will once again include a free-to-use skating rink, festive light installations and projection shows, themed log cabins, artificial snowfalls, Christmas trees and Christmas tram rides.

The village, which will operate from Friday 18 November to Monday 2 January, will also see themed children's attractions and the return of the Star Flyer which, at 260ft tall, is one of Europe's tallest swing rides.

### BUSINESS TOURISM: MeetBlackpool

Winter Gardens Blackpool, VisitBlackpool and Blackpool Council have launched a new partnership to showcase the resort as a destination for large-scale events and conferences.

MeetBlackpool provides a single point of contact to simplify and streamline the generation and management of conference and visitor enquiries. The offer is based around the new £30m Winter Gardens Blackpool Conference & Exhibition Centre, which opened earlier this year and hosted the Conservative Party Spring Conference as its inaugural event.

With the addition of the new Conference & Exhibition Centre, the full Winter Gardens Blackpool complex provides 12 distinct venues, all under one roof.

### TOURISM BUSINESS IMPROVEMENT DISTRICT (TBID)

The TBID was established in July 2021 and is now firmly established with a management steering group in place. Its mandate is to support destination marketing as well as establishing new events. It has a five-year mandate and has the potential to generate around £1.5m to support the tourism industry over that period. In its first full year of activity it has already funded the Queen's Platinum Jubilee celebrations as well as making significant contributions to destination marketing and the 2022 Christmas By The Sea event.

### TOURISM RECOVERY GROUP

The group that was established during the first lockdown in 2020 continues to meet on a weekly basis with representation from attractions, venues, and transport and accommodation providers. It remains an invaluable forum for sharing performance (and particularly accommodation booking and attraction ticket sales trends) and common issues such as recruitment and staff training.



<b>Report to:</b>	<b>TOURISM, ECONOMY AND COMMUNITIES SCRUTINY COMMITTEE</b>
<b>Relevant Officer:</b>	Alan Cavill, Director of Communications and Regeneration
<b>Date of Meeting:</b>	28 September 2022

## BLACKPOOL TOWN CENTRE REGENERATION UPDATE

### 1.0 Purpose of the report:

1.1 To provide an overview of progress on the various projects being undertaken to secure the regeneration of Blackpool Town Centre following the last update in February 2022, and to inform the Committee of planned future work by means of a presentation that will be given to the Committee.

### 2.0 Recommendation:

2.1 To note the progress being made and to identify any issues requiring additional scrutiny.

### 3.0 Reasons for recommendation(s):

3.1 To ensure constructive and robust scrutiny of the strategic approach to regenerating Blackpool Town Centre following a request by the Committee.

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

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

## 6.0 Background information

6.1 A presentation will be given at the Committee covering the following projects:

- Blackpool Town Centre Strategy and Action Plan (see para 6.3)
- Talbot Gateway
- Blackpool Central
- Winter Gardens Conference Centre
- Showtown
- Quality Corridors
- Heritage Action Zone

### Getting Building Fund Projects

- Houndshill Phase 2
- Abingdon Street Market

### Town Deal Town Centre Projects

- Blackpool Central Courts Relocation
- Multiversity
- Youth Hub
- Illuminations
- The Edge (Stanley Buildings)

### Funding Bids Submitted

- Levelling Up Fund Round 2
  - Multiversity
  - Hotel Indigo – Former Post Office
  - Town Centre Access Scheme (TCAS)
- Shared Prosperity Fund
  - 13 Projects outlined, including specific Town Centre Interventions

## 6.2 Retail Comparison

In addition, information regarding Blackpool's retail offer in comparison to other centres was requested by Scrutiny Board in July 2022. As such, a retail comparison has been undertaken looking at how Blackpool's retail offer compares to those of Preston, Blackburn, Lancaster, and further afield in the centre of Manchester and at the Trafford Centre (as retail destinations in proximity to Blackpool). Due to the challenging manageability of a town centre-wide retail comparison being undertaken, as no comprehensive list of all town centre retailers is available at present, the Houndshill Shopping Centre has been used as a proxy for comparison purposes. Similarly, in other comparison centres, the key shopping centres in those locations have been used within the comparison. Information has also been collated outlining the retailers currently present in the Houndshill Shopping Centre, and where the next-nearest locations of chain brands are situated. These findings will be included in the presentation.

### 6.3 Town Centre Strategy and Action Plan

The Executive considered the Town Centre Strategy and Outline Action Plan at its meeting in May 2022 and resolved as follows:

1. To approve the revised Town Centre Strategy and outline Action Plan at Appendix 3a, to the Executive report, and note the role of this document in guiding the future direction of strategic development in the town centre, coordinating action and in supporting the development of future funding bids and business cases relating to activity within the town centre boundary.
2. To refer the Town Centre Strategy and outline Action Plan (TCSAP) to the Tourism, Economy and Communities Scrutiny Committee for further consideration.
3. To confirm that the Town Centre Strategy and outline Action Plan (TCSAP) will be used as the basis of having further engagement with key partners to finalise the Action Plan including the identification of owners and timelines and to agree appropriate governance arrangements for overseeing its effective implementation
4. To agree that the Action Plan be updated annually in a process lead by the Executive members and reported to the Executive and that the Tourism, Economy and Communities Scrutiny Committee be consulted each year in advance of the Executive meeting and this to start with the 2022 action plan.
5. For an associated communications plan to be prepared to make it clear that the Town Centre Strategy and outline Action Plan has been prepared to build on the successes of the Growth and Prosperity Programme currently delivering major change in the Town Centre.

### **7.0 Appendices**

7.1 Appendix 7(a): Town Centre Strategy and Outline Action Plan – Executive Summary

### **8.0 Financial considerations:**

8.1 Each of the developments referred to have significant financial implications for which individual business cases are prepared and factored into the Council's budget. This includes securing significant levels of private sector investment and grant funding.

### **9.0 Legal considerations:**

9.1 Most of the developments referred to either do or will include individual legal agreements to protect the Council's investment and to secure the planned outcomes.

**10.0 Risk management considerations:**

10.1 Each of the developments, including those included in Levelling Up Fund bids, has a business case which includes a review of risks.

**11.0 Equalities considerations:**

11.1 The implementation of the Council's £1bn+ Growth and Prosperity Programme is designed to create extensive opportunities for employment and economic benefit to Blackpool residents and businesses.

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

12.1 Whilst sustainability, climate change and environmental considerations are not a key focus of the majority of the outlined projects, each project has its own business case that will look to address sustainability and the environment where appropriate and its potential contribution to the Council's commitment to achieving net zero. In the case of the Shared Prosperity Fund application, three of the outlined projects that were put forward in the Investment Plan had a specific focus on sustainability, climate change and the environment.

**13.0 Internal/external consultation undertaken:**

13.1 Both formal and informal consultation has been and will continue to be a key part of the implementation of such an extensive programme of improvement. Engagement has also been undertaken around the Levelling Up Fund and Shared Prosperity Fund bids.

**14.0 Background papers:**

14.1 None.

# Blackpool Town Centre Strategy & Action Plan

Page 41  
Executive Summary

Prepared for

**Blackpool Council**

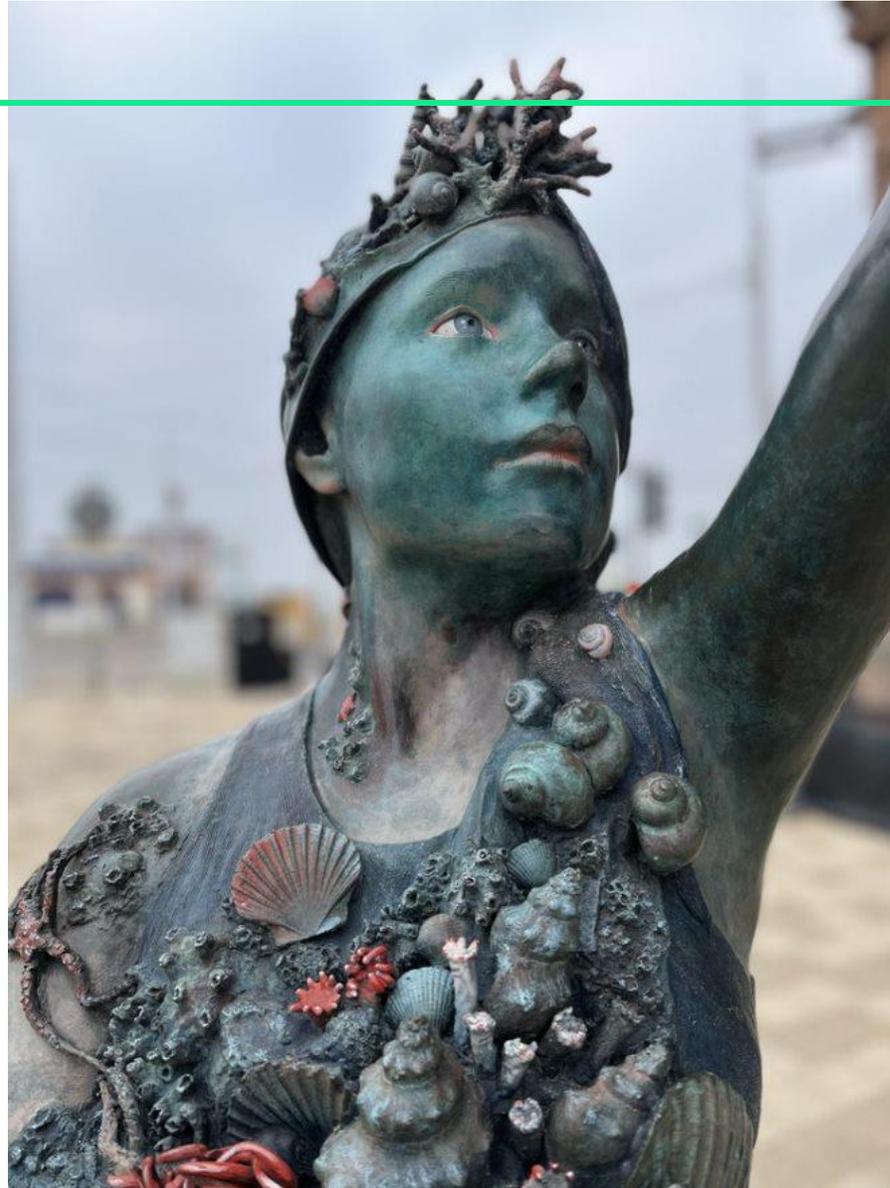
March 2022



# Contents

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1. Scope & approach
2. Discovery summary
3. Town centre framework
4. Key themes & recommendations

# Welcome Back Fund

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Councils across England are to share £56m of ERDF funding to support the return to high streets safely and help build back better from the pandemic.

This funding shall be known as the “Welcome Back Fund” (the fund) and it builds on the £50m Reopening High Street Safely Fund (RHSSF) allocated to councils in 2020 and forms part of wider support government is providing to communities and businesses, to protect jobs, support the most vulnerable and ensure no one is left behind as we continue to tackle the Covid-19 pandemic and begin to build back better.

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The fund will allow local authorities in England to put in place additional measures to create and promote a safe environment for local trade and tourism, particularly in high streets as their economies reopen. We also recognise that the impact of Covid19 on local economies will be significant. Local authorities can therefore also use the fund to develop plans for responding to these impacts, this could include considering how other funding streams could help address those challenges in the future.

This project is fully funded by the European Regional Development Fund (ERDF).



Department for Levelling Up,  
Housing & Communities



**European Union**

European Regional  
Development Fund

# High Streets Task Force

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Throughout the process CBRE worked with High Streets Task Force Expert Diane Cunningham, who provided a review and feedback at key stages along the project:

*Page 46* have been delighted to support this project as a High Street Task Force Expert.

*The updated Town Centre Strategy & Action Plan demonstrates Blackpool's ambition and focus on transforming the town into a place that better serves its residents and workforce while continuing to appeal to visitors. It offers an exciting opportunity that enables the town to reconnect with its heritage and to adapt to challenges via the high levels of investment already secured.*

*I look forward to visiting Blackpool in the future and seeing the proposals take shape."*



**HIGH  
STREETS  
TASK  
FORCE**

**EXPERT**

Scope &  
approach

# The project

---

Blackpool Council appointed CBRE to create a new Town Centre Strategy and Action Plan.

The objective is to create a Town Centre Strategy and Action Plan that reflects the needs of a modern coastal town centre, providing an innovative framework to develop an exciting future direction over a 15-year period and facilitating the town centre's recovery in a post-pandemic landscape.

The new Town Centre Strategy and Action Plan should act as a natural successor to the existing Town Centre Strategy published in 2013. It shall incorporate some of the original themes and objectives of the existing Strategy and will be expanded to reflect the substantial investment that has and is taking place in the town centre and the new and emerging challenges and opportunities at both a national and local level.



# Project scope

The new Town Centre Strategy & Action Plan has been developed in line with the substantial levels of guidance developed in the last two/three years to support the revitalisation of the high street, as well as taking into account best practice seen elsewhere such as:

<p><b>Build Back Better</b></p> 	<p><b>Revitalising Town Centres</b></p> 	<p><b>Blackpool Local Plan</b></p> 	<p><b>High Streets Task Force</b></p> 
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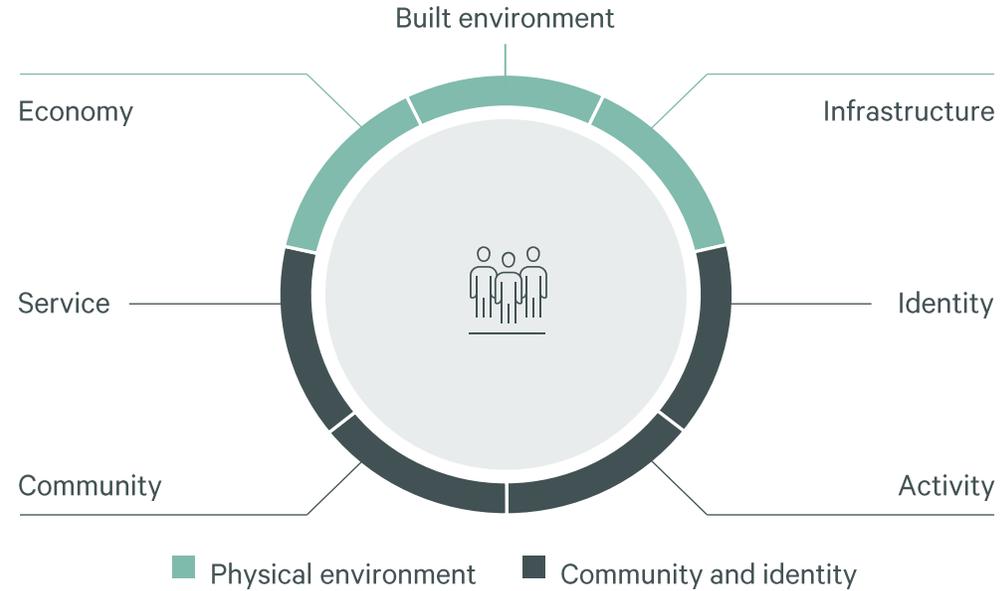
The Town Centre Strategy & Action Plan looks to build on many of the areas covered in the existing Strategy, and introduce new areas including:

<p><b>Vision and objectives</b></p> 	<p><b>Literature review, data review &amp; policy context</b></p> 	<p><b>Governance review</b></p> 
<p><b>Engagement</b></p> 	<p><b>Sector analysis</b></p> 	<p><b>COVID impact and recovery</b></p> 
<p><b>Priorities for intervention</b></p> 	<p><b>Recommendations</b></p> 	<p><b>Action plan</b></p> 

# A strategic approach to place

Our approach to placemaking is comprised of two core elements (as shown on the diagram on the right), which is split across the Physical Environment and Community & Identity. We consider the physical and non-physical elements of a place, of which the key ingredients shown here come together to create a destination.

Source: CBRE research



20%

The **speed of lettings and sales** could be increased by up to **20%** through place design.

Source: Places Matter Capitalisation Report

20%

Place design can add up to **20% in rental and capital value** for commercial property.

Source: Places Matter Capitalisation Report

12.5%

The **workplace environment** can improve productivity and performance by as much as **12.5%** or reduce it by as much as **17%**.

Source: Genster, The US Workplace Survey

85%

Of businesses surveyed said the **quality of streetscape affected perceptions** of occupiers and employees.

Source: NRDC Report 2013



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Discovery  
summary

# Literature review, existing insights and research

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## **National trends and insights:**

- Covid-19 national trends (CBRE Research)
- Building Back Better High Streets – report summary
- High Streets - post pandemic trends
- The 15-minute Neighbourhood
- Levelling Up Fund, round 2
- UK Shared Prosperity Fund

## **Blackpool insights review:**

- High Streets Task Force – report summary
- 2013 Town Centre Strategy
- Blackpool investment
- Blackpool Retail, Leisure and Hotel Study - summary
- Blackpool Placemaking Strategy – stakeholder engagement
- Blackpool Town Prospectus – summary
- Blackpool Local Plan
- Blackpool footfall

# Summary...

A quick summary from the wider national reports, reports specific to Blackpool and from existing audience research.

Page 53



1. **The town centre is still relevant**

2021 footfall and dwell, along with survey feedback, shows that the town centre is still used by its community.



2. **Perception of the town centre is a challenge**

Blackpool is plagued by a negative narrative, perpetuated by residents feeling that their needs are second to tourists.



3. **The immediate audience is economically challenged**

The town centre's immediate locality is deprived. In order to be sustainable, the town centre must continue to pull from within wider Fylde Coast area.



4. **The shift in consumer retail habits is prevalent**

The pandemic has caused seismic shift in how we use physical retail. Blackpool's retail footprint will need to adapt to secure a vibrant town centre.



5. **There is an exciting opportunity**

All of this presents exciting opportunity to drive meaningful change in Blackpool Town Centre.

# Blackpool investment: *The momentum*

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There is a significant investment pipeline already underway in Blackpool, with the most amount of money being invested in the area for more than a century.

In March 2022 £39.5m of allocated Town Deal funding was fully approved by Government.

## Underway:

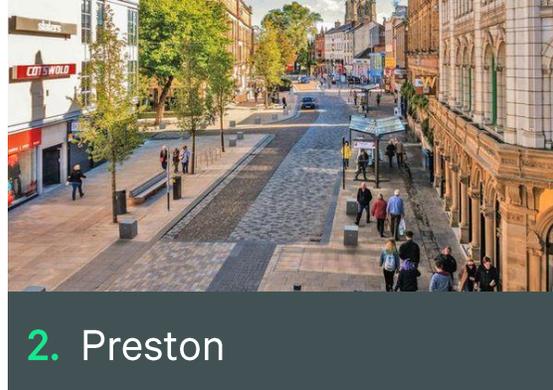
- **Phase II Houndshill Extension (£20m)** –providing new, high-quality leisure and retail anchors to the retail core.
- **Former Post Office Re-development (£25m)** – The refurbishment and conversion of the Post Office for a 120 bed boutique hotel.
- **Abingdon Street Market (£3.6m)** – comprehensive re-development of the existing market to full internal refurbishment.
- **Talbot Gateway phase 2 (£35m)** –the development of a new tram hub and retail element that will extend the existing tram route.
- **Talbot Gateway phase 3 (£100m)** –delivery of 20,300 sqm Grade 'A' office development.
- **Quality Corridors (£7.8m)** – completed July 2021 with 38 Properties improved in total. Improvement of the major gateway routes into Blackpool's town centre.
- **Heritage Action Zone (£1.5m)** – using Blackpool's high street heritage as a catalyst for bringing new and diverse uses to the town centre, through a mix of building restoration projects and engaging creative activities.
- **Blackpool Central (£300m)** - a new world-class leisure development on the Central Station site. The scheme will be the largest single investment in Blackpool for over a century and is expected to create around 1,000 new jobs, bring an estimated 600,000 additional visitors each year, and boost annual spend in the town by around £75m.

## Town Deal funding:

- **Blackpool Central Courts Relocation (£7m)** -Supporting the relocation of Blackpool's County and Magistrates Courts to support the £300m investment at Blackpool Central.
- **Blackpool Multiversity (£9m)** - Relocation of the Blackpool & The Fylde College's Palatine Road campus to a new site in the town centre.
- **Blackpool Airport Enterprise Zone (£7.5m)** - Creating a new road to attract jobs and investment.
- **Revoe Community Sports Village (£6.5m)** - This project will aid the regeneration of the Revoe area, creating new sports pitches and facilities for communitywide use.
- **The Edge (£4.5m)** - Redevelopment of the existing town centre Stanley Buildings to create modern office space for new start-ups and growing businesses.
- **Blackpool Illuminations Modernisation (£4.5m)** - Upgrading the world-famous Blackpool Illuminations to attract new visitors by including new features and letting them shine for longer each year.
- **Youth Hub (£0.5m)** - The innovative development of a virtual and physical space to help our young people into training and work.

BENCHMARKING

Blackpool's strength is its uniqueness as a resort; this, however, makes benchmarking more challenging. The areas highlighted here have been selected because they are a comparable resort in terms of age, location and socio-economic factors; or the area had challenges like those highlighted in Blackpool and has made changes from which we can take some learnings.



## BENCHMARKING

We looked at similar towns and coastal locations, including Scarborough, Eastbourne and Preston to see where Blackpool could take learnings and apply these within the Town Centre Strategy.

# Themes...



## Heritage

Places are often known, remembered and enjoyed as a result of rich heritage. From listed and landmark buildings to popular attractions and heritage trails, they all make a resort – supporting the local economy and attracting mass tourism.



## Environment

Pleasant public realm, vegetation and open space provide a welcome environment for town centre users. Open spaces provide a place to dwell, connect and breathe whilst considered public realm with added greenery make users feel safe and welcome on their town centre streets.



## Connection

Considering key spinal corridors from seafront to town centre that are attractive and inviting will entice people to explore the offer of the town centre. Clear wayfinding at key decision points will facilitate movement around the area. Traffic connections through the town need to be considered.



## Reasons to visit

A broad offer of high street and independent vendors, teamed with activating empty units and open space with a programme of events, pop up activations and entertainment, will bring vibrancy and a lease of life to the town centre. The constantly refreshed offer will continue to give residents a reason to visit.



## Culture

When culture is integrated into an area, it will add another level of vibrancy to the mix. A wide cultural offer will continually change, giving a reason for people to visit to see what is new. It can also put forward a new perspective and help to shift perception if used in the story of a town.



## COVID-19 RECOVERY

We have referenced the impact of COVID-19 both nationally and locally throughout this document. Here is a summary of the impact of COVID-19 relevant to developing the Town Centre Strategy.



### Evolving high street

As we adapted to life in a pandemic this affected consumers habits and behaviours, with potential to have lasting impact on our high streets. The rise in working from home and the lessening demand for retail space will affect Blackpool Town Centre.



### Rise of independents

One of the clear winners of the pandemic was the rise in independent retailers and traders. The consumer shift towards independents can be harnessed in Blackpool to help occupy vacant units and attract a lapsed audience. Abingdon St Market refurbishment presents a good opportunity for the town.



### Experience is critical

The experience of three lockdowns has taught us that the need for human interaction and sensory satisfaction really does drive visits and spend. Consumers want more from their 'shopping trips'. Regular events and activations will encourage repeat visitation, giving a reason for residents to return to the town centre to enjoy something different.

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### Importance of wellness

The presence of wellness and importance of social interaction was highlighted during the pandemic. The town centre can foster this by collaborating with community groups to introduce wellness activities and look to opportunities to create more green, open space within the concrete of the town.



### Variety of offer

Other changes in consumer behaviour that are likely to accelerate in 2022 include a greater number of visits in the evening and at the weekend, longer dwell times and an increase in the combination of shopping and dining. A variety of dining options from big chains and local independents will strengthen the evening cultural offer of the town centre.



# Summary...

## Engagement: *Local partner interviews*

Page 58  
A programme of interviews and workshops with selected local partners and council employees was undertaken to better understand the perceptions of Blackpool Town Centre, progress with the current town centre strategy and future aspirations and areas of focus.

Name	Organisation	Date
Debbs Lancelott	Houndshell Shopping Centre	18 January
Dennis Langley	Disability First	20 January
Joe Boniface	Joseph Boniface Architects	20 January
John Sullivan	The Light/Blackpool cinema	19 January
Paul Smith	Town Deal Board	11 January
Peter Cole	Town Deal Board	19 January
Richard Fee	Nikal	21 January
Daryl Platt	Blackpool & The Fylde College	28 January
Ben Moorhouse	CBRE	31 January
Cllr Mark Smith	Blackpool Council	14 February
Michael Williams	Winter Gdns./Town Centre BID	09 February
Sue Grindrod	MD Blackpool Strategic BID group	10 February
Robert Wynn	TCBID Board Member	16 February
Graham Cowley	Blackpool Pride of Place	18 February



# Engagement: *Council workshops and interviews*

Pages 59

A programme of interviews and workshops with selected council employees and local partners was undertaken to better understand the perceptions of Blackpool Town Centre, progress with the current town centre strategy and future aspirations and areas of focus.

<b>Workshop A</b>	<b>01 February</b>
Carolyn Primett	Head of Arts
Jeremy Walker	Transport Policy Manager
Grace Naylor	Graduate Strategy Officer
Paul Jones	Head of Property Services
Antony Hill	Special Projects Manager
Paulette Brien	Art Gallery Curator
Latif Patel	Highway Network and Project Manager
Carl Carrington	Head of Planning Quality and Control
<b>Workshop B</b>	<b>02 February</b>
Peter Legg	Head of Economic Development
Rob Green	Head of Enterprise Zones
Annie Heslop	Green Infrastructure Development Manager
Tim Coglan	Head of Public Protection
Ian Morris-Illiffe	Head of Programme Management
<b>Interviews</b>	
Alan Cavill	Director of Communications and Regeneration
John Blackledge	Director of Community & Environmental Services
Jane Saleh	Head of Planning Strategy
Philip Welsh	Head of Tourism and Communications



# Engagement: *Council ‘progress’ workshops*

- As the project developed, regular ‘progress’ workshops were held with the core council team to check-in.
- The aim of these sessions was to present back findings, insights and recommendations.
- These sessions provided an opportunity for the council to feedback on work to date, as well as provide continued input to shape the project’s next steps and final proposal and recommendations.

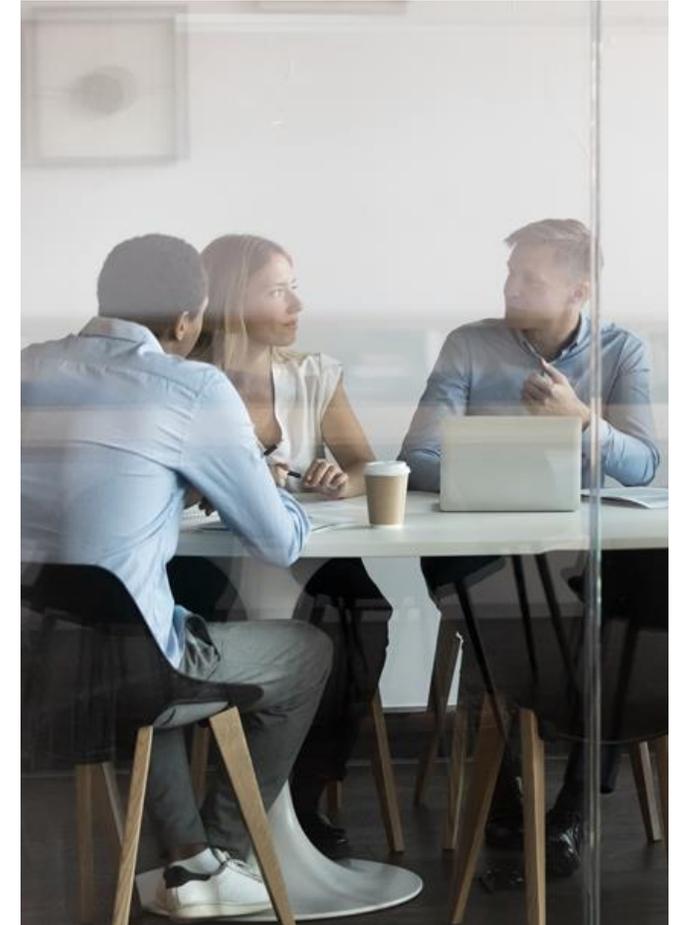
### Core project team

Nick Gerrard	Growth and Prosperity Programme Director
Carl Carrington	Head of Planning Quality and Control
Jane Saleh	Head of Planning Strategy
Talha Yakub	Head of Investment
Mark Gillingham	Project and Programme Development Manager

### Workshop

### Dates

Stage 1 – kick off	14 December
Stage 2	08 February
Stage 3	11 March
Stage 4	30 March



## STAKEHOLDER ENGAGEMENT

We held engagement sessions with many town centre stakeholders representing local businesses and community groups. Held as either 1:1 conversations or workshops with groups, we asked stakeholders to consider the success and challenges for the town centre, and how they envisage Blackpool in the future.



1.

### Progressive

Acknowledgement of the successful change that has taken place or in progress. Public investment is driving private investment and the town centre is changing for the better. An evolved strategy needs to build on this, acknowledging the changing world and environment town centres now face.



2.

### Unique

Blackpool conjures up fond memories and holds a special place for many. Rich in history, it aims to protect its heritage whilst looking forward. An opportunity exists to differentiate Blackpool from the crowd by emphasising and building on its cultural and entertainment offer, highlighting a sense of fun.



3.

### Footprint

Town centres and their uses are changing and there was a feeling the current town centre is too large (especially retail) and its footprint needs to change (or shrink) with better zoning, more public space and different uses e.g. residential.



4.

### Connectivity

A feeling that the town centre can feel cut off from itself to being choked by the road network. Once within the town, wayfinding is poor and areas can feel unconnected and pedestrian flows unclear. There is a need to connect the day and night time economies and consideration for digital connectivity.



5.

### Green shoots

While positive change is happening and investment is apparent, there is a lack of vegetation and natural spaces in the centre. Consideration needs to be given to creating 'lungs' for the town centre to breathe and the wellbeing of its users, together with embracing the climate change agenda.



6.

### Community

The town centre serves a wide audience with differing needs which can be a challenge. Good governance, communication and community engagement can ensure objectives and needs are met and the power of collaboration is harnessed for the better.

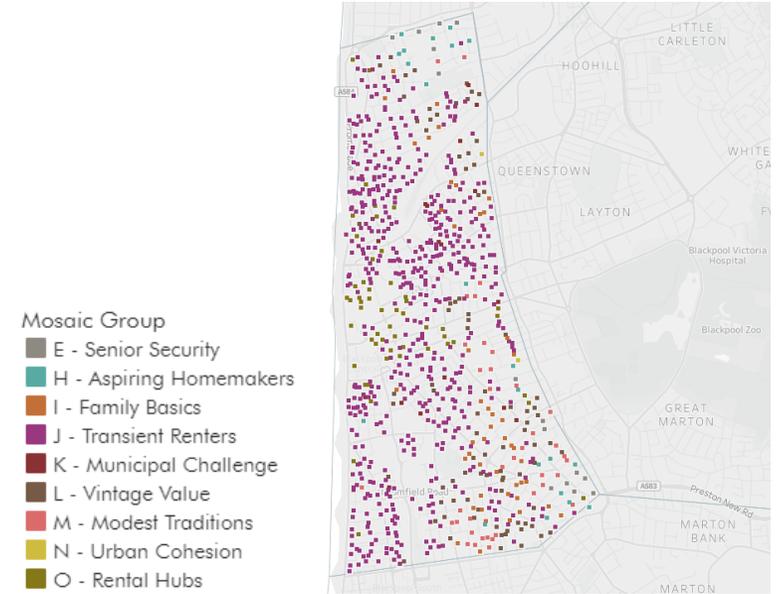


# Themes...

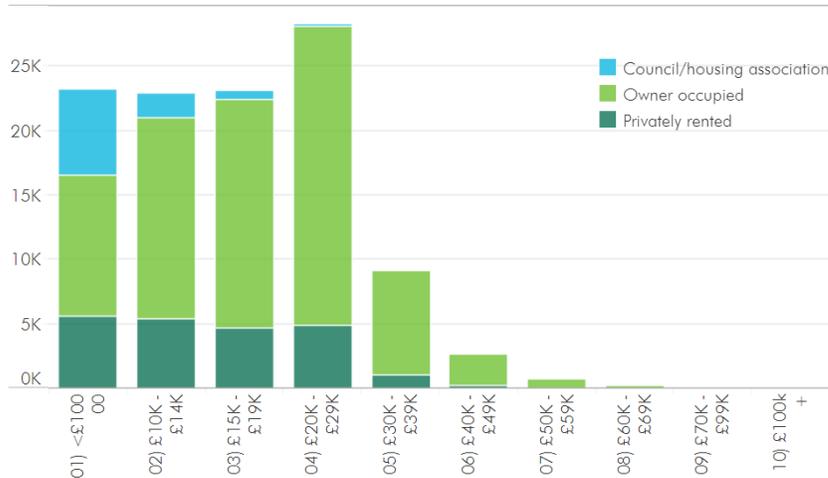
# Audience insights: Snapshot

Source: Experian

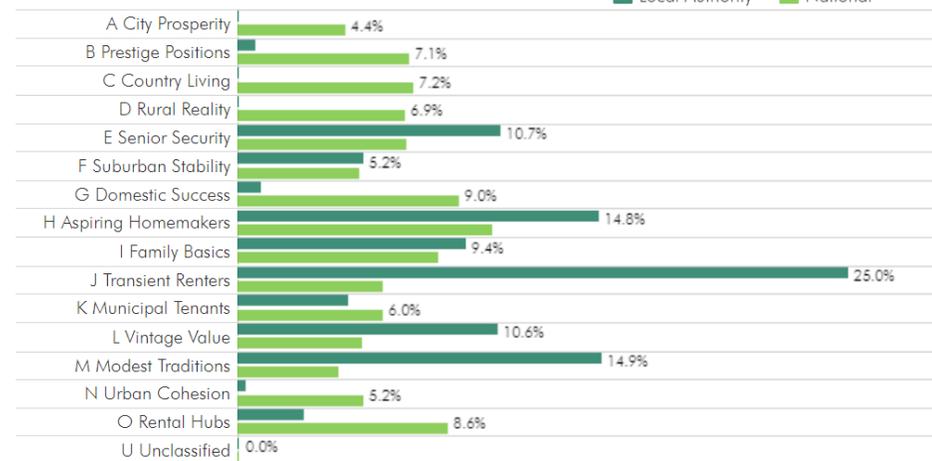
- This is an example of the information that we can obtain through audience profiling.
- Geographically we can segment by Local Authority area such as Blackpool and by postcode district.
- When we look at demographics, we can see information such as income bands, occupations and mosaic profiling
- For this project we focussed on **Experian mosaic profiles**- these present a more well-rounded picture of consumer lifestyle and behaviour.



Working Age Population by Income Band



Mosaic Profile



## AUDIENCE TYPES AND INSIGHTS

Using mosaic profiling we looked at the dominant audience profiles in both the immediate locality of Blackpool and across the wider Fylde Coast.



### 1. Deprivation

Audiences in the less affluent mosaic profiles live in the immediate vicinity of the town centre.

The town centre needs to be accessible by foot, provide affordable entertainment and an economy convenience offer so as not to alienate this user while trying to attract a more affluent customer.



### 2. Affluence

Some of the wealthiest mosaic groups are over represented in the wider Fylde Coast area, meaning that there is potential to attract these audiences back to Blackpool Town Centre.



### 3. Infrastructure

The town centre has some solid infrastructure that will appeal to all of these audiences including good public transport and parking as well as libraries, art galleries and theatres.

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### 4. Appeal

The town centre needs to broaden its offer to continue to appeal to these user groups. And invite lapsed users back in. Quality public realm, greenery, wider variety of F&B and open space to further enhance the town centre offer and heighten its appeal. Abingdon St Market and the Houndshill leisure offer will give reasons for visitors to return and explore the town.



### 5. Variety

A constantly evolving offer in the town centre will give local residents a reason to return. This could be new exhibitions at The Grundy, a programme of town centre events, seasonal shows at The Grand Theatre and The Winter Gardens. Constantly promoting the variety of offer in the town – to residents- will begin to foster repeat visitation and will start to drive changes in perception.

# Summary...

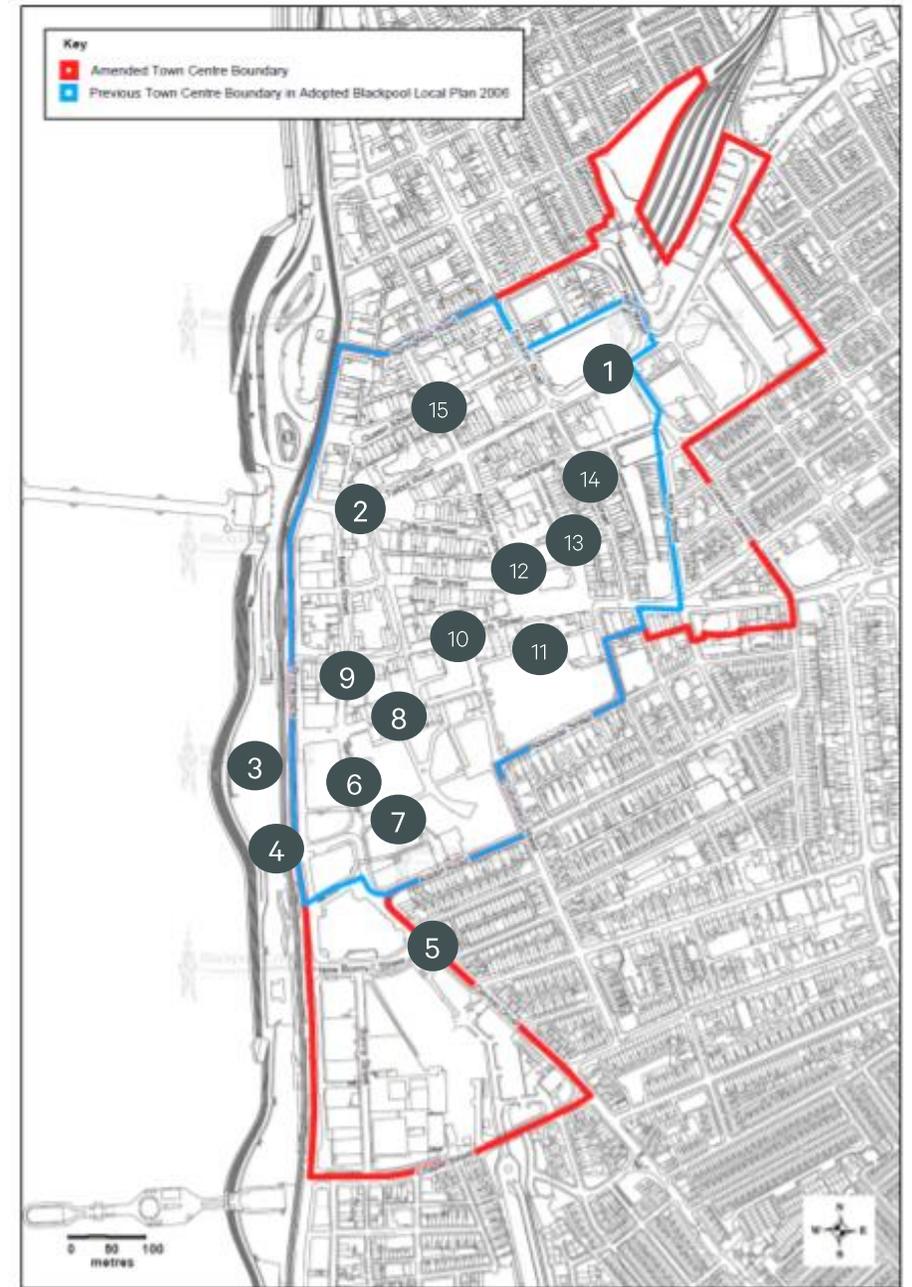


# Town centre audit

## Blackpool Town Centre



No	Location
1	Talbot Gateway
2	Talbot Road / North Pier
3	Promenade / Blackpool Tower
4	Promenade – links to Houndshell
5	Blackpool Central
6	Bank Hey Street (part 1)
7	Houndshell (inc approach)
8	Victoria Street
9	Bank Hey Street (part 2)
10	Church Street / Corporation Street / Birley Street
11	St John's Square
12	Abingdon Street and Market
13	Edward Street
14	Topping Street
15	Queen Street



## STRATEGIC PLACE AUDIT

We conducted a detailed place audit through the town centre from the promenade covering all key streets including Talbot Road, Central Drive, Bank Hey Street, St John's Square and Edward Street to name a few.

# Themes...



1.

## Connectivity

Footfall from the seafront to the town centre has been consistently identified as an issue. Key connecting corridors from the seafront and through the town, along with clear identifiable wayfinding will entice footfall into and around the town centre.



2.

## Heritage

Blackpool has key iconic heritage assets with the Tower, the piers and The Winter Gardens along with smaller but equally as important assets such as The Grundy Art Gallery, The Grand Theatre and all the art deco building structures in the town centre. These can be used to build an identity for the town.



3.

## Environment

Some public realm improvements have already taken place giving solid foundation for wider roll out and consideration should be given to de-cluttering street furniture, adding greenery and making way for open space.

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4.

## Sustainability

There is an oversupply of retail infrastructure for today's footprint and usage will need to be reviewed. The issue of the Climate Emergency also has to be a key consideration during decision making. Climate change should be tackled proactively, and opportunities to improve infrastructure that reduces climate impacts, including improved public transport provision, will be taken when available.



5.

## Foundations

Blackpool is by no-means starting from scratch. A substantial programme of investment is already visibly underway and there are pockets of improvements throughout the town centre. This momentum provides a solid foundation for the forthcoming strategy to evolve and build upon.

STRATEGIC PLACE AUDIT



1.

Corridor(s) from Promenade to town centre (*Adelaide St. West / Victoria St. and Church St.*)



5.

Church Street / Winter Gardens interface



2.

Bank Hey Street and approach to Houndshill



6.

St John's Square and Abingdon Street Market.



3.

Blackpool Central to Tower / Houndshill



7.

Birley Street / Church Street



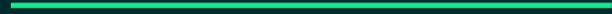
4.

Bank Hey Street- from rear of Tower to Church Street



8.

Queen Street / The Grundy Art Gallery



Town centre  
framework

# Story...

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## 1. RELEVANCE

Blackpool Town Centre still has a place for its community. This is demonstrated by the high footfall, well and ongoing investment programme. The strategy needs to knit together the hard infrastructure with the "heart and lungs", community element of the town.



## 4. HERITAGE & CULTURE

The iconic heritage assets of Blackpool, its strong cultural offer and history in the performing arts, present an opportunity to develop a clear identity and levy the USPs of the town to both residents and visitors.

27.2  
million

Footfall in 2021 (VEPI reports)



## 5. RESIDENTS

Tourism is a key element to the success of Blackpool Town Centre. However, the perception is that 'everything is geared towards tourists'. There is no clear channel of communication to residents and there is a perception mismatch in how they view their town.



## 2. ENVIRONMENT

Quality public realm with green space have been heavily referenced in both a people perspective – community connectivity, wellness and a feeling of civic pride and from a climate perspective - ensuring that the town centre is looked after for the visitor of tomorrow.



## 3. CONNECTION

There is a mismatch of use between the promenade and the town centre. Pulling footfall into the town from the promenade and then again through key areas of the town to strengthen town centre success.

170 min

Average dwell time  
H2 2021

(VI footfall reports)



## 6. GOVERNANCE

There are two strong themes. The need to track progress of the town centre strategy and the need for a platform (e.g the BID) that allows town centre businesses a place to network and collaborate to ensure that their business is successful in the town.

## Vision:

# A place where you belong

“By 2040, Blackpool Town Centre is an **attractive** and **vibrant** place within Britain’s favourite resort. Offering a year-round, high-quality **experience** for residents, visitors and workers from **all walks of life**.

Blackpool Town Centre embraces and builds on its **culture** and **heritage**, is forward looking and **joyful**, with the healthy mix of **credibility**, nostalgia and fun that is **unique** to Blackpool.”

<b>Attractive:</b>	Safe, good quality, physical space, easy of navigation, public transport
<b>Vibrant:</b>	Mixed use offering, public art, day & night offering, events and activations
<b>Experience:</b>	Customer/audience focused, variety
<b>All walks of life:</b>	Inclusivity, accessibility, residents, tourists, workforce, business
<b>Culture:</b>	The arts, performance, social behaviours
<b>Heritage:</b>	History not legacy, protection, assets, urban grain
<b>Joyful:</b>	Fun, pleasure, successful
<b>Credibility:</b>	Sustainable ( <i>economic, social and environmental</i> ), professional, enforcement, measurability, considered
<b>Unique:</b>	Iconic, distinct, personality

# Town Centre Strategy: *Evolution of the Vision*

Page 70

Evolution not revolution:  
How we got here

## VISION (2013)

“In 2027, Blackpool Town Centre is the thriving heart of Britain’s favourite resort, offering an all-year-round high-quality shopping, leisure, cultural and entertainment destination.

Residents and visitors from all walks of life choose to spend time here throughout the day and into the evening. The revitalised Tower and Winter Gardens are major attractions along with an exciting programme of events and festivals.

Blackpool hosts a vibrant outdoor café culture, with attractive streets and spaces providing high-quality public realm and strong links between the town centre and the beach. A high-quality integrated transport system allows easy access to the town centre and provides a positive arrival experience”.



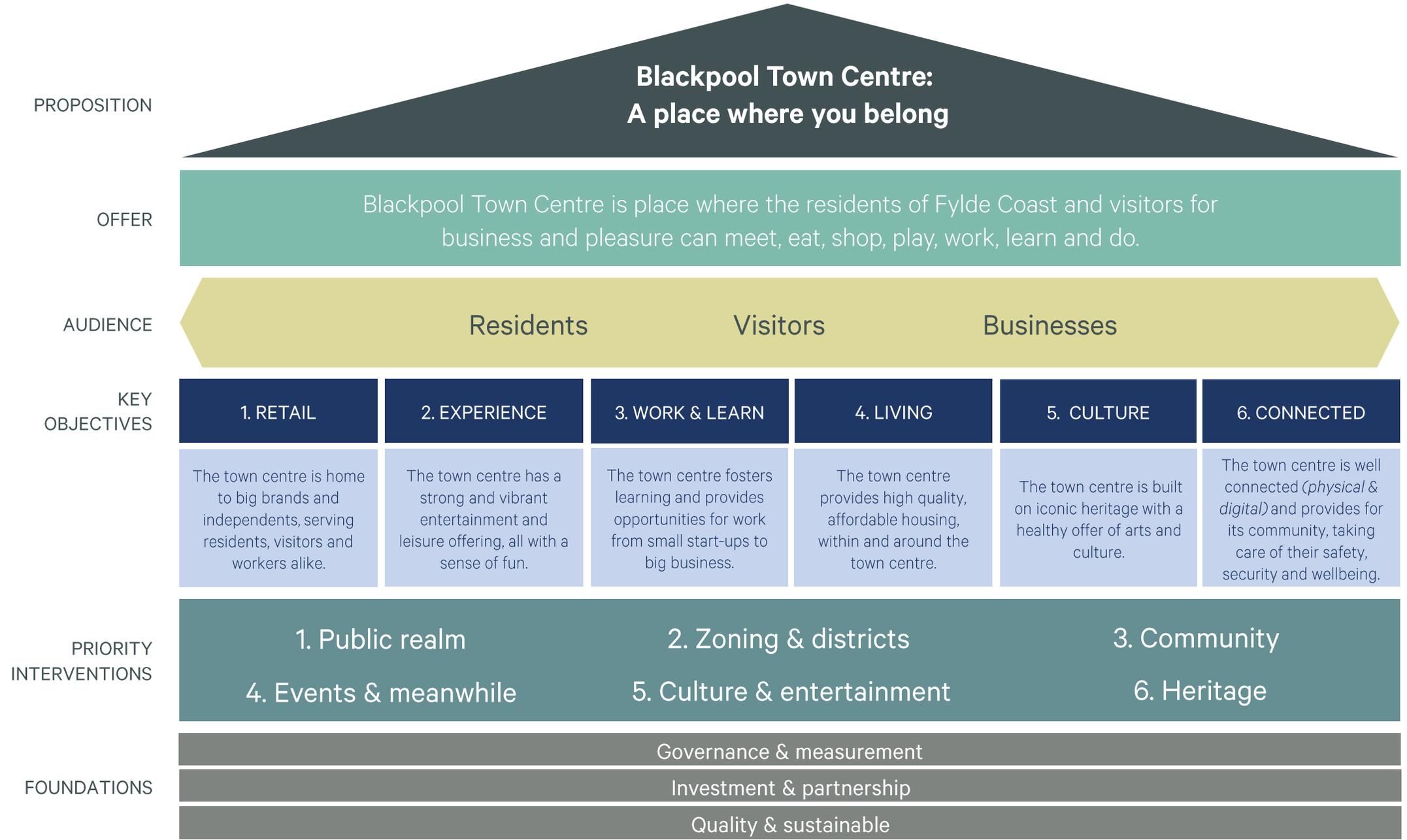
simpler, clearer, concise

## VISION (2022)

### Blackpool Town Centre: A place where you belong

“By 2040, Blackpool Town Centre is an **attractive** and **vibrant** place within Britain’s favourite resort. Offering a year-round, high-quality **experience** for residents, visitors and workers from **all walks of life**.

Blackpool Town Centre embraces and builds on its **culture** and **heritage**, is forward looking and **joyful**, with the healthy mix of **credibility**, nostalgia and fun that is **unique** to Blackpool”.



# Town Centre Strategy: *Objectives*

Page 72

Evolution not revolution:  
How we got here

## OBJECTIVES (2013)

1. Re-establish the town centre as the first-choice shopping destination for Fylde Coast residents.
2. Strengthen the town centre as a vibrant leisure, entertainment, cultural and business tourism destination for residents and visitors.
3. Grow the town centre as a place to do business by creating a Central Business District and creative industries hub.
4. Create a choice of high-quality homes within and around the town centre.
5. Improve the quality of buildings, streets and spaces and their maintenance and management.
6. Provide convenient access to the town centre by all modes of travel and enable easier pedestrian movement.

## OBJECTIVES (2022)

1. **RETAIL:** The town centre is home to big brands and independents, serving residents, visitors and workers alike.
2. **EXPERIENCE:** The town centre has a strong and vibrant entertainment and leisure offering, all with a sense of fun.
3. **WORK & LEARN:** The town centre fosters learning and provides opportunities for work from small start-ups to big business.
4. **LIVING:** The town centre provides high quality, affordable housing, within and around the town centre.
5. **CULTURE:** The town centre is built on iconic heritage with a healthy offer of arts and culture.
6. **CONNECTED:** The town centre is well connected (*physical & digital*) and provides for its community, taking care of their safety, security and wellbeing.

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## Key themes & Action Plan

# Priority intervention areas and delivery focus

1. Public realm	2. Zoning & districts	3. Community	4. Events & meanwhile	5. Culture & entertainment	6. Heritage
					
<ul style="list-style-type: none"> <li>i. Streetscape</li> <li>ii. Environment</li> <li>iii. Illuminate</li> </ul>	<ul style="list-style-type: none"> <li>i. Connectivity</li> <li>ii. Town centre realignment</li> <li>iii. Signage and wayfinding</li> </ul>	<ul style="list-style-type: none"> <li>i. Residents</li> <li>ii. Wellbeing</li> <li>iii. Social value</li> </ul>	<ul style="list-style-type: none"> <li>i. Events</li> <li>ii. Meanwhile initiatives</li> <li>iii. Vacant space</li> </ul>	<ul style="list-style-type: none"> <li>i. Storytelling</li> <li>ii. Cultural initiatives</li> </ul>	<ul style="list-style-type: none"> <li>i. Protection of assets</li> <li>ii. Heritage Action Zone</li> </ul>

Governance			
i. Town Centre Forum	ii. Business Networking	iii. Place Management	iv. Enforcement

Page 74

# 1. Public realm

# *Inspiration*



# 1. Public realm

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Public realm interventions aim to create better places to live or better places to do business. From landscaping, to cleaning up undesired graffiti and street rubbish, or erecting statues and improving pedestrian access, it makes streets more appealing and enjoyable to walk through.

- Stakeholders talked about some areas of the town feeling 'tired', a bit 'disjointed' with its public realm and cluttered with old, dilapidated street furniture. Our place audit highlighted some of these areas.
- Public realm improvements should continue to consider the needs of disabled residents and visitors.
- Public realm improvements should enhance public safety. A well-designed area can support to manage out crime, reduce ASB and address relevant anti-terrorism requirements.
- There is limited public realm in the town centre, however where it has been revitalised it has been well received. There is an opportunity to continue this work on key arrival areas and arterial routes through the town such as the lead in from the Blackpool Central site, though Bank Hey St. and Adelaide St. West.
- Studies have shown pedestrianisation can bring additional social benefits to urban centres boosting trading by as much as 40%. There may be an opportunity to pedestrianise Bank Hey St (in line with the Town Centre Access Scheme), recognising the importance of making more space for people, promoting healthier, safer and greener zones.
- With the funding for an upgrade of the illuminations now confirmed, opportunity can be taken to extend these into the town centre, as a 'walking route'; giving people a reason to get out of their cars and explore the town centre.
- One of the elements that Blackpool is most famous for is its illuminations. This is a big strength and really gives the town centre the opportunity to 'own', and have some fun with, lighting.

## KEY INITIATIVES

1A. Streetscape

1B. Environment

1C. Illuminate

THEME	INITIATIVE	KEY DELIVERABLES AND RECOMMENDATIONS		
<p>1. PUBLIC REALM</p> <p>Page 77</p>	<p>1A – STREETSCAPE</p>	<p><b>Resurfacing</b></p> <ul style="list-style-type: none"> <li>• Key areas include Bank Hey St., Adelaide St West junction by Houndshell (Blackpool Central Gateway).</li> <li>• Consider pedestrianising Bank Hey St. from Blackpool Central.</li> <li>• Ensure that streetscapes continue to integrate accessibility measures for disabled residents and visitors.</li> </ul>	<p><b>Furniture and planting</b></p> <ul style="list-style-type: none"> <li>• Produce visual standards document.</li> <li>• Remove clutter.</li> <li>• Replace old dilapidated and broken items.</li> <li>• Ensure look and feel is in line with zoning.</li> <li>• Develop regular maintenance schedule.</li> </ul>	<p><b>Promenade gateways</b></p> <ul style="list-style-type: none"> <li>• Church St. Adelaide St, West and Victoria St.</li> <li>• Re-align zebra crossings from the promenade to the three key streets</li> <li>• Enhance with lighting overhead and floor</li> <li>• Add colourful interventions such as wall art and hoardings</li> </ul>
	<p>1B – ENVIRONMENT</p>	<p><b>Sustainability</b></p> <ul style="list-style-type: none"> <li>• Approach to new building design should respect the existing urban grain and inject quality.</li> <li>• Introduce alternative energy sources to new buildings and infrastructure wherever viable.</li> <li>• More dedicated EV parking in existing car parks and set out percentage of EV parking in new car parks.</li> <li>• Ensure that public safety is integrated, considering any legal obligations under the Protect and Prepare strands of the Government’s Contest Strategy.</li> </ul>	<p><b>Biophilia</b></p> <ul style="list-style-type: none"> <li>• Introduce trees, hanging baskets and planters.</li> <li>• Ensure the right vegetation to survive the Blackpool microclimate.</li> <li>• Look for opportunities to grow a living wall(s).</li> </ul>	
	<p>1C – ILLUMINATE</p>	<p><b>Illuminations extension</b></p> <ul style="list-style-type: none"> <li>• Take the opportunity with the money ringfenced for the upgrade to bring a ‘walking’ element to the illuminations.</li> <li>• Extend into the town centre – give a reason to get out of the car.</li> <li>• A revitalised Brilliance could be the gateway from the promenade to the town for this additional element.</li> </ul>	<p><b>Street lighting differentiation</b></p> <ul style="list-style-type: none"> <li>• Differentiate street lighting away from a standard street lamp.</li> <li>• Bring the ‘wow’ factor alongside the functional.</li> <li>• Make a statement- Blackpool ‘owns’ and has fun with light.</li> </ul>	<p><b>Lighting enhancements</b></p> <ul style="list-style-type: none"> <li>• Embody the ownership of light and use to enhance infrastructure.</li> <li>• Soft neon lighting on seating.</li> <li>• Exciting floor lighting.</li> <li>• Building uplighters.</li> <li>• Floor uplighters .</li> </ul>

# 2. Zoning & districts

# Inspiration



# 2. Zoning & districts

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The town centre is large and widespread, shifting consumer habits exacerbated by the pandemic have led to an oversupply of retail stock in the town centre and high vacancy rates.

- Stakeholders highlighted previous discussions to zoning the town, that hadn't come to fruition; how there is natural opportunity to pick out a "cultural quarter"; and that navigating the large town would be easier if it was zoned.
- Stakeholders also talked about families and more affluent visitors being put off by the perceived 'drinking culture' in the town.
- Page 79 By zoning the town centre into primary focus areas for retail, F&B, culture, leisure, business and nightlife, it becomes more purposeful; giving visitors a key sense of direction and comfort.
- Zoning will also help to contain nightlife and drinking establishments into one main area, giving reassurance to visitors who don't want to encounter this on their visit.
- Giving each zone an identity through lighting, signage, furniture and colorways will allow the user to better navigate the town centre based on the needs and wants of their visit.
- Zoning will also enhance the offer to potential occupiers by offering a location with similar operators.
- Zones don't have to be completely rigid; a degree of fluidity can be applied. By carving out an intention for primary use, they will naturally emerge and evolve.
- Not all zones need to be consumer facing. The highlighting of a few key districts to town centre users will be considered, with the overarching zone structure maintained internally for planning purposes.

## KEY INITIATIVES

2A. Connectivity

2B. Town centre realignment

2C. Signage and wayfinding

THEME

INITIATIVE

KEY DELIVERABLES AND RECOMMENDATIONS

2.  
ZONING &  
DISTRICTS

Page 80

2A –  
CONNECTIVITY

**Pedestrian routes**

- Take “pedestrian first” approach to planning.
- Identify key pedestrian routes for the town centre for safe access from key entry points.
- Prioritise these for public realm improvements.

**Cycle paths and public transport**

- Ensure town centre is cycle friendly and cycle accessible.
- Ensure safe cycle parking provision.
- Consider public transport access and egress.

**Public realm framework**

- Planit-IE 2008 outputs are still relevant and can continue to provide support to planning.
- Revisit some of the recommendations in this report.

2B –  
TOWN CENTRE  
REALIGNMENT

**Physical footprint**

- Begin to set out zones / districts for town centre.
- Work to areas of primary focus for occupancy rather than hard rigid zones.
- Consider incentives for existing occupiers to move to align to new zones.

**District personalisation**

- Give each zone an identity through street furniture, public realm, lighting and wayfinding colourways.
- User should feel that they are comfortably in the ‘right’ area.

**Open space**

- Find opportunities to engineer open space in the town centre.
- Ensure open space aligns to changing footprint and emerging zones.
- Consider aesthetics and environment that encourages people to dwell.
- Future proof open space with power (for events), Wifi, lighting and ongoing maintenance.

2C –  
SIGNAGE AND  
WAYFINDING

**Visual appearance**

- Make sure wayfinding is bold and visible.
- In keeping with the essence of Blackpool.
- Consider colourways and visual identity in relation to zoning plan.

**Key entry and decision points**

- Ensure that key arterial pedestrian routes and decision points are marked with wayfinding directionals.
- Consideration should be given to wayfinding for the town centre on the promenade.
- Pick out key assets on promenade signage and maps.

**Pedestrian traffic flow**

- Identify key pedestrian routes from arrival points into the heart of the town centre.
- Ensure these route feel ‘safe’ to follow and explore.
- When considering open space – consider pedestrian access to these points.

# 3. Community

# Inspiration



Page 81

# 3. Community

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The need for more quality town centre residential was frequently referenced by stakeholders being critical to the success of the town.

- With the rise in working from home and hybrid working since the pandemic, town centres can no longer rely on workers to bolster their daytime economy, having residential built into the town will help to mitigate this.
- The harsh concrete façade and lack of green space in the town was often referenced in our engagement sessions and observed in our place audit.
- The town centre should continue to consider the needs of disabled residents and visitors ensuring that physical infrastructure is catered towards accessibility and integrated into planning stages.
- The town centre should cater to visitor physical and mental wellbeing, ensuring green space and safe pedestrian routes.
- Continuing to provide better homes through My Blackpool Home and working with Government to make private landlords accountable for a decent state of living in their properties will support the most deprived town centre residents.
- Town centre housing should follow “crime free neighborhoods” principles and look to design-out crime wherever possible.
- The NHS report “Putting health into place” states that *“The places where people live have a significant impact on their mental and physical health, but that impact is too often negative and linked to a range of complex but preventable determinants of health such as income and education. In the most deprived areas, life expectancy for women and men is 19 years behind the most affluent areas.”*

## KEY INITIATIVES

3A. Residents

3B. Wellbeing

3C. Social Value

THEME

INITIATIVE

KEY DELIVERABLES AND RECOMMENDATIONS

3.  
COMMUNITY

<p>3A – RESIDENTS</p>	<p><b>Quality offer</b></p> <ul style="list-style-type: none"> <li>• Continue to work with Government to hold private landlords to account on standards of homes.</li> <li>• Promote the good work of My Home Blackpool and raise the profile of their work in raising the standards of rented accommodation.</li> <li>• Ensure new schemes work to the principles of “crime free neighbourhoods”</li> </ul>	<p><b>Civic pride</b></p> <ul style="list-style-type: none"> <li>• Talk to residents separately from tourists via separate channels.</li> <li>• Continue to tell the story of investment in Blackpool and why this benefits residents.</li> <li>• Town Centre BID channels for residents.</li> <li>• Ensure that the BID channels have a public facing communications angle for events and activations.</li> </ul>	<p><b>Perception</b></p> <ul style="list-style-type: none"> <li>• When talking to residents ensure that they have communications channels dedicated to them, rather than directing them to tourism websites and social feeds.</li> <li>• The channels will likely have duplicated content but the host site is important to belonging (e.g. an article in the Blackpool Gazette should link to a town centre BID page rather than Visit Blackpool.)</li> </ul>
<p>3B – WELLBEING</p>	<p><b>Physical wellness</b></p> <ul style="list-style-type: none"> <li>• When realigning town centre consider what can benefit the physical wellness of the end user.</li> <li>• Outdoor gyms, running tracks, table tennis, play areas for children etc.</li> </ul>	<p><b>Mental health</b></p> <ul style="list-style-type: none"> <li>• In the same vain as physical health, and definitely interlinked, consider what will benefit the mental health of the community.</li> <li>• Places to sit, chat benches and places of reflection could be built in.</li> </ul>	<p><b>Green space</b></p> <ul style="list-style-type: none"> <li>• Greenery enhances an area and invites people to meet, dwell, stay.</li> <li>• Introducing green space into the town centre will soften the amount of concrete.</li> <li>• Link with biophilia in public realm intervention for smaller injections of greenery.</li> </ul>
<p>3C – SOCIAL VALUE</p>	<p><b>Investment</b></p> <ul style="list-style-type: none"> <li>• There is an incredible amount of investment in Blackpool, highlighting this wherever possible through hoardings, social media, press, websites will keep this story alive.</li> <li>• Consider giving a vacant unit over to become a ‘marketing suite’ telling the story of Blackpool investment, within the town centre.</li> </ul>	<p><b>Diversity, Equality &amp; Inclusion</b></p> <ul style="list-style-type: none"> <li>• Consider accessibility when redesigning streetscapes and how this impacts physically</li> <li>• When inviting community groups into vacant space consider the need for faith rooms and safe spaces for vulnerable groups.</li> </ul>	<p><b>Skills and Employability</b></p> <ul style="list-style-type: none"> <li>• Partner with local groups and colleges to bring free skills workshops into the community.</li> <li>• Work with private investment partners (i.e. Nikal) to bring business mentoring into schools and colleges.</li> <li>• Put digital upskilling at the heart of community workshops.</li> </ul>

# 4. Events & meanwhile

# Inspiration



# 4. Events & meanwhile

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In support of the Government's 'Welcome Back Fund' aspirations and to boost the look of the High Street, street activations such as dressings, decorations and live events will help to bring life to the area. They can also create a buzz on social media, driving more footfall to the town.

- One of the recommendations of the HSTF report was *“establishing and promoting a year-round programme of animations, events and meanwhile uses in key locations to help improve the character and appeal of individual streets in the town centre.”*
- Events have previously been successful in bringing footfall into the town, with Christmas 2021 activity being referenced by stakeholders as particularly impactful. Previous art events such as Sand, Sea and Pray, was also referenced as a successful activation with a lasting impact.
- Stakeholders commented on how the town struggles in the 5pm – 8pm period, when the shops have closed, but before the nightlife 'kicks in' with a desire to re-ignite this 'shoulder-period'.
- Vacancy rates are high in Blackpool, and although this isn't an issue that is unique to this town centre, stakeholders referred to the high volume in the town centre core, the poor condition due to absent landlords and they recognised the difficulties in dealing with these issues.
- There are rows of empty buildings/units on Bank Hey Street and Victoria Street, that need to be enlivened; meanwhile use in vacant units provides an opportunity to work with local groups and societies to highlight the community cultural offer in the town, which can provide a creative incubator and activate an otherwise unused space.
- Meanwhile uses are generally for the benefit of the local community, for example; pop-up shops and cafes, to studios and exhibition spaces. They can offer a breeding ground for innovative ideas and empower the local community. Uses can last just a few days or several years and should be widely accepted as part of the normal response to regeneration.

## KEY INITIATIVES

### 4A. Events

### 4B. Meanwhile initiatives

### 4C. Vacant space

THEME

INITIATIVE

KEY DELIVERABLES AND RECOMMENDATIONS

4.  
EVENTS &  
MEANWHILE

4A –  
EVENTS

**Street pop-ups**

- Add fringe pop up in town centre to events on promenade.
- Street food events, a pop up coffee offer, or pop up performances.
- A big screen for sporting events and big occasions (the Jubilee) with outdoor seating.

**St John’s Square**

- A perfect location for events but is a potentially unsafe space due to traffic management.
- Pedestrianise between 10am and 5pm.
- Outside these it should be service access and taxis.

**Specialist street markets**

- Christmas markets and farmers markets.
- Evening street market.
- Antique and craft markets.

4B –  
MEANWHILE

**Community festivals and workshops**

- Support community groups in using vacant units.
- Present a programme of events in the unit- dance workshops, community art galleries and events.
- Explore educational offers such as science workshops.
- The Tower Circus could provide workshops and pop up shows in the town centre or in empty units.

**Wellness activities**

- Give over a unit for public wellness sessions and engage with local groups to host and deliver: Yoga / Mindfulness and relaxation / Holistic therapy / Puppy & kittens therapy

**Independents**

- Start up independents – a cooperative offer within a unit opened up to local independents to staff and sell.
- An independent ‘pop up’ shop concept would bring new independent operators into the town and give them a chance to test the market.

4C-  
VACANT  
SPACE

**Vacancy strategy**

- Map out town centre vacant units against owners.
- Compile landlords database.
- Engage with landlords to establish bank of units available for ‘meanwhile’ pop-up activations.
- Consider rates mitigations for those units identified as viable for ‘meanwhile’ use.
- Consider outward facing channel for an end user to access that collates all the vacant units and their relevant details (size, rent, contact, location). Any prospective occupiers have one place to look to find a unit in the town centre.

**Transform empty units**

- Work with professional artist to enliven empty windows with photography, painting and sculpture displays.
- Display units for other retailers to promote their offer.
- Colourful hoardings- public / community art / professional graffiti.
- Use hoardings to tell the story of investment in Blackpool.
- Use hoardings to navigate people around the town centre and promote the offer.
- Community artwork produced onto window vinyls.

**Creative incubator**

- Art and performance student exhibitions.
- Performance shops.
- Community studios.
- Wellness activity.
- Start up office space - a cheaper alternative to The Edge, for new business start ups.

# 5. Culture & entertainment

*Inspiration*



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# 5. Culture & entertainment

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Blackpool has a vibrant and passionate creative and cultural community, plus a rich cultural offer that was highlighted by many of our stakeholders. Collectively this is a diverse leisure offer, complimenting the traditional entertainment operators in the wider resort.

- “Culture” is a broad term encompassing literature, film, art, creative, performing arts, galleries and theatres that all have established representation in Blackpool Town Centre. This can bring together community groups and societies, commercial operators and heritage assets into a powerful offer that appeals to a variety of different audiences.
- The cultural offer is incredibly strong but appears more of a secondary offer for communications about the leisure offer. As an already strong offer, it needs to be packaged, highlighted and promoted to Fylde Coast residents.
- The wide cultural offer in Blackpool is a huge strength, representing a unique history and heritage. There is an opportunity to build on this unique foundation and begin to formulate a solid brand identity; emulate this through the look and feel of the town through physical assets and digital platforms. The physical foundations are already there, with the introduction of the comedy carpet.
- The cultural offer has a key role to play in reanimating the town following the pandemic. The town centre can be brought to life using the cultural offer woven into the annual events programme, delivered by both professional organisations and community groups.

## KEY INITIATIVES

### 5A. Storytelling

### 5B. Cultural initiatives

THEME	INITIATIVE	KEY DELIVERABLES AND RECOMMENDATIONS	
<p>5. CULTURE &amp; ENTERTAINMENT</p> <p>Page 89</p>	<p>5A – STORYTELLING</p>	<p><b>Messaging steering group</b></p> <ul style="list-style-type: none"> <li>High Streets Task Force recommendation: “Consider means of engagement and comms around overall vision for change, promotion of Blackpool’s heritage and cultural strengths”.</li> <li>Bring together key partners within the town centre to ensure that cultural messaging is aligned across all individual commercial operators.</li> </ul>	<p><b>Culture Blackpool</b></p> <ul style="list-style-type: none"> <li>Use as a vehicle to deliver the cultural offer as a holistic message.</li> <li>Develop dedicated comms channels and social feeds for Culture Blackpool, to collate and present the full commercial and community cultural offer of the town.</li> <li>Push the Culture Blackpool message to the wealthier audience of the Wider Fylde Coast area through targeted marketing campaigns.</li> </ul>
	<p>5B – CULTURAL INITIATIVES</p>	<p><b>Performances</b></p> <ul style="list-style-type: none"> <li>Work with local musicians to give the town vibrancy through musical performance.</li> <li>Work with The Winter Gardens and The Grand Theatre to host flash mob style performances of shows that are appearing at these venues.</li> <li>Have local dance schools and performing groups bring performances in the town centre around key seasonal dates (i.e. Jubilee / Coronation, Strictly weekend etc).</li> </ul>	<p><b>Public art and wall art</b></p> <ul style="list-style-type: none"> <li>Collaborate with local artists to introduce art, in displays in empty units –a pop-up exhibition from The Grundy could help to promote the art gallery and open it up to a new audience.</li> <li>Pop up art exhibitions and fashion exhibits could be hosted by local students as part of their studies.</li> <li>Working with college and university students to produce large scale public art would be a good PR generator for public announcements relating to the Multiversity.</li> <li>Bring back the Sand, Sea and Spray urban art festival.</li> <li>Adding large scale graffiti-style art could act as a discovery trail and brighten up dull and unsightly areas.</li> </ul>

# 6. Heritage

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# 6. Heritage

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High Streets Task Force said: *Building on the shopfront improvements and other HAZ work celebrating the architectural heritage of the town will enable a better-quality vision to be developed, which can inform future plans, as well as underpin – if applicable – a revised application to the Future High Streets Fund.*

- Places are often known, remembered and enjoyed as a result of rich heritage. From listed and landmark buildings to popular attractions and heritage trails, they all make a place – supporting the local economy and, (as Blackpool knows), attracting mass tourism.
- Blackpool has many heritage assets, some of them iconic and world famous. Stakeholders spoke fondly of many of these assets, suggesting how they can be maximised to instil civic pride in local residents as well as attracting visitors.
- Stakeholders also spoke about how there are some important ‘forgotten’ heritage assets in the town, that need an injection of investment and could be maximised to attract more affluent residential and visitor groups.
- There was a positive response from stakeholders that heritage assets had been brought back into council ownership. They gave examples of how quality had been layered onto heritage with the integration of the new tram works with the heritage trams and the expansion of a modern conference centre that is in keeping with the existing Winter Gardens.
- Blackpool’s Heritage Action Zone project is a partnership between Blackpool Council and Historic England aimed at using Blackpool’s heritage as a catalyst for bringing new and diverse uses to the town centre and giving a new relevance for local communities and visitors. Very few stakeholders referred to this project suggesting that work needs to be done to promote its agenda and activities to highlight its good work in the town centre.

## KEY INITIATIVES

6A. Protection of assets

6B. Heritage Action Zone

THEME	INITIATIVE	KEY DELIVERABLES AND RECOMMENDATIONS		
<p>6. HERITAGE</p> <p>Page 92</p>	<p>6A – PROTECTION OF ASSETS</p>	<p><b>Heritage building protection</b></p> <ul style="list-style-type: none"> <li>• Ensure that heritage buildings are well maintained to preserve quality.</li> <li>• As well as building protection orders consider sight line protections orders on key iconic assets.</li> <li>• Following the successful purchase of the Tower and The Winter Gardens, consider purchasing further heritage assets in the town (and wider resort).</li> </ul>	<p><b>Reflection in new building fabric</b></p> <ul style="list-style-type: none"> <li>• New buildings should be sympathetic to existing heritage assets.</li> <li>• Enhance the quality.</li> <li>• Reflect the surrounding assets, limit crowding of iconic buildings, maintain sight lines.</li> </ul>	<p><b>Maximising The Grundy</b></p> <ul style="list-style-type: none"> <li>• The Grundy is a key heritage asset for the town centre.</li> <li>• Ensure building fabric is well maintained.</li> <li>• Consider expanding offer with retail and café provision to act as footfall and income driver.</li> </ul>
	<p>6B – HERITAGE ACTION ZONE</p>	<p><b>Heritage tours</b></p> <p>Town centre partners work together to host tours of the iconic heritage assets in the town centre, rather than siloed by asset. Could be themed – i.e The Ballroom Tour / The Comedy Tour</p>	<p><b>Street theatre</b></p> <ul style="list-style-type: none"> <li>• Covent Garden Style street performance would work well in the town centre.</li> <li>• Empty units could also be used and turned into a basic theatre for community performances.</li> <li>• Any new open space could be multi-purpose. Built correctly and it could double up as an outdoor theatre space.</li> </ul>	

# Intervention planning framework

THEME	INITIATIVE		KEY DELIVERABLES		UNDERWAY / PIPELINE
1. PUBLIC REALM	1A – STREETSCAPE	Resurfacing	Furniture and planting	Promenade gateways	<ul style="list-style-type: none"> <li>Quality Corridors Edward Street / Deansgate / Topping St.</li> <li>Climate emergency action plan</li> <li>Illuminations upgrade</li> </ul>
	1B – ENVIRONMENT	Sustainability	Biophilia		
	1C – ILLUMINATE	Illuminations extension	Street lighting differentiation	Lighting enhancements	
2. ZONING & DISTRICTS	2A – CONNECTIVITY	Pedestrian routes	Cycle paths and public transport	Public realm framework	<ul style="list-style-type: none"> <li>Talbot Gateway</li> <li>Town Centre Access Scheme</li> <li>Central Business District</li> <li>Blackpool Central</li> <li>Former Post Office hotel conversion</li> </ul>
	2B – TOWN CENTRE REALIGNMENT	Physical footprint	District personalisation	Open space	
	2C – SIGNAGE AND WAYFINDING	Visual appearance	Key entry and decision points	Pedestrian traffic flow	
3. COMMUNITY	3A – RESIDENTS	Quality offer	Civic pride	Perception	<ul style="list-style-type: none"> <li>Houndshill leisure development</li> <li>Residential development (old Cedar Tavern)</li> <li>Multiversity</li> <li>'The Platform (Youth Hub)</li> </ul>
	3B – WELLBEING	Physical wellness	Mental health	Green space	
	3C – SOCIAL VALUE	Investment	Diversity, equity & inclusion	Skills and employability	
4. EVENTS & MEANWHILE	4A – EVENTS	Street pop-ups	St. John's Square	Specialist street markets	<ul style="list-style-type: none"> <li>Blackpool Central</li> <li>St. Johns Sq events</li> <li>Lightpool</li> <li>Live / work unit trials</li> <li>The Edge</li> </ul>
	4B – MEANWHILE INITIATIVES	Community festivals and workshops	Wellness activities	Independents	
	4C – VACANT SPACE	Vacancy strategy	Transform empty units	Creative incubator	
5. CULTURE & ENTERTAINMENT	5A – STORYTELLING	Messaging steering group	Culture Blackpool		<ul style="list-style-type: none"> <li>Abingdon St. Market (Studios)</li> <li>Showtown</li> </ul>
	5B – CULTURAL INITIATIVES	Performances	Public art and wall art	Strategic partnerships	
6. HERITAGE	6A – PROTECTION OF ASSETS	Heritage building protection	Reflection in new building fabric	Maximising The Grundy	<ul style="list-style-type: none"> <li>Heritage quarter (Blackpool Central)</li> <li>Community Cultural Programme</li> </ul>
	6B – HERITAGE ACTION ZONE	Heritage tours	Street theatre		

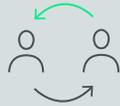
# Action plan: *implementation*

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Next steps to determine the working aspect of the strategy- the delivery of the action plan:



- The success of the action plan will be determined by the level of collaboration between all town centre partners.



- Further engagement will be undertaken with key partners to finalise and identify action owner within the full plan.



- We are committed to a regular review of the action plan to ensure that it becomes a working document for all partners to deliver a successful town centre offer.



- The action plan will be updated annually, with updates reported to Blackpool Council's Executive.

# Governance

We will engage with key town centre partners to ensure that a robust governance framework with annual reporting is agreed. The creation of a forum that can take ownership of town centre management is recommended.

The success of the town centre and its businesses will be influenced by this strategy. It is important that this stays on track, but also has the flexibility to be adapted should circumstances require it.

The need for ownership of the overall management of the town centre, was regularly voiced by stakeholders.



## Business networking

- Council owners of Town Centre strategy and action plan
- Town centre business networking group
- Landlord database and engagement
- Private investors
- Funding opportunities



## Enforcement

- Reporting and KPIs
- Anti-social behaviour
- Crime free neighbourhoods
- Standards control frameworks
- Private residential landlords



## Place management

- Management of vacant space
- Events and activation
- Improvements to streetscape and public realm
- Safety and security
- Cleaning and environmental
- Opportunities for community and cultural groups

# Funding opportunities

The forthcoming Shared Prosperity Fund and the next round of Levelling Up Fund present opportunities to deliver projects recommended within this action plan as well as add strength to investment already in the pipeline.

## Levelling Up Fund

Investment proposals should focus on supporting high priority and high impact projects that will make a visible positive difference to local areas.

Investment themes:

- Transport investments
- Regeneration and town centre investments
- Cultural investments

Bids should also consider how projects can work with the natural environment to achieve project objectives.

### Potential opportunities:

- **Former Post Office** (grade 2 listed building) development into a boutique hotel and the public realm surrounding this.  
**Criteria:** *Regeneration and town centre investments* - upgrading an old building into new use with the potential to drive further footfall into the town centre contributing to future success.
- **Multiversity:** Development of a new campus for the provision of Further and Higher Education opportunities in the town centre .  
**Criteria:** *Regeneration and town centre investments* - investment in secure community infrastructure.

## UK Shared Prosperity Fund

The primary goal of the Fund is to build pride in place and increase life chances across the UK. This Fund will enable improvements to the places people live, as well as support individuals and businesses.

Investment themes:

- Communities and place
- Local business
- People and skills

Each place will be asked to set out measurable outcomes they are looking to deliver, and what interventions they are choosing to prioritise, in an investment plan.

In line with the guidance set out by the UK Shared Prosperity Fund, opportunities will be sought to deliver against actions outlined within the Town Centre Strategy and Action Plan, as well as other Blackpool Council priorities.

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<b>Report to:</b>	<b>TOURISM, ECONOMY AND COMMUNITIES SCRUTINY COMMITTEE</b>
<b>Relevant Officer:</b>	Mark Towers, Director of Governance and Partnerships
<b>Date of Meeting</b>	28 September 2022

## ANNUAL CUSTOMER FEEDBACK REPORT

### 1.0 Purpose of the report:

1.1 For Scrutiny to consider the Annual Customer Feedback Report covering the period 1 April 2021 – 31 March 2022

### 2.0 Recommendation(s):

2.1 Scrutinise the content of the report and highlight any areas for further consideration

2.2 To consider the performance of the Council in dealing with customer feedback and suggest areas for further discussion or scrutiny.

### 3.0 Reasons for recommendation(s):

3.1 To ensure constructive and robust scrutiny of the report.

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? No

### 4.0 Other alternative options to be considered:

4.1 N/A

### 5.0 Council priority:

5.1 The relevant Council priority is

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

**6.0 Background information**

6.1 Information on recorded customer feedback received by the Council is reported to CLT and the Tourism, Economy and Communities Scrutiny Committee on an annual basis.

6.2 The report includes a breakdown of the comments, compliments and complaints received by the Council between 1 April 2021 and 31 March 2022. It summarises the Council's performance in dealing with complaints, explores the themes within customer feedback, and includes an overview of complaints made to the Local Government and Social Care Ombudsman.

6.3 Does the information submitted include any exempt information? No

**7.0 List of Appendices:**

7.1 Appendix 8(a): Annual Customer Feedback Report 2021/22

**8.0 Financial considerations:**

8.1 None

**9.0 Legal considerations:**

9.1 None

**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 None.

**14.0 Background papers:**

14.1 None

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# Annual Customer Feedback Report 2021-22

Blackpool Council



# Customer Feedback Report 2021/22

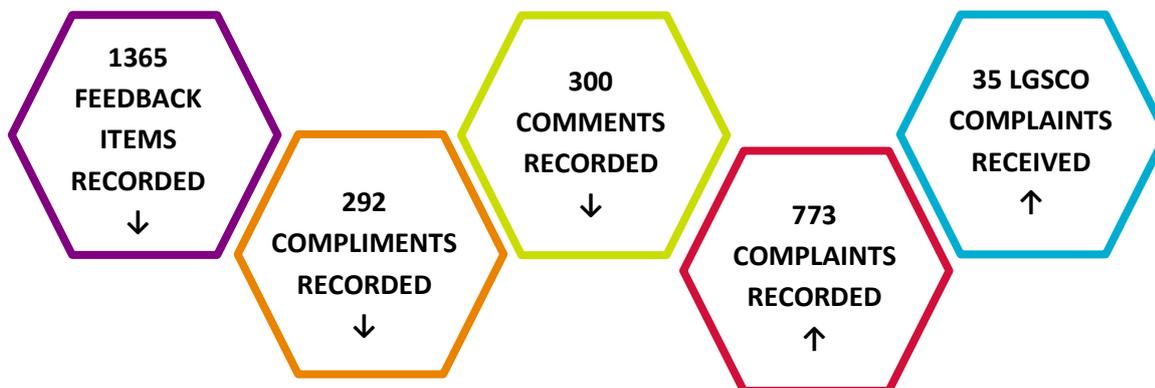
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# Annual Customer Feedback Report 2021/22

## 1. KEY HEADLINES 2021-22



There has been a 45% decrease in compliments recorded compared with 2020/21

The directorate with the highest proportion of compliments recorded is Adult Services (37%)

There has been an 11% increase in complaints recorded compared with 2020/21

The directorate with the highest proportion of complaints is Community and Environmental Services (40%)

64% of the complaints, which have been fully considered, have met the allocated timescale

38% of complaints, which have been fully considered, were upheld or partially upheld in some element

In line with the previous year, the majority of complaints recorded relate to the themes 'Staff Conduct/Treatment of Customer' (23%) and 'Quality of Service' (22%)

The number of complaints received by LGSCO has increased compared with 2020/21\*

9 LGSCO complaints progressed to formal investigation stage (26%)

4 of 9 complaints formally investigated by the LGSCO were upheld (44%)

*NB: The above figures do not include feedback received for Blackpool Coastal Housing and any other external organisations which have a separate procedure for handling customer feedback.*

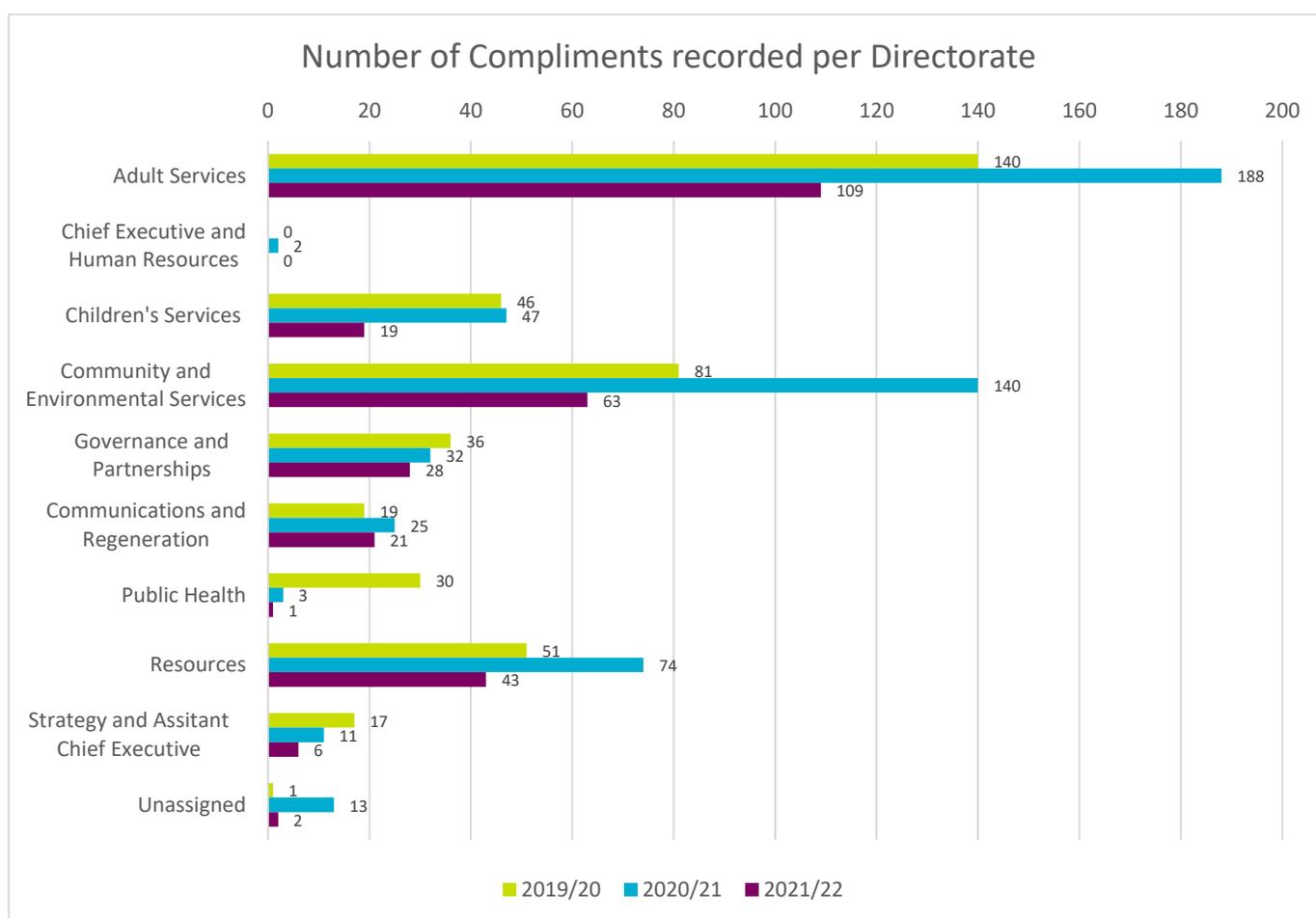
*In the 2020-21 year, the Covid-19 pandemic caused some unusual trends in recorded feedback. \*The LGSCO also received and decided fewer complaints than normal because it stopped accepting new complaints for three months due to Covid-19. This should be considered when comparing this year's figures to the previous year.*

# Annual Customer Feedback Report 2021/22

## 2. COMPLIMENTS

Compliments are extremely important and help to highlight the areas we are improving in or maintaining levels of high quality service. Therefore, all compliments are passed on to the relevant staff member(s) and service manager to ensure that good practice is commended and to help boost staff morale.

In total, **292** compliments were recorded in 2021/22. The graph below shows a breakdown of the compliments recorded by directorate:



The number of compliments received has decreased considerably (-45%) compared with 2020/21. This is disappointing to see, as last year we did see the highest number of compliments recorded in a year. During the first year of the Covid Pandemic, there was observed recognition from the public of the hard work and dedication of our key workers, and this may have accounted for the high numbers of compliments received last year.

Individuals and teams that are mentioned in recorded compliments are highlighted in a monthly news item on 'the Hub' and on the digital signage around the Council offices. We hope to provide recognition to staff for all their hard work and dedication and raise awareness on the importance of logging all customer feedback.

## Annual Customer Feedback Report 2021/22

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In line with the previous year, over a third of the compliments received during the year were for Adult Services (37%), with Community and Environmental Services following (22%).

Feedback for Adult and Children's Services is coordinated by the Customer Relations Team, which ensures that positive feedback from service users is captured and reported on a regular basis. Combine this with the nature of the services provided and the size and nature of the work of the department and this inevitably leads to a higher number of compliments recorded. It must however be noted that front line services also bear the brunt of many complaints received.

The lower level of compliments for other departments is not necessarily representative of poor quality service in these areas. Some departments carry out a higher proportion of back office duties, which can often result in less interaction with the public and therefore less opportunity to receive external feedback. Services are encouraged to report internal positive feedback, as well as compliments from service users.

Certain teams remain particularly good at recording compliments received; however, there are services that rarely pass on compliment data for reporting purposes. The reported figures may therefore not be a true reflection of compliments received by Council services and can only show the number of compliments which are officially recorded.

Below is a small selection [*randomly selected*] of the many compliments received during this period:

*Thank you for all your care, commitment and compassion, all your staff show to my mum, it's a great relief when she is with you, and the difference is amazing. I wish you had rooms because I would send her to you permanently. [ADULT SERVICES: Care and Support, Day Services]*

*Child A and B speak extremely highly of their allocated Social Worker. They have both expressed repeatedly that she is the best Social Worker they have ever had, noting that she listens to them, takes on board their wishes and that she will sort out any issues that arise. They are both delighted to hear that [Social Worker] is to remain their Social Worker moving forward and the foster carers have also echoed the positive comments of the boys. I commend [Social Worker] for her hard work with A and B; she has demonstrated a great commitment to ensuring the best possible plan is in place for them and has made great efforts to nurture a positive working relationship with them, something it is not always easy for a Social Worker to do. [CHILDREN'S SERVICES: Children's Social Care: Our Children Teams]*

*"Hello, I would just like to say we attended the library session today at the park. My children absolutely loved it! They were so excited telling their daddy when he got home from work and really appreciated the books they received! The event was really well planned and thought through for all ages! Thank you very much." [COMMUNICATIONS AND REGENERATION: Libraries]*

*Customer had phoned yesterday to reporting fly tipping in the alley to the side of her property, she wanted to thank us for the fast response, one day after she called, and for removing all the rubbish. [COMMUNITY AND ENVIRONMENTAL SERVICES: Waste & Recycling]*

# Annual Customer Feedback Report 2021/22

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*"We would like to say a very big thank you, you've done us proud, it was lovely. The decorations were lovely and you were lovely. I would recommended your wedding chapel to the public to get married in. You made us feel so welcome and made our boys feel special that evening. Thank you again, so proud of you all."*

**[GOVERNANCE AND PARTNERSHIP SERVICES: Registrars]**

*Care Home Manager thanked all at Public Health for their support and guidance with a COVID-19 enquiry.*

**[PUBLIC HEALTH: Public Health Commissioned Service]**

*A service user writes: "thank you from the bottom of my heart for everything you have done for me. The council have been so so helpful to me in my situation I'm sitting here with tears in my eyes. I thought it was over for me, but the angels at Blackpool Council helped me through this bad situation. I thank you all for all your kind help in this matter."* **[RESOURCES: Debtors and Creditors]**

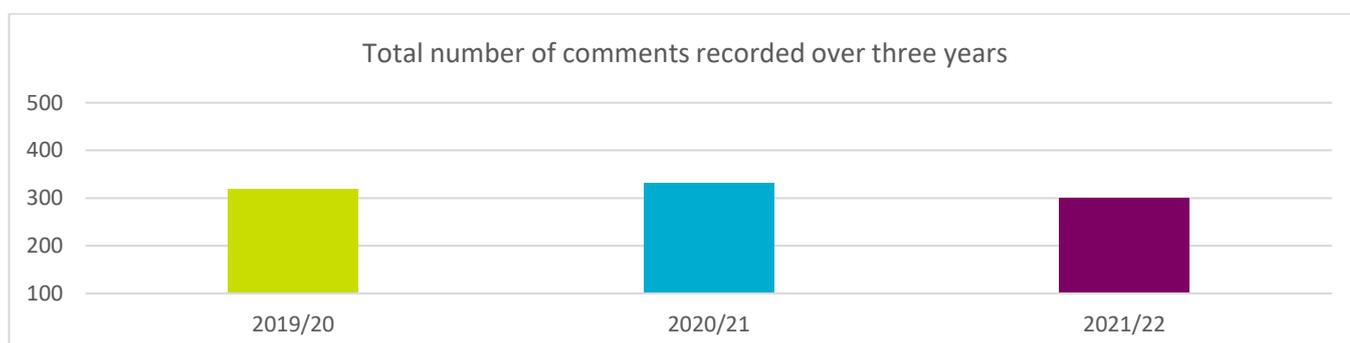
*Well what a road has been to get here but I am over the moon - I move in on Tuesday next week and the girls are so excited it's finally time. I can't thank you all enough for being there for me and assisting with all the housing needs from start to finish. Knowing there are people there who genuinely care has made a huge difference to me and knowing that from Tuesday we will truly be warm, secure and safe is just everything to me. I hope for a long and happy tenancy. Take the best care and thank you again for your time, care, patience and support.* **[STRATEGY AND ASSISTANT CHIEF EXECUTIVE: Housing Options]**

*Hello, my congratulations to your council on promoting LGBT rights! A very noble effort that our ancestors would be proud of! We also have excellent road crossings here in [area] that are in colours. Long may it continue!* **[Unallocated]**

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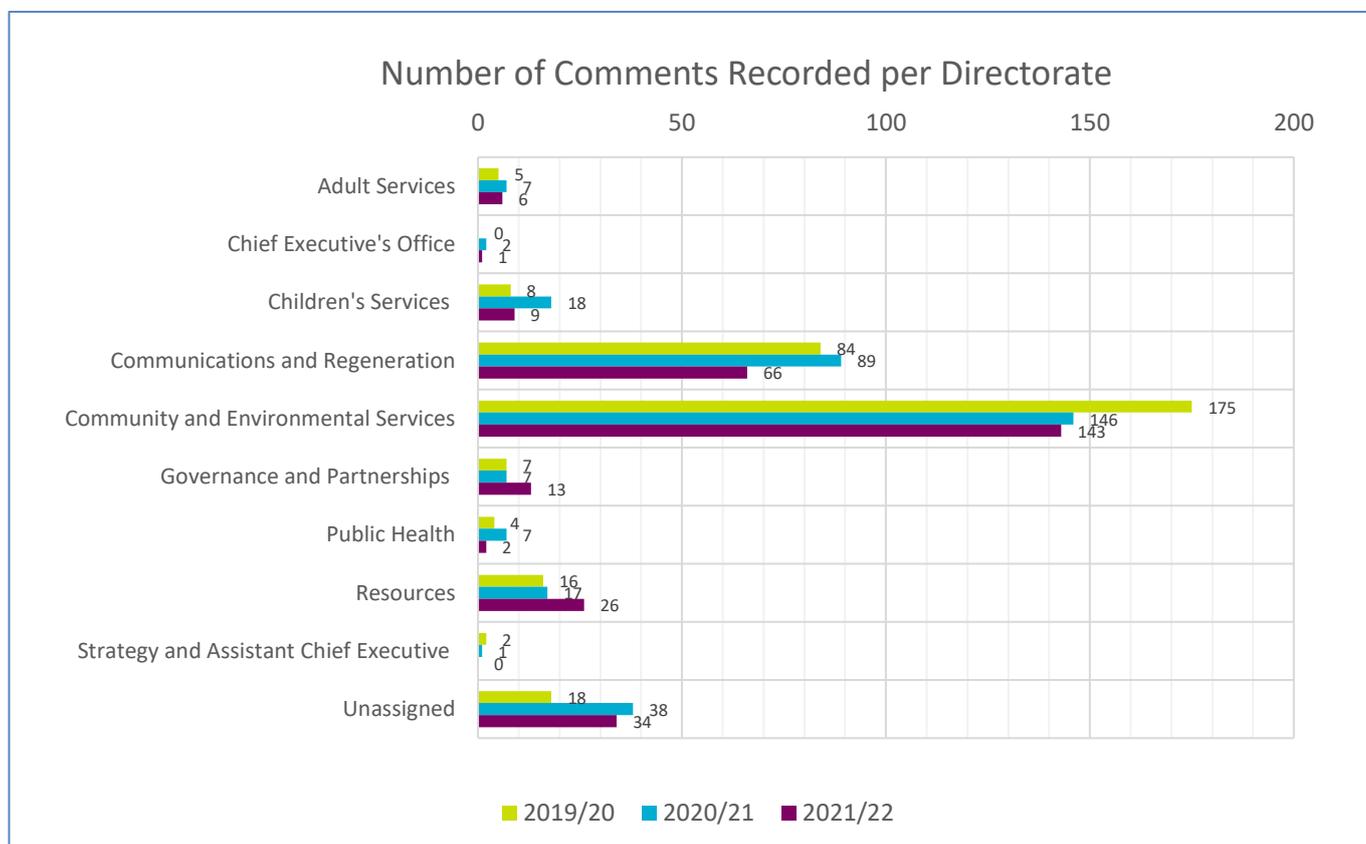
## 3. COMMENTS

Comments are equally as important as complaints as they can help to shape and improve the quality of the services we provide. In addition ensuring that comments are dealt with and acted upon appropriately can avoid escalation to formal complaints. In total, 300 comments were received in 2021/22 this is consistent with the previous year.



## Annual Customer Feedback Report 2021/22

The graph below shows the breakdown of the comments received by Directorate:



The Community and Environmental Services department continues to receive the most comments; with a high proportion of the directorate's comments for Highways and Transport services, Street Cleansing, Waste and Public Protection and these are mainly initial requests for service. Comments are usually received via the online feedback form directly from service users.

There has been an 18% decrease in comments received for Community and Environmental Services over the last three years. There has been a significant amount of channel shift work around creating alternative ways for customers to report issues and submit requests for service and this work continues to influence the number of comments logged.

Services do not tend to record all comments received, as these are mainly dealt with as 'general business;' therefore, the figures may not be a true reflection of all comments received by Council services and can only highlight the number of comments that have been formally recorded.

Below are some examples of comments received during the year:

*We recently visited Blackpool for a short break we stayed at a really good hotel and were treated very well. My main reason for writing is that on wanting a walk on front and then to beach we found it was all*

## Annual Customer Feedback Report 2021/22

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*step/seating areas. This was ok for one of our party but the other two would not be able to get down these steps on to the beach for a walk. Is there a reason why there are no handrails at regular spaces on these steps? This is unsuitable for anyone with disabilities or even young children with disabilities. Could you please consider putting some handrails from prom down these steps/seating so that all can enjoy beach walks and children to play in the sands? [COMMUNICATIONS AND REGENERATION]*

*Being an electric vehicle owner. I have noticed Blackpool is falling way behind other areas for public fast charging points. I have contacted my Councillor with no response. Do you know if there is going to be any public meetings regarding EV charging? I would like to help and get involved. [COMMUNICATIONS AND REGENERATION]*

*Customer wants to suggest 3D crossings on the promenade. He would like to suggest local students design them, to keep the monies spent within Blackpool. Also, that Mooky the clown opens the crossings if we decide to go ahead. Customer lives in Scotland but is bringing this up with us as we are an 'innovative council.' [COMMUNITY AND ENVIRONMENTAL SERVICES]*

*Can you repair the lockers please in the Moor Park Pool site? It's the lockers in the changing rooms for the pool. I've had a jacket stolen from a changing room (not this one) in the past, so like to know my belongings are secure. Many thanks" [COMMUNITY AND ENVIRONMENTAL SERVICES]*

*Resident would like to leave feedback in regards to the postal vote pack that he was sent out. The resident states this is the first time using this service as he received a sticker on his bin to advise of the service. As the resident is now in a wheelchair all the time he found that this service would be beneficial for him. The resident has receives his postal pack but finds it very difficult to understand as it stated voting for police crime commissioner but gave options for local councillor elections. Resident is left unsure of how to complete his vote and unable to speak to the relevant team for assistance. The resident wanted to leave feedback that the postal vote form should be made simpler to understand and also easier to speak to someone on the phone. [GOVERNANCE AND PARTNERSHIP SERVICES]*

*Your website is not very good to use when trying to make a council tax payment on a mobile phone, it's just took me 30 minutes to find where to pay [RESOURCES]*

*Resident wanted to leave feedback as he has been trying to get through to an advisor since 9am. Each time he tried to get through he was told after a long automated message that there was no one available and the call was ended. Resident had concerns that as the message took over 1 minute, customers who pay per minute to make the phone call would then be charged for another full minute to be told no one was available. Resident had to make several attempts today to get through and had he have to pay per minute this would have cost him. [RESOURCES]*

# Annual Customer Feedback Report 2021/22

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## 4. COMPLAINTS

### 4.1 Types of Complaint

The Council has a three-stage process for dealing with corporate complaints:

- Stage 1** Investigation by the service
- Stage 2** Review by the relevant Director / Assistant Director
- Stage 3** Review by the Complaints Panel on behalf of the Chief Executive (if appropriate)

The table below shows the number of **corporate complaints** logged for each stage during the period.

Stage	Total	
Stage 1	543	96%
Stage 2	21	4%
Stage 3	0	0%
	<b>564</b>	

The small number of Stage 2 and Stage 3 complaints received suggests that the majority of Stage 1 complaints are dealt with effectively, therefore preventing complaints from escalating. However, it is also possible that there were complaints escalated to Stage 2, but these were not logged on the Feedback System.

There have been a small number of Stage 2 complaints where the complainant has requested escalation to Stage 3; however, it has been decided that it would not be beneficial for the Council to hold a Stage 3 Panel to review the matter further and we have recommended that the complainant contact the Local Government and Social Care Ombudsman. There are many reasons why Stage 3 would not be appropriate, some of the main reasons are listed below:

- The complaint was upheld at Stage 2 and further consideration would not help the complainant in terms of offering any further outcome
- The complaint is about a Council Policy and further consideration would not benefit the complainant in terms of offering any further outcome
- A review at Stage 3 would not seek to question the merits of a suitably qualified officer's decision to take action
- The outcome that the complainant is seeking could not be reached through a Stage 3 review

A Stage 3 complaint Panel consists of 3/4 senior officers, Chaired by the Director of Governance and Partnerships and the Customer Relations Manager as the Panel Officer. If we are aware that a further review at Stage 3 would not provide a different outcome or the outcome sought by the complainant, it would be a poor use of Council resource to continue to Stage 3.

## Annual Customer Feedback Report 2021/22

In 2021/22, **209** complaints were received relating to Adult or Children's Social Care statutory duties. Complaints of this nature are dealt with under separate statutory procedures, with different stages to the process and are not included in the figures above. The below sections do however **include** the Adult and Children's Social Care statutory complaints. *For further detail on Adult and Children's Services feedback, please refer to the separate Social Care annual reports.*

### 4.2 Directorates and Service Areas

The number of complaints logged has increased this year, by 11%, but numbers are still not as high as previous years. For comparison, the previous three years are shown in the table below.

<b>Complaints logged by Directorate</b>	<b>2021/22</b>	<b>2020/21</b>	<b>2019/20</b>	<b>2018/19</b>
Adult Services	<b>64</b>	75	106	138
Chief Executive and Human Resources	<b>2</b>	0	0	2
Children's Services	<b>182</b>	173	175	166
Community and Environmental Services	<b>311</b>	312	336	455
Governance and Partnerships	<b>9</b>	5	9	15
Communications and Regeneration	<b>91</b>	53	87	126
Public Health	<b>3</b>	2	4	1
Resources	<b>77</b>	57	101	138
Strategy and Assistant Directorate	<b>18</b>	12	14	9
Unassigned	<b>16</b>	8	4	6
<b>Total</b>	<b>773</b>	<b>697</b>	<b>836</b>	<b>1056</b>

The table below shows the services with the highest number of complaints recorded in 2021/22:

<b>Complaints - Service</b>	<b>2021/22</b>	2020/21	2019/20	<i>% change since 20/21</i>
Children's Social Care	<b>142</b>	158	148	-10%
Waste and Recycling	<b>115</b>	167	122	-31%
Public Protection	<b>72</b>	52	51	38%
Parking	<b>66</b>	31	65	113%
Highways and Transport (delivery)	<b>52</b>	34	72	53%
Adult Social Care	<b>43</b>	27	40	59%
Council Tax	<b>42</b>	18	54	133%

Whilst there has been an overall increase in the number of complaints logged, there are a number of services which have seen a noteworthy reduction in the number of complaints logged since 2020/21 and these can be seen in the table below:

## Annual Customer Feedback Report 2021/22

Complaints - Service	2021/22	2020/21	2019/20	% reduction since 20/21
Economic Development	2	8	2	-75%
Care and Support	2	7	3	-71%
Corporate - Resources	7	23	23	-70%
Business Rates	9	20	5	-55%
Schools Standards and Effectiveness	3	5	2	-40%
Adult Services Commissioning	11	16	34	-31%
Waste and Recycling	115	167	122	-31%
Children's Social Care	142	158	148	-10%

The reduction could be down to a number of factors, some of which are outlined below:

- Further work on channel shift giving customers and service users alternative routes for reporting issues.
- The successful implementation channel shift projects and the implementation of new processes in services to manage the customer contact.
- Some services received a higher than average number of complaints last year which was predominantly due to the pandemic. This year's figures have returned to a more typical level.
- The implementation of changes based on previous feedback and the continuous improvement to services.
- The correct use of the customer feedback system, and matters that do not fall within the complaints procedure being downgraded to comments.
- An increase in customer feedback monitoring by the Customer Relations Team to ensure that services are logging feedback appropriately.
- Better communication with service users on the alternative routes available for reporting concerns.
- We do have to also consider that services have not recorded some complaints received on the customer feedback system

A full breakdown of the number of complaints received by service area can be found in [Appendix A](#).

### 4.3 Complaint Themes

The table below highlights the main complaint themes. Following the same trend as the previous years, the majority of all complaints received (79%) relate to the following four themes:

Theme	2021/22	Total	
Council Action	134	17%	↑ 41%
Lack of Action	132	17%	↑ 27%
Quality of Service	167	22%	↑ 6%
Staff Conduct/Treatment of Customer	177	23%	↑ 3%
	610	79%	

Staff Conduct/Treatment of Customer, has overtaken 'Quality of Service' as the most common complaint theme. This theme is used if a customer's complaint focuses on the attitude or unprofessional conduct of a Council officer

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or if their complaint is focused on being unfairly treated/disadvantaged by a service when no other theme is predominant.

If a complaint has a number of aspects to it, it is often difficult to highlight one particular theme; therefore, 'Quality of Service' tends to be used.

The new feedback system, currently in development, will provide a greater number of theme subcategories and the ability to choose more than one theme. This will help us to clearly identify and target trends for learning and monitoring purposes.

### 4.4 Response Timescales

We aim to respond to the majority of complaints at Stage 1 within 10 working days. If the complaint is going to take longer than this to complete, the Complainant will be informed of an expected date for response; this may be in the form of an interim letter.

If a complaint timescale has to be extended, the complaint will be classed as 'not meeting timescale;' the only exception to this is if the Complainant causes the need for extension, for example, by providing further information during the investigation process or if a meeting with the complainant is required and the complainant is unable to meet within the initial time frame.

Complaints relating to Adult Social Care and Children's Social Care are covered by separate statutory legislation, and different timescales apply. The complaint system allows timescales to be amended based on what procedure is being followed.

Fully Considered Complaints	2021/22	2020/21	2019/20
Responded to within the initial timescale	426	429	484
Not responded to within the initial timescale	243*	210	260
<b>Total</b>	<b>669</b>	<b>639</b>	<b>744</b>

\*includes all 24 outstanding complaints

In 64% of cases a response was sent to the Complainant within the initial timescale. This is slightly lower than the previous year 67%, however, it must be noted that the global pandemic affected services significantly and services were operating beyond their normal capacity, we aimed to manage the Complainants' expectation around timescales during this unprecedented time and initial timescales were often extended to account for this. As normal service resumed over the last year, the procedural timescales have also been reinstated.

General reasons for timescales not being met include:

- Increasing workloads on restricted resources means that it is not always possible to prioritise complaint responding / investigation within some service areas;
- Senior officers availability to respond within relevant timescales;

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- Complex investigation work required, which may include multi-agency communication, can prolong the time it takes to respond to complaints;
- Key members of staff being unavailable to respond to complaints due to sickness or annual leave;
- Multiple complaints from the complainant regarding the same or different matters can cause delays in the investigation process; and
- Difficulties in being able to contact complainants using the contact details supplied can sometimes mean we are unable to inform them of the outcome of their complaint.
- The capacity of the Customer Relations Team to carry out regular monitoring of outstanding cases and to work with services to ensure that the majority of complaints are responded to on time.
- The failure to close cases down on the system once dealt with.

Further work will be undertaken to improve compliance with response timescales.

### 4.5 Outcomes

The table below details the outcomes of fully considered complaints during this period.

Outcome	2021/22		DoT*	2020/21 %
Upheld	85	13%	↓	17%
Partially Upheld	170	25%	↓	28%
Not Upheld	390	58%	↑	55%
Outstanding	24~	4%	↑	1%
	<b>669</b>			

\* Direction of travel in numbers compared to 2020/21

~ Outstanding as of 01.08.2022

If a complaint is upheld or partially upheld it means that there was fault found – there is at least one element identified that could have been done better. It is reassuring to see that the percentage of not upheld complaints has increased since last year.

Outcomes and actions taken as a result of a complaint are not often recorded on the customer feedback system, and this does make reporting difficult. Some of the general reasons for complaints being upheld over the year are detailed below:

- A lack of action and / or lengthy delays in delivering a service following a request from a customer;
- Errors in service delivery, such as not following correct policies and procedures;
- Failure to communicate with customers, for example, not informing them of a change of policy or action that has been taken in response to an earlier request;
- A combination of minor issues, which have overall resulted in a poor experience for the customer; and

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- Staff attitude / behaviour towards customers, ranging from poor customer service to the use of rude or unprofessional language.

## 4.6 Lessons Learned

Learning and reflection from individual complaints and the sharing of learning within the organisation, is a key part of the complaint process. Following the completion of the complaint process, managers are asked to identify any learning from the complaint, either for their own staff or team or with implications across the Directorate. Learning should also be shared through 1-1's and team/service meetings. It should be noted that not all complaints yield lessons to be learned, however each case should be reviewed to ensure that any learning points are recorded and actioned where applicable. It must be noted that the complaint process is one of several ways in which services obtain valuable feedback to learn, improve and share best practice.

Below are some general examples of learning and actions taken, as a result of complaint reviews:

- Staff training to be provided
- Reminders to staff of duties and responsibilities
- The development of easy to read information for service users
- Internal review of service to be carried out
- A review of the information provided to service users
- A reminder to staff about the importance of effective communication
- Concerns to be addressed at monthly review meetings
- A review of staffing levels
- A review of current processes and procedures to see if improvements can be made

The customer feedback system does allow services to record if lessons have been learned and the detail of what actions have been taken as a result of the complaint; however this is not part of the system that services regularly use and only in 30% of the upheld or partially upheld complaints this year have actions been recorded on the system.

We will continue to encourage the review of complaints to ensure that we learn from the feedback provided by our customers. However, the ability of services to take the time to review complaints and implement changes to improve services will be continually inhibited by the increasing demand on services and the pressure on existing resources.

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## 5. Local Government and Social Care Ombudsman (LGSCO)

The LGSCO provides an [interactive map of council performance](#) on its website. The map shows annual performance data for all councils in England and links to LGSCO published decision statements, public interest reports, annual letters and information about service improvements that have been agreed by each council

This tool provides a useful snapshot of the service improvement recommendations that each authority has agreed to. It also highlights the wider outcomes of LGSCO investigations to the public, advocacy and advice organisations, and others who have a role in holding local councils to account.

The key highlights of the LGSCO data can be found in this report, however should you wish to explore the information in more detail please visit <https://www.lgo.org.uk/your-councils-performance/blackpool-borough-council/statistics>

The LGSCO statistics focus on three key areas that help to assess an organisation's commitment to putting things right when they go wrong:

- **Complaints upheld** – The LGSCO upholds complaints when fault is found in an organisation's actions, including where the organisation accepted fault before the LGSCO investigated. The data includes the total number of investigations completed to provide important context for the statistic.
- **Compliance with recommendations** – The LGSCO recommends ways for organisations to put things right when faults have caused injustice and monitor their compliance with our recommendations. Failure to comply is rare and a compliance rate below 100% is a cause for concern.
- **Satisfactory remedy provided by the authority** - In these cases, the organisation upheld the complaint and the LGSCO agreed with how it offered to put things right. The Ombudsman encourages the early resolution of complaints and credits organisations that accept fault and find appropriate ways to put things right.

Finally, the LGSCO compares the three key annual statistics for an organisation with similar authorities, to provide an average marker of performance. They do this for County Councils, District Councils, Metropolitan Boroughs, Unitary Councils, and London Boroughs.

In the 2020-21 year the LGSCO received and decided fewer complaints than normal because the Ombudsman took the unprecedented step of temporarily stopping its casework, in the wider public interest, to allow authorities to concentrate efforts on vital frontline services during the first wave of the Covid-19 outbreak. This should be considered when making comparisons with previous year's data.

The statistics provided by the LGSCO may not necessarily align with the data that the authority holds. For example, LGSCO numbers include enquiries from people that were signposted back to the authority and some of these may choose not to pursue the matter further with the Council.

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## 5.1 Complaints Received by the LGSCO

Throughout 2021/2022, thirty five complaints were referred to the LGSCO by a Complainant.

The table below shows the number of complaints received by the LGSCO over the last three years, broken down by service area.

Complaints and Enquiries Received	2019/20	2020/21	2021/22	DoT*
Adult Care Services	9	6	9	↑
Benefits and Tax	4	1	0	↓
Corporate and Other Services	2	5	2	↓
Education and Children's Services	19	3	10	↑
Environmental Services, Public Protection and Regulation	5	4	7	↑
Highways and Transport	2	1	1	=
Housing	1	3	3	=
Other	0	0	1	↑
Planning and Development	3	3	2	↓
	<b>45</b>	<b>26</b>	<b>35</b>	

\* Direction of travel compared to 2020/21

## 5.2 Decisions made by the LGSCO

The table below shows a breakdown of the decisions made by the LGSCO over the last three years. [Appendix B](#) contains a definition of the types of decision made.

Decision Type		No. of Complaints		
		2019/20	2020/21	2021/22
Complaints investigated by LGSCO	Complaint upheld	6	2	4
	Complaint not upheld	3	5	5
Complaints not investigated by LGSCO	Closed after initial enquiries	8	6	11
	Premature decision - Advice given	1	1	1
	Premature decision - Referred back for local resolution	22	10	15
	Incomplete / invalid	2	2	2
		<b>42</b>	<b>26</b>	<b>38</b>

Some Complainants prefer to contact the LGSCO in the first instance. The LGSCO will determine whether this is a premature complaint which must be directed back to the Council to investigate and respond to in the first instance or if they will commence an investigation based on the information provided by the Complainant.

Eleven of the complaints were closed after initial enquiries and further information regarding the reasons for this can be found in [Appendix B](#).

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Of the thirty eight complaints reviewed by the LGSCO in 2021/22, nine cases progressed on to the formal investigation stage. 44% of the complaints reaching this stage were upheld. This is a reassuring figure compared to an average of 64% in similar authorities.

## 5.3 Compliance and Remedy

In 100% of cases the LGSCO was satisfied Blackpool Council had successfully implemented its recommendations. This compares to an average of 99% in similar authorities.

In 0% of upheld cases the LGSCO found Blackpool Council had provided a satisfactory remedy before the complaint reached the Ombudsman. This compares to an average of 12% in similar authorities.

In addition to remedy by apology and financial redress, the LGSCO has the power to recommend service improvements where a fault or maladministration by the Council has caused injustice to a Complainant. Service improvements agreed and implemented by Blackpool Council in 2020/21 can be explored in [Appendix C](#).

Senior management review these cases to explore the reasons why the complaints have been upheld and identify any actions that can be taken to reduce the number of upheld complaints in the future. As the majority of remedies and services improvements were recommended by the LGSCO, senior management will explore whether the Council missed opportunities to resolve complaints through the use of remedies at an earlier stage in the complaints process.

## 5.4 Public Reports

The LGSCO can also issue Public Reports for specific cases. There are many reasons why the Ombudsman might issue a public report. The main reason is because they believe that it is in the public interest to highlight particular issues or problems. They might also issue a public report because what went wrong is significant or because of the impact on the complainant/service user is significant. The Ombudsman will always issue a public report if an organisation does not agree with their findings or recommendations, or put things right to our satisfaction.

The Public Reports are issued to help to ensure that Councils, and other organisations providing public services, remain accountable to people who use those services. By highlighting the learning from complaints it helps to improve services for others. Blackpool Council has not been issued with any Public Reports in 2021/22.

## 6. Actions

There are a number of actions arising from the review of customer feedback:

- Further work should be undertaken with departments to encourage all Council services to use the customer feedback system.
- Further work should be undertaken with departments to ensure that feedback is appropriately and correctly recorded on the customer feedback system.
- Exploration of the use of KPI's to monitor complaint compliance across the Council

# Annual Customer Feedback Report 2021/22

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- Exploration of the causes of complaints, especially within the Staff Conduct / Treatment of Customer and Quality of Service themes.
- Further work should be done to encourage services to capture learning where appropriate so that services can be improved as a result.
- Further work to explore how we can share standard learning from complaints on a regular basis across the Council
- Services should consider providing satisfactory remedy to fault and injustice identified in line with the Ombudsman's guidance on remedies.

## 7. Looking Forward

Next year will focus on improving the recording and handling of complaints and the quality of responses; encouraging learning from complaints and compliments; and developing a robust mechanism for sharing lessons learnt, best practice and potential development. The Senior Leadership Team will support with this piece of work and will identify any key areas for improvement.

The Customer Relations Team will continue to offer support to staff acting as investigating officers to improve the timeliness and quality of responses, whilst aiming to reduce the need for secondary or follow up enquiries. The team is looking at developing a training programme for officers and managers with the intention for this to be rolled out over the next year. The team will review existing arrangements for complaints handling within directorates following recent restructures and will explore ways in which insight gained from customer feedback can be used to improve services.

A new council-wide customer feedback system is in the pipeline, with the aim of providing a more user-friendly, straight forward approach of logging feedback. The systems improved reporting tools will allow essential feedback data to be provided to services on a more regular basis. It is hoped that the new system will empower services to take better control of complaint and feedback management and provide additional subcategories for complaint themes, so that trends can be clearly identified and acted upon. The work on the new system was intended to be completed in 2020, unfortunately the process has been significantly delayed due to the Covid response taking priority and the capacity of the Customer Relations Team. It is hoped that we will be able to go live with the new system towards the end of 2022.

Services are encouraged to continue to work with the Customer Relations Team, in order:

- To ensure that we acknowledge the importance and value of complaints and all customer feedback.
- To ensure that all feedback is appropriately and correctly recorded on the Customer Feedback System to enable greater accuracy in the analysis of data
- To ensure that complaints are handled in line with the Council's Customer Care Standards and any other relevant legal and policy requirements.
- To provide and detail a clear route by which customers can raise concerns about the service they have received from the Council.

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- To ensure complaints are dealt with fairly, promptly, and sensitively.
- To learn from our mistakes and use feedback from customers to continuously improve services.
- To provide a satisfactory remedy to fault and injustice before the complaint reaches the Ombudsman.
- To use insight gained from compliments to share best practice.

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## APPENDIX A – BREAKDOWN OF COMPLAINTS RECORDED\* BY SERVICE AREA

KEY: ■ Same / Reduction ■ Increase <10 ■ Increase >10 or 101%

*Last year's figures are provided in the RAG box*

Department	Service	Total	
<b>Adult Services</b>	Adult Social Care	43	27
	Corporate - Resources	7	23
	Care and Support	2	7
	Commissioned Services - Adults	11	16
<b>Chief Executive's Office</b>	Exec Support	1	0
	HR, Policy, and Comms	1	0
<b>Children's Services</b>	Children's Social Care	142	158
	Commissioned Services – Children's	2	0
	Early Help for Children and Families	12	5
	SEND and Educational	10	1
	School Standards and Effectiveness	3	5
	Business Support and Resources	1	1
<b>Community and Environmental Services</b>	Coastal Services	0	0
	Facilities Management	0	0
	Highways and Transport (delivery)	52	34
	Transport Council Fleet	3	1
	Integrated Transport	7	3
	Leisure	11	6
	Parks and Open Spaces	17	14
	Public Protection	72	52
	Street Cleansing	34	35
	Waste and Recycling	115	167
<b>Governance and Partnership Services</b>	Cemeteries and Crematorium	1	0
	Coroner Services	0	0
	Customer Relations	1	1
	Governance Services	0	1
	Information Governance	1	1
	Legal	2	0
	Registrars	4	2
<b>Communications and Regeneration</b>	Arts	1	0
	Beach Patrol	0	0
	Building Control	1	0
	Communications	0	0
	Economic Development	2	8
	Growth and Prosperity	3	3
	Heritage	0	0

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	Highways and Transport (policy)	0	0
	Learning, Adult and Community	0	0
	Libraries	2	3
	Parking	66	31
	Planning	5	6
	Tourism	11	2
<b>Public Health</b>	Public Health	3	2
	Community Engagement	0	0
	Public Health Commissioned Service	0	0
<b>Resources</b>	Benefits	9	8
	Business Rates	9	20
	Council Tax	42	18
	Customer First	15	9
	Debtors and Creditors	0	1
	Finance	0	0
	ICT	0	0
	Property and Asset Management	2	1
	Risk and Insurance	0	0
<b>Strategy and Assistant CEX</b>	Housing Options	18	12
<b>Unknown/Unallocated**</b>	Unknown/Unallocated	16	10

\*Complaints recorded includes cases which were withdrawn following review.

\*\*Unknown/Unallocated includes 1 for Adult Services and 11 for Children's Services which could not be assigned to a specific service.

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## APPENDIX B – LGSCO Further Exploration

### Definitions

**Upheld** - Where the LGSCO has decided that the Council is at fault in how it acted and that this fault may or may not have caused an injustice to the Complainant, or where the Council has accepted that it needs to remedy the complaint.

**Not upheld** - Where the LGSCO has investigated a complaint and decided that the Council was not at fault.

**Advice given** - Where the LGSCO advises a Complainant that their complaint does not fall within their jurisdiction or where the complaint has already been investigated by the LGSCO and therefore cannot be investigated again.

**Closed after initial enquiries** - Where the LGSCO has made an early decision that they could not or should not investigate a complaint (for example, the matter was subject to the scrutiny of the court), or where there is little or no injustice to a Complainant that would necessitate an LGSCO investigation of the matter, or where an investigation could not achieve anything, either because the evidence shows at an early stage that the Council was not at fault or the outcome a Complainant wants is not one the LGSCO could achieve.

**Incomplete / invalid** - These are complaints where the Complainant has not provided the LGSCO with enough information to be able to decide what should happen with their complaint, or where the Complainant no longer wishes to pursue their complaint.

**Referred back for local resolution** - These are complaints which have been referred back to the Council by the LGSCO because the Council has not had an opportunity to resolve the issues through its own complaints procedure.

### 2021-22: Complaints closed after initial enquiries

- **26B(2) not made in 12 months** - The Ombudsman has exercised discretion not to investigate. The complainant did not come to the Ombudsman within 12 months of becoming aware of the matter
- **Not warranted by alleged injustice (x2)** - The personal injustice caused is not sufficient to warrant the Ombudsman's involvement
- **Sch 5.1 court proceedings** - The Ombudsman cannot investigate the complaint. The matter is or has been considered by a court
- **No worthwhile outcome achievable by investigation (x2)** - The Ombudsman will not investigate as we do not believe we can achieve a worthwhile outcome by investigating
- **26(6)(c) Court remedy (x2)** - The Ombudsman will not investigate as the complainant has/had a remedy against the council via any court of law
- **Other Agency better placed (x2)** - The Ombudsman will not investigate as we believe there is another agency better placed to resolve the issue
- **Other reason not to investigate** - The Ombudsman will not investigate and the reason is outlined in our final decision statement (LGSCO reference for this complaint is 21004398, should you wish to review the reasons given on the LGSCO website, section: Decisions)

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## APPENDIX C – LGSCO Service Improvements

Five service improvements were agreed and implemented by Blackpool Council in 2021/22.

Service Area	Service Improvements	Satisfaction with Compliance
Education and Children's Services	Procedure or policy change/review Provide information/advice	Remedy completed late
Environmental Services and Public Protection and Regulation	Financial redress: Avoidable distress/time and trouble Procedure or policy change/review	Remedy complete and satisfied
Adult Care Services	Apology Financial Redress: Quantifiable Loss	Remedy complete and satisfied
Adult Care Services	Provide training and/or guidance	Remedy complete and satisfied
Education and Children's Services	Financial redress: Avoidable distress/time and trouble Provide services to person affected	Remedy complete and satisfied

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## Document Control

Document owner:	Anna Fothergill, Customer Relations Manager
Issued by:	
Last edited:	30.08.22

## Approved By:

Name	Title	Date
Joceline Greenaway	Head of Life Events	22.08.22
Mark Towers	Director of Governance and Partnerships	23.08.22
Corporate Leadership Team	n/a	30.08.22

<b>Report to:</b>	<b>TOURISM, ECONOMY AND COMMUNITIES SCRUTINY COMMITTEE</b>
<b>Relevant Officer:</b>	Alan Cavill, Director of Communications and Regeneration
<b>Date of Meeting</b>	28 September 2022

## DEVELOPING A CULTURAL PLAN FOR BLACKPOOL

### 1.0 Purpose of the report:

- 1.1 To inform members about the work taking place in setting up a Blackpool Cultural Framework Steering Group that will lead on developing a new five year Cultural Plan for Blackpool.
- 1.2 The Plan will set out the town's cultural development priorities, the support required for the local cultural sector to ensure it can recover and thrive after the Covid pandemic, and set out the benefits of a strong cultural sector in supporting the well-being of local communities and the growth of cultural tourism.

### 2.0 Recommendation(s):

- 2.1 That the Scrutiny Committee note the report and request a presentation on a draft of the Blackpool Cultural Plan at the appropriate time in its preparation.

### 3.0 Reasons for recommendation(s):

- 3.1 The process in developing a Blackpool Cultural Plan that allows for a wide range of contributions and ideas, and is owned and supported by the independent cultural sector in the town is going to be of equal importance to the final document that is published.
- 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 decide not to support this development and the work of the Cultural Framework Steering Group but this would be detrimental to the growth and sustainability of the cultural sector and hinder the important contribution it can make to the successful transformation of the town,

the well-being of its communities and in providing opportunities for young people to achieve their aspirations to be employed in the creative industries sector. Supporting the establishment of a Cultural Partnership for Blackpool and production of a Cultural Plan will enable the Council to fulfil its key role as a strategic body to take informed action, decisions on investment, or use the information for bidding for strategic funding that may come available to support cultural development and regeneration of the town.

## **5.0 Council priority:**

5.1 The relevant Council priority is

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

## **6.0 Background information**

6.1 The Arts Council England has designated Blackpool as one of its 54 ‘priority places’ across England where they want to develop new opportunities for investment, as part of the publication of its ‘Let’s Create’ strategy and its three-year Delivery Plan for 2021 - 2024. Blackpool is also one of the ‘Levelling Up for Culture Places’ designated by the Department for Culture, Media and Sport.

6.2 ACE have committed to all their ‘Priority Places’ to work with local stakeholders to set bespoke objectives, hold themselves accountable for increasing staff time and investment across a range of funds, and track the impact of their investment. In their National Portfolio 2023-26 investment programme, ‘Levelling Up for Culture Places’ will be added to their balancing criteria. This means for their funding decisions they will take account of applications that are for uplifts for existing National Portfolio Organisations in ‘Levelling Up for Culture Places’ and from new Portfolio Organisations in ‘Levelling Up for Culture Places’, and for new activity in ‘Levelling Up for Culture Places’ delivered by organisations outside of those Places but designed in partnership with them. There’s no guarantee however that every place on the list will receive additional investment.”

6.3 It is therefore timely for Blackpool to have a Cultural Plan to make the most of the new opportunities that will come from this new relationship with ACE and DCMS designation.

6.4 Post Covid the most immediate threat to the continued recovery of the cultural sector is the impact of the energy and cost of living crisis. On Tuesday 13 September, Blackpool Grand Theatre attended a meeting with the Shadow Minister for Arts and Civil Society, Barbara Keeley MP, convened by the Royal Shakespeare Company on behalf of partner theatres including Blackpool, Canterbury, Hull, Newcastle, Norwich, Nottingham, Stoke on Trent, Truro. Attendees outlined the existential threat posed by 400% increases in energy costs combined with the cost-of-living crisis. The consequential effect of reduced ticket sales was discussed in context of the cultural, hospitality and leisure sector’s fragile post-Covid recovery. In all cases, the increase in electricity and gas bills outweighed the combined total

of annual Arts Council England and Local Authority funding venues received. Across the country, and without intervention, the impact will result in increased ticket prices, cuts to workforce and reduction in programme delivery particularly in relation to community engagement work. Of significant concern across the UK is the impact on the theatres' ability to deliver on priorities for some of the most vulnerable children, young people, and families.

6.5 Many theatres work hand in hand with local authorities, social services and social justice organisations delivering significant positive interventions within the community. Schools have announced that budget pressures are resulting in cuts to all but essentials, meaning visits to theatres, museums and galleries will be the first to go. Theatres are important in supporting cultural education and participation outcomes, particularly with increased focus on STEM and a general reduction of arts teaching within the curriculum. Attendees discussed actions with the Shadow Minister that would help including: cultural businesses being included within the definition of vulnerable sectors that will receive continuing financial support after 6 months to offset the rise in energy bills; a revision of the scope of charitable activities of arts organisations to benefit from tax relief on retail sales and food and beverage income, gift aid on ticket sales and allied business rates relief; reductions in VAT on tickets and retail income; increased central government settlements for local authorities; continuation of Theatre Production Tax Relief for those that produce their own work. The group advocated an overhaul of the way that culture and arts are funded within the UK to ensure that core costs are covered, noting that the pandemic emergency funding had highlighted the vast number of outcomes that cultural organisations deliver on health and well-being priorities in addition to their core public facing programmes, the continuation of which is once again at risk due to the current crisis.

6.6 See Appendix 9(a) for report presents the requirements from the Arts Council in terms of their investment in the Cultural Strategy development process and further background information.

6.7 Does the information submitted include any exempt information? No

## 7.0 List of Appendices:

7.1 Appendix 9(a) - Blackpool Cultural Framework Steering Group terms of reference and membership

## 8.0 Financial considerations:

8.1 A financial commitment of £5,000 has been made from the Council towards the work of the Blackpool Cultural Framework Steering Group to match a grant of £15,000 secured from Arts Council England and £5,000 committed from the Blackpool's Tourism and Town Centre Business Improvement District. The ACE grant has been formally awarded to the Council and the Arts Service will oversee the formal reporting and management of the income and expenditure for the work programme delivered through the Blackpool Cultural Framework Steering Group.

**9.0 Legal considerations:**

9.1 None; the most appropriate governance set up for establishing a new Blackpool Cultural Partnership will be investigated as part of the work of the Blackpool Cultural Framework Steering Group.

**10.0 Risk management considerations:**

10.1 Blackpool Council is recognised regionally and nationally by strategic partners such as the Arts Council for its commitment to a thriving cultural sector in the town and the importance of local communities, in particular young people, accessing quality cultural experiences and career opportunities. The Council can play a strategic role in supporting the work of a Blackpool Cultural Framework Steering Group. The Council has a leadership and advocacy role within the town in supporting the development of the cultural sector and working with national partners such as Arts Council England.

**11.0 Equalities considerations:**

11.1 Equalities will be considered carefully as part of the work on a cultural plan and in how consultation is undertaken with different groups.

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

12.1 Sustainability and climate change will be a key theme explored and discussed as part of the consultation process in developing a cultural plan. It is anticipated that a series of key actions under this theme will be part of the final Action Plan produced.

**13.0 Internal/external consultation undertaken:**

13.1 Internal and external consultation will be fundamental to the success of producing a Blackpool Cultural Plan that is relevant and owned by the cultural sector and other key stakeholders that will play an essential role in delivering the actions.

**14.0 Background papers:**

14.1 See Appendix 9(a).

## **TOURISM AND COMMUNITY SCRUTINY COMMITTEE**

### **DRAFT TERMS OF REFERENCE FOR BLACKPOOL'S CULTURAL FRAMEWORK STEERING GROUP**

#### **Membership of the Core Leadership Group:**

- Blackpool Council - Regeneration & Communications Directorate (Cultural Services)
- Blackpool Heritage and Museum Trust (Showtown)
- LeftCoast (Creative People and Places)
- Abingdon Studios Ltd (not for profit)
- Aunty Social (CIC)
- Grand Theatre, Blackpool
- Electric Sunshine Project (CIC)
- Winter Gardens (BECL)
- TramShed Theatre, Blackpool
- Blackpool & the Fylde College, Blackpool School of Arts
- Blackpool Business Improvement Districts (Tourism and Town Centre)

*Arts Council England – invited as observer as and when appropriate*

#### **Rationale for membership of Steering Group:**

- strategic cultural partner in the town;
- and/or track record of delivery;
- and/or securing significant investment from regional or national funding partner;
- and/or existing Arts Council National Portfolio Organisation or present applicant for 2023-26 cohort;
- and/or investor in the development of the framework process.

A Chair and Vice Chair will be nominated and appointed by the representatives;

The Steering Group may invite other representatives from other key bodies to contribute their expertise and knowledge at certain points in the process.

Substitutes allowed from within same organisation.

#### **Purpose:**

To lead on devising and implementing a process for:-

- creating a clear and exciting vision for cultural development in Blackpool that is produced through wide consultation and communicated through the production and publication of a Cultural Strategy with an Action Plan for the next 3 to 5 years.
- establishing a strategic partnership working across Blackpool, regionally and nationally to enable arts and culture to make a significant contribution to the economic, social, and environment regeneration of Blackpool; advocate for and enable interventions for investment and collaborative working at a strategic level.

Once established, a core part of the partnership's work will be to oversee the implementation of the Cultural Strategy, monitor and evaluate the delivery of the Action Plan and regularly refresh the plan to ensure it is relevant to the latest opportunities and developments in the town.

### **Meeting Frequency , Longevity and Commitment**

It is envisaged that the Steering Group will need to be in place for up to 12 months (until clearer governance is agreed and established). Meetings will take place monthly; smaller working groups may need to be established and meet more regularly to deliver specific tasks.

It is expected that members of the Steering Group will do their best to attend meetings on a regular basis. If a member of the Steering Group does not attend 3 consecutive meetings they will be asked to step down due to lack of commitment (unless there are extenuating circumstances). Members sending apologies for a meeting will be expected to submit comments on papers received in advance to be shared at the meeting to ensure their views can be taken into account.

### **Funding/Commissioning**

Funding secured from the Arts Council to enable a programme of work on setting up a Cultural Framework will be managed by Blackpool Council as the accountable body. Any contracting of freelance advisors, critical friends or consultants and other associated costs for the work will be undertaken by the Council adhering to its procurement policy.

### **Freelance Representation on the Steering Group**

The Steering Group is committed to ensuring a range of voices from across the independent cultural sector can be heard through the development process and will seek to ensure barriers to taking an active part are minimised. Honorariums for time committed by freelance creatives to being active members of the Steering Group or any working groups established will be agreed at the outset.

### **Decision Making**

By consensus.

### **Group Administration**

Setting up meetings and administration of the Steering Group will be undertaken by Blackpool Council unless agreed otherwise by the Group.

Brief notes/actions to be taken of each meeting. Distributed in advance of future meetings.

### **SUMMARY OF OUTCOMES AND OUTPUTS ARTS COUNCIL ENGLAND EXPECT FROM THEIR INVESTMENT**

A grant of £15k has been committed on the understanding Blackpool will match with up to £10k (£5k to come from Blackpool Council and £5k from Blackpool's Business Improvement Districts for Tourism and the Town Centre; for the delivery of:

- A new Cultural Strategy for Blackpool that brings together all forms of capital to develop and grow cultural policy, partnerships, and programming.]
- A new culture board, or similar, for Blackpool which will drive cultural growth in the area
- A delivery plan detailing how culture can grow in Blackpool to be used to drive change across all key agendas.
- An application to the arts council's place partnership fund which will deliver priority objectives identified in the strategy.

**What specific outcomes will be achieved by funding this project?**

Increase in:

- Funding for cultural activities;
- Public engagement levels
- Increase of participants and creative from key underserved communities in the area.
- External arts orgs working in area or touring to the area.
- New partnerships
- Media coverage
- Public awareness of Blackpool's cultural offer
- Amateur and grassroots sector links
- Links to FE and HE pathways
- Arts mark schools /Arts awards
- Impact on economic development
- Impact on health inequalities
- Impact on visitor economy.

*Carolyn Primett  
Blackpool Council  
13/09/22*

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<b>Report to:</b>	<b>TOURISM, ECONOMY AND COMMUNITIES SCRUTINY COMMITTEE</b>
<b>Relevant Officer:</b>	John Blackledge, Director of Community and Environmental Services
<b>Meeting:</b>	28 September 2022

## THE HEALTH OF THE OCEAN

### 1.0 Purpose of the report:

1.1 To inform the Committee of the concerns relating to the health of the ocean and request that the Committee consider making a recommendation to Council to declare an urgent need for ocean recovery.

### 2.0 Recommendation(s):

2.1 That the Committee makes a recommendation to full Council to declare an urgent need for ocean recovery.

### 3.0 Reasons for recommendation(s):

3.1 Ocean recovery is required to meet our net zero carbon targets, and we need net zero carbon to recover our ocean.

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

- "The economy: Maximising growth and opportunity across Blackpool"

## 6.0 Background information

6.1 The Cabinet Member has requested that Scrutiny consider making a recommendation to full Council to declare an urgent need for ocean recovery. The recommendation has been developed to address key concerns regarding the health of the ocean and its impact on coastal communities such as Blackpool.

6.2 The proposed recommendation notes that:

- Our ocean and climate are in a state of emergency, the communities we serve are vulnerable to these emergencies, and local government has an essential and urgent part to play in tackling these interconnected crises.
- As a local authority we have already declared a climate emergency; the ocean is included in our climate action plans, but needs its own working group to ensure we address specific issues and protect our ocean.
- The message from COP 26 stated “A healthy ocean is an essential ally in our fight against climate change”.
- The UK government’s Marine Strategy assessment confirms that our marine environment is not healthy. An ocean in crisis is not only bad news for our climate, but also for our fishing industry, aquaculture industry, tourism industry and for the health, wellbeing and prosperity of our coastal communities. Ocean recovery would yield new jobs and opportunities, more resilient coastal economies, and happier, healthier people.

6.3 The detail of the recommendation is based on the model Motion for the Ocean that has been developed to help local authorities play their part in realising a clean, healthy and productive ocean and all of the direct economic, health and wellbeing benefits it will bring. It also helps local authorities communicate the same evidence-based asks around ocean recovery directly to central government – ensuring a louder united voice.

6.4 The following councils have declared an urgent need for ocean recovery using a locally adapted motion for the ocean:

- Plymouth City Council, 22 November 2021
- Falmouth Town Council, 10 January 2022
- South Tyneside Council, 13 January 2022
- North Norfolk District Council, February 2022
- North Devon District Council February 2022
- Monmouthshire County Council March 2022

6.5 The proposed local adaptations for Blackpool are contained within the draft recommendation attached at Appendix 9(a).

6.6 Does the information submitted include any exempt information? No

**7.0 List of Appendices:**

7.1 Appendix 9(a) – Draft Recommendation

**8.0 Financial considerations:**

8.1 None.

**9.0 Legal considerations:**

9.1 None.

**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 The motion aims to place considerations relating to the health of the ocean at the centre of Council decision making and enable practical local steps achieve this. The motion will also support national efforts by coastal communities to lobby central government to place the ocean in net recovery by 2030.

**13.0 Internal/external consultation undertaken:**

13.1 None.

**14.0 Background papers:**

14.1 None.

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## Recommendation to Council

The Council notes:

- Our ocean and climate are in a state of emergency, the communities we serve are vulnerable to these emergencies, and local government has an essential and urgent part to play in tackling these interconnected crises.
- As a local authority we have already declared a climate emergency; the ocean is included in our climate action plans, but needs its own working group to ensure we address specific issues and protect our ocean.
- The message from COP 26 stated *“A healthy ocean is an essential ally in our fight against climate change”*.
- The UK government’s Marine Strategy assessment confirms that our marine environment is not healthy. An ocean in crisis is not only bad news for our climate, but also for our fishing industry, aquaculture industry, tourism industry and for the health, wellbeing and prosperity of our coastal communities. Ocean recovery would yield new jobs and opportunities, more resilient coastal economies, and happier, healthier people.

Local government can’t fix the ocean crisis alone. But we do need to play our part. The model Motion for the Ocean has been developed to help local authorities play their part in realising a clean, healthy and productive ocean and all of the direct economic, health and wellbeing benefits it will bring. It also helps local authorities communicate the same evidence-based asks around ocean recovery directly to central government – ensuring a louder united voice.

The following councils have declared an urgent need for ocean recovery using a locally adapted motion for the ocean:

- Plymouth City Council, 22 November 2021
- Falmouth Town Council, 10 January 2022
- South Tyneside Council, 13 January 2022
- North Norfolk District Council, February 2022
- North Devon District Council February 2022
- Monmouthshire County Council March 2022

**The Council therefore commits to:**

**This Council declares an urgent need for Ocean Recovery.**

We recognise that we need ocean recovery to meet our net zero carbon targets, and we need net zero carbon to recover our ocean.

This Council pledges to:

1. Report to Full Council within 12 months on the actions and projects that will begin an ocean recovery in Blackpool.
2. Embed ocean recovery in all strategic decisions, budgets, procurement and approaches to decisions by the Council (particularly in planning, regeneration, skills and economic policy), aligning

with climate change mitigation and adaptation requirements, and considering ocean-based solutions in our journey towards a carbon neutral and climate resilient future.

3. Ensure that local planning supports ocean recovery, working closely with the Marine Management Organisation to embed strong links between the Local Plan and the Blackpool Marine Plan to support ocean recovery.

4. Ensure that the Blackpool Blue Green Strategy strives to support ocean recovery.

5. Work with partners locally and nationally including our continued involvement with the Turning Tides Partnership to deliver increased sustainability in local marine industries and develop a sustainable and equitable blue economy that delivers ocean recovery and local prosperity, including the local fishing industry and the vital work of IFCA in the North West.

6. Grow ocean literacy and marine citizenship in the Blackpool, including ensuring all pupils are given the opportunity to have a first-hand experience of the ocean before leaving primary school - striving to include home-schooled children - and promote sustainable and equitable access to the ocean through physical and digital experiences for all residents.

7. Create an online portal on the Council website to update on ocean recovery progress, signpost to ocean literacy development opportunities, and marine citizenship pledges.

8. Write to the Government to put the ocean into net recovery by 2030 by:

a. Working with coastal communities to co-develop marine policy to ensure it delivers equitable and sustainable outcomes in local place making.

b) Appoint a dedicated Minister for Coastal Communities.

c) Stop plastic pollution at source by strengthening the regulations around single-use plastics and set standards for microfibre-catching filters to ensure that all new domestic and commercial washing machines are fitted with a filter that captures a high percentage of microfibres produced in the wash cycle.

d) And by listening to marine and social scientific advice to update the Marine Policy Statement and produce a national Ocean Recovery Strategy which will:

i. Enable the recovery of marine ecosystems rather than managing degraded or altered habitats in their reduced state.

ii. Consider levelling up, marine conservation, energy, industrial growth, flood and coastal erosion risk management, climate adaptation and fisheries policy holistically rather than as competing interests.

iii. Develop a smarter approach to managing the health of the entire ocean that moves beyond Marine Protected Areas and enables links to be made across sectors towards sustainability.

iv. Establish improved processes for understanding the benefits of ocean recovery, leaving no doubt the links between this and human lives, livelihoods, and wellbeing.

<b>Report to:</b>	<b>TOURISM, ECONOMY AND COMMUNITIES SCRUTINY COMMITTEE</b>
<b>Relevant Officer:</b>	Sharon Davis, Scrutiny Manager
<b>Date of Meeting:</b>	28 September 2022

## SCRUTINY WORKPLAN

### 1.0 Purpose of the report:

1.1 The Committee to consider the Workplan and to monitor the implementation of Committee recommendations, together with any suggestions that Members may wish to make for scrutiny review topics.

### 2.0 Recommendation(s):

2.1 To approve the Committee Workplan 2022-2023, taking into account any suggestions for amendment or addition.

2.2 To monitor the implementation of the Committee's recommendations/action.

### 3.0 Reasons for recommendation(s):

3.1 To ensure that recommendations/actions are being monitored, the Workplan is up to date and is an accurate representation of the Committee's work.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council's approved budget? N/A

3.3 Other alternative options to be considered:

None.

### 4.0 Council Priority:

4.1 N/A

### 5.0 Background Information

## 5.1 **Scrutiny Workplan 2022/2023**

- 5.1.1 The Workplan is a flexible document that sets out the work that the Committee will undertake over the course of the year.
- 5.1.2 The members of the Committee met on 8 June 2021 to review the Workplan and prioritise scrutiny review work for the 2022/2023 municipal year. A copy of the Workplan is attached at Appendix 11(a).
- 5.1.3 Committee Members are invited, either now or in the future, to suggest topics that might be suitable for scrutiny in order that they be added to the Workplan.

## 5.2 **Monitoring Implementation of Recommendations**

- 5.2.1 The table attached at Appendix 11(c) has been developed to assist the Committee in effectively ensuring that the recommendations made by the Committee are acted upon. The table will be regularly updated and submitted to each Committee meeting.
- 5.2.2 Members are requested to consider the updates provided in the table and ask follow up questions as appropriate to ensure that all recommendations are implemented

## 5.3 **Scrutiny Review Checklist**

- 5.3.1 The Scrutiny Review Checklist is attached at Appendix 11(b). The checklist forms part of the mandatory scrutiny procedure for establishing review panels and must therefore be completed and submitted for consideration by the Committee, prior to a topic being approved for scrutiny.
- 5.3.2 The Committee is recommended to place an emphasis on the priorities and performance of the Council when considering requests for scrutiny reviews.

## 5.4 **Scrutiny Review Work 2022/2023**

As part of its agreed work plan the following review work has been organized for 2022:

### Short Term Lettings Scrutiny Review Panel

The first meeting of the panel was held in July 2022 and subsequent meetings have been arranged for September and October with it being planned that final recommendations will be agreed in November 2022. This will allow the completion of the review and consideration of its outcomes by the Executive before the pre-election period in March 2023.

## CCTV Infrastructure

Following scrutiny of CCTV infrastructure plans for the central area of Blackpool it was agreed that further scrutiny should be undertaken regarding proposals for CCTV in the rest of the town. A meeting has therefore been provisionally arranged for 9 November 2022 to undertake this scrutiny.

Does the information submitted include any exempt information? No

### 5.6 **List of Appendices:**

Appendix 11(a) - Tourism, Economy and Communities Scrutiny  
Committee Workplan

Appendix 11(b) - Scrutiny Review Checklist

Appendix 11(c) – Tourism, Economy and Communities Committee  
Action Tracker

### 6.0 **Legal considerations:**

6.1 None.

### 7.0 **Human Resources considerations:**

7.1 None.

### 8.0 **Equalities considerations:**

8.1 None.

### 9.0 **Financial considerations:**

9.1 None.

### 10.0 **Risk management considerations:**

10.1 None.

### 11.0 **Ethical considerations:**

11.1 None.

**12.0 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.

<b>Tourism, Economy and Communities Scrutiny Committee - Work Plan 2022-2023</b>	
28 September 2022	<ol style="list-style-type: none"> <li>1. <b>Tourism Performance</b> - To include details of tourism performance in Blackpool and Business Tourism.</li> <li>2. <b>Town Centre Regeneration Update</b> - To include information on the progress and forecast for current and planned regeneration projects, the use of BID funding and how these will support job creation in the town.</li> <li>3. <b>Customer Feedback Annual Report</b></li> <li>4. <b>Arts and Culture Update</b> – To update the Committee on progress with work to develop a Cultural Plan for Blackpool</li> <li>5. <b>Motion for the Ocean</b> – To receive information on the Council’s planned Motion for the Ocean</li> </ol>
23 November 2022	<ol style="list-style-type: none"> <li>1. <b>Car Parking Annual Report</b></li> <li>2. <b>Housing and Homelessness Update</b> – To include information on the implementation of the recommendations of the Housing and Homelessness Scrutiny Review Panel.</li> <li>3. <b>Climate Emergency Update</b> – Update on work being undertaken to meet the Council’s declaration of Climate Emergency.</li> <li>4. <b>Illuminations Update</b> – Update on work undertaken to deliver the Illuminations.</li> </ol>
8 February 2023	<ol style="list-style-type: none"> <li>1. <b>Waste Services Annual Report</b> – To consider the annual report from Waste Services.</li> <li>2. <b>Flood Risk Annual Report</b> – To receive the annual report in relation to flood risk.</li> <li>3. <b>Bathing Water Quality Annual Report</b> – To receive an annual report in relation to bathing water quality.</li> <li>4. <b>Community Safety Partnership</b> – To undertake the annual review of the Community Safety Partnership</li> <li>5. <b>Regeneration Outside of the Town Centre</b> – To include information on regeneration projects outside of the Town Centre, to identify any areas for additional scrutiny.</li> </ol>
21 June 2023	<ol style="list-style-type: none"> <li>1. <b>Town Centre Regeneration Update</b> To include information on the progress and forecast for current and planned regeneration projects, the use of BID funding and how these will support job creation in the town.</li> <li>2. <b>Tourism Performance</b> - To include details of tourism performance in Blackpool and Business Tourism.</li> <li>3. <b>Parks and Green Environment Annual Report</b></li> <li>4. <b>Climate Emergency</b> - Update on work being undertaken to meet the Council’s declaration of Climate Emergency.</li> <li>5. <b>Public Rights of Way Annual Report</b> – To a report on work to maintain and reopen Blackpool’s Public Rights of Way</li> </ol>

<b>Scrutiny Review Work</b>	
January 2023	<b>Community Safety Partnership</b> – To consider the CSP Annual Report and performance of the Community Safety Plan.
November 2022	<b>Community Safety Plan Priority</b> – To receive an update on performance against the road safety priority.
October 2022	<b>Levelling Up</b> – To receive a report on the use of Levelling Up fund in Blackpool.
2022-23 (Committee Update due September 2022)	<b>Arts and Culture Scrutiny Review</b> – An ongoing review of the recovery of the arts and culture sector in Blackpool following Covid-19.
Starts July 2022	<b>Short term Lettings (formerly Temporary Holiday Accommodation) in Blackpool</b> – To consider the scope and scale of short term lettings in Blackpool and its impact on communities and tourism.
November 2022	<b>CCTV Scrutiny</b> - Details of work being undertaken in relation to the second stage of CCTV infrastructure development in Blackpool.
TBC 2022	<b>Town Centre Strategy</b> - To consider the development of the Town Centre Strategy and Action Plan.
TBC 2022/2023	<b>Community Wealth Building</b> – To receive a briefing on Community Wealth Building and its possible application in Blackpool.

Future Work:

**Air Quality Strategy** policy development scrutiny of the draft strategy.

**Electric Vehicle Strategy** – *To consider the development of an EV Strategy for Blackpool.*

**SCRUTINY SELECTION CHECKLIST**

**Title of proposed Scrutiny:**

The list is intended to assist the relevant scrutiny committee in deciding whether or not to approve a topic that has been suggested for scrutiny.

Whilst no minimum or maximum number of ‘yes’ answers are formally required, the relevant scrutiny committee is recommended to place higher priority on topics related to the performance and priorities of the Council.

Please expand on how the proposal will meet each criteria you have answered ‘yes’ to.

	Yes/No
The review will add value to the Council and/or its partners overall performance:	
The review is in relation to one or more of the Council’s priorities:	
The Council or its partners are not performing well in this area:	
It is an area where a number of complaints (or bad press) have been received:	
The issue is strategic and significant:	
There is evidence of public interest in the topic:	
The issue has potential impact for one or more sections of the community:	
Service or policy changes are planned and scrutiny could have a positive input:	
Adequate resources (both members and officers) are available to carry out the scrutiny:	

**Please give any further details on the proposed review:**

**Completed by:**

**Date:**

## MONITORING THE IMPLEMENTATION OF SCRUTINY RECOMMENDATIONS

Updates in **RED**

.	DATE OF REC.	RECOMMENDATION	TARGET DATE	RESPONSIBLE OFFICER	UPDATE	RAG Rating
1	23 January 2019	That bi-annual updates on the progress of Town Centre Regeneration Projects be included on future agendas	Ongoing	Nick Gerard/John Greenbank	Items for monitoring the progress of Town Centre Regeneration Project have been scheduled for every six-months. Next Update <b>September 2022</b> .	Ongoing
2	27 July 2021	That the Committee be involved in the consultation for phase 2 of the upgrade of Blackpool's CCTV infrastructure.	Ongoing	John Blackledge/John Greenbank	The Committee will be invited to input into plans for the upgrade of Blackpool's wider CCTV infrastructure following the agreement of the upgrade to the core system in September 2021.  <b>A review meeting for this work is proposed for 9 November 2022</b>	Ongoing
3	29 June 2022	That Mr Thompson provide a copy of the Code of Practice for Engaging Consultants to Members of the Committee for information.	September 2022	Steve Thompson	Code of Practice provided 30 June 2022	Complete
4	29 June 2022	That an Annual report of Public Rights of Way be added to the Committee's Work Programme.	September 2022	John Greenbank	Annual report added to the Work Programme and provisionally scheduled for June 2023.	Completed
5	29 June 2022	That a details of the number of empty retail premises including whether they were of a	September 2022	Scott Butterfield/Nick Gerrard	<b>Details to be included in presentation to the Committee on 29 September 2022.</b>	Ongoing

		temporary nature and their quality be provided.					
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