

# Public Document Pack

# Blackpool Council

14 February 2024

To: Councillors Mrs Scott, Taylor and Williams

The above members are requested to attend the:

## SHAREHOLDER COMMITTEE

Thursday, 22 February 2024 at 10.00 am  
in Conference Room 3A, Bickerstaffe House

## A G E N D A

### ADMISSION OF THE PUBLIC TO COMMITTEE MEETINGS

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

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

### 1 DECLARATIONS OF INTEREST

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

(1) the type of interest concerned either a

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

and

(2) the nature of the interest concerned

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

### 2 MINUTES OF THE LAST MEETING HELD ON 18 JANUARY 2024 (Pages 1 - 14)

To agree the minutes of the last meeting held on 18 January 2024 as a true and correct

record.

(This item contains commercially sensitive information which is exempt from publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972).

\* **3 SHAREHOLDER UPDATE**

To receive a verbal update on the Wholly-Owned Companies from the Shareholder representatives.

(This item contains commercially sensitive information which is exempt from publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972).

**4 WHOLLY-OWNED COMPANY FINANCIAL PERFORMANCE AS AT MONTH 9 2023/24**

(Pages 15 - 24)

To report detailed information on the financial performance of each of the Council wholly-owned companies to the Shareholder Committee as Month 9 2023/24.

(This item contains commercially sensitive information which is exempt from publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972).

\* **5 BLACKPOOL WASTE SERVICES LIMITED - STRATEGIC UPDATE**

(Pages 25 - 32)

To provide the Committee with information and updates on Blackpool Waste Services work to date.

(The report and Appendices contain commercially sensitive information which is exempt from publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.)

\* **6 BLACKPOOL WASTE SERVICES LIMITED KEY PERFORMANCE INDICATORS** (Pages 33 - 42)

To provide an update on the development and reporting of Key Performance Indicators relating to Blackpool Waste Services Limited (BWS).

(The report and Appendix contain commercially sensitive information which is exempt from publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.)

\* **7 BLACKPOOL WASTE SERVICES LIMITED - BUSINESS PLAN**

(Pages 43 - 58)

To present the updated Blackpool Waste Services (BWS) business plan for the period 2022-2025.

(The report and Appendix contain commercially sensitive information which is exempt from

publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.)

\* **8 BLACKPOOL WASTE SERVICES LIMITED FINANCIAL PERFORMANCE AND FORECAST OUTTURN** (Pages 59 - 64)

To provide an update on the financial performance and forecast year end outturn of Blackpool Waste Services Ltd (BWS).

(The report and Appendix contain commercially sensitive information which is exempt from publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.)

\* **9 BLACKPOOL TRANSPORT SERVICES LIMITED - 2024/25 BUDGET** (Pages 65 - 92)

To present the Blackpool Transport Services 2024/25 Budget.

(The report and Appendix contain commercially sensitive information which is exempt from publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.)

\* **10 BLACKPOOL TRANSPORT SERVICES LIMITED - BUSINESS PLAN** (Pages 93 - 110)

This report is an update for the Shareholder on the current progress of the 2024-2029 Business Plan for Blackpool Transport.

(The report and Appendices contain commercially sensitive information which is exempt from publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.)

\* **11 BLACKPOOL TRANSPORT SERVICES LIMITED KEY PERFORMANCE INDICATORS** (Pages 111 - 116)

To provide an update on the development and reporting of Key Performance Indicators relating to Blackpool Transport Services Limited (BTS).

(The report and Appendices contain commercially sensitive information which is exempt from publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.)

\* **12 BLACKPOOL AIRPORT OPERATIONS LIMITED: FINANCIAL AND BUSINESS PERFORMANCE** (Pages 117 - 144)

To consider the update provided by the Blackpool Airport Operations Limited on financial and business performance.

(The report and Appendix contain commercially sensitive information which is exempt from

publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.)

### **13 DATE AND TIME OF NEXT MEETING**

To note the date and time of next meeting as Thursday 7 March at 2pm.

**Venue information:**

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

**Other information:**

For queries regarding this agenda please contact Sharon Davis, Scrutiny Manager, Tel: 01253 477213, e-mail [sharon.davis@blackpool.gov.uk](mailto:sharon.davis@blackpool.gov.uk)

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

### **Present:**

Councillor Taylor (in the Chair)

Councillors

Mrs Scott (Co-opted Member) Williams

### **In Attendance:**

Alan Cavill, Director of Communications and Regeneration

Sharon Davis, Scrutiny Manager

Tracy Greenhalgh, Head of Audit and Risk (Items 1 - 9 only)

Steve Thompson, Director of Resources

Kirsten Whyatt, Finance Manager, Subsidiary and Partnership Finance

Lorraine Hurst, Company Secretary

Mark Towers, Group Company Secretary

Andy Morgan, Interim Finance Director, Blackpool Entertainment Company Limited (Items 10 and 11 only)

Councillor Jo Farrell, Chair, Blackpool Entertainment Company Limited (Items 10 and 11 only)

Kate Shane, Regional Director, Merlin Entertainments Blackpool (Item 12 only)

Kenny Mew, Operations Director, Merlin Entertainments Blackpool (Item 12 only)

Councillor Mark Smith, Chair, Blackpool Operating Company Limited (Item 12 only)

## **1 DECLARATIONS OF INTEREST**

There were no declarations of interest on this occasion.

## **2 EXCLUSION OF THE PRESS AND PUBLIC**

The Shareholder Committee agreed that under Section 100A of the Local Government Act 1972, the public be excluded from the meeting during consideration of Item 3 'Minutes of the last meeting held on 9 November 2023' (restricted minutes only), Item 4 'Shareholder Committee Action Tracker and Workplan', Item 5 'Shareholder Update', Item 6, 'Procurement of Electric Bus Fleet and Depot Electrical Infrastructure', Item 7 'Wholly-Owned Company Financial Performance as at Month 6 2023/24', Item 8 'Wholly-Owned Company Strategic Risk Register', Item 10 'Blackpool Entertainment Services Limited Managing Director's Report', Item 11 'Blackpool Entertainment Company Limited Finance Update' and Item 12 'Blackpool Operating Company Limited Update' on the grounds that they would involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Act.

## **MINUTES OF SHAREHOLDER COMMITTEE MEETING - THURSDAY, 18 JANUARY 2024**

### **3 MINUTES OF THE LAST MEETING HELD ON 9 NOVEMBER 2023**

(The press and public were excluded from the consideration of the restricted minute part of this item as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972).

The Committee considered the minutes of the last meeting held on 9 November 2023, noting that there was a public and restricted version.

The Committee agreed the minutes of the meeting as a true and correct record.

### **4 SHAREHOLDER COMMITTEE ACTION TRACKER AND WORKPLAN**

(The press and public were excluded from the consideration of this item as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972).

Mr Mark Towers, Group Company Secretary presented the updated action tracker and workplan to the Committee. It was noted that the Strategic Risk Register would form part of the report presented to the Audit Committee from the Shareholder Committee.

The Committee noted the action tracker and workplan.

### **5 SHAREHOLDER UPDATE**

(The press and public were excluded from the consideration of this item as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972).

Mr Alan Cavill, Director of Communications and Regeneration provided an update on the Council's Wholly-Owned Companies on behalf of the Shareholder.

The Committee noted the updates provided.

### **6 # PROCUREMENT OF ELECTRIC BUS FLEET AND DEPOT ELECTRICAL INFRASTRUCTURE**

(The press and public were excluded from the consideration of this item as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972).

Mr Alan Cavill, Director of Communications and Regeneration presented the report to the Committee confirming that it was a Council decision to award both tenders and it was imperative that there was no ambiguity in the process. The decision of the Shareholder Committee would clearly set out the process to be followed.

#### **Shareholder Committee decision:**

To approve that the Head of Procurement and Head of Legal Services be given authority to enter into formal agreements for new electric bus fleet vehicles and for works to install and maintain electrical infrastructure at Rigby Road Depot.

## **MINUTES OF SHAREHOLDER COMMITTEE MEETING - THURSDAY, 18 JANUARY 2024**

### **Reason for decision:**

On 8 December 2022 Shareholder Committee formally endorsed the ZEBRA programme and agreed the procurement of electric vehicles and charging points.

The Council has been progressing a tender exercise for the electric buses and a process is currently underway to purchase 90 electric buses.

Work is underway to compile pre-construction information in order to provide technical data which will allow a tender to be conducted for the installation of electrical infrastructure to support service delivery of the electric fleet.

Formal contracts will be entered into following both tenders.

### **Other options considered:**

None – the option identified is in line with the approvals received by Shareholder Committee.

### **Date of decision:**

18 January 2024.

## **7 WHOLLY OWNED COMPANIES FINANCIAL PERFORMANCE**

(The press and public were excluded from the consideration of this item as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972).

Mr Steve Thompson, Director of Resources provided an update on the financial performance of the Wholly-Owned Companies as at Month 8.

The Committee noted the update.

## **8 WHOLLY OWNED COMPANY STRATEGIC RISK REGISTER 2023/2024**

(The press and public were excluded from the consideration of this item as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972).

Ms Tracy Greenhalgh, Head of Audit and Risk presented the wholly-owned company strategic risk register 2023/2024 to the Committee. An internal audit report on the governance of the Council's wholly-owned companies had identified a need for an oversight of risk management by the Shareholder. Work had been undertaken with each Company to develop individual risk registers which had then been combined into a strategic risk register to ensure clear oversight.

Members noted a need to understand the high risk areas and Ms Greenhalgh advised that an annual review would be carried out on the register with deep dives undertaken into significant risks. It was agreed that further reporting on company risks to the Shareholder Committee would be developed to assure Members of the robust controls and mitigations in place.

The Committee noted the Strategic Risk Register.

**9 # UPDATED LOCAL AUTHORITY COMPANY REVIEW GUIDANCE**

Mrs Lorraine Hurst, Company Secretary presented the updated Local Authority Company Review Guidance to the Committee. She highlighted the main principles of the guidance and the key changes made to the guidance including a new checklist that had been developed for all Elected Members involved in Wholly-Owned Companies. A key principle within the guidance was for the regular review of companies to determine whether they were still fit for purpose and remained the correct delivery model. Such reviews had recently been carried out on Blackpool Housing Company Limited and to an extent Blackpool Operating Company Limited and Blackpool Airport Operations Limited through the ongoing York review.

**Shareholder Committee decision:**

To note the contents of the revised guidance published in 2023.

To endorse that the model governance framework for the Council's company group is updated in line with the 2023 Local Partnerships Guidance with any significant changes to be agreed by Cabinet Member decision.

**Reason for decision:**

The Shareholder Committee's role is to provide oversight of risk and performance of Council companies and ensure that structures and processes that are in place are sufficiently robust. The document provides a framework to assist the Council in avoiding risks involved in running commercial endeavours.

**Other options considered:**

None. It would not be recommended to move away from Government guidance.

**Date of decision:**

18 January 2024.

Ms Tracy Greenhalgh, Head of Audit and Risk left the meeting following the conclusion of this item.

**10 BLACKPOOL ENTERTAINMENT COMPANY LIMITED MANAGING DIRECTOR'S REPORT**

(The press and public were excluded from the consideration of this item as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972).

Mr Andy Morgan, Interim Finance Director, Blackpool Entertainment Company Limited and Councillor Jo Farrell, Chair, Blackpool Entertainment Company Limited joined the meeting from this item.



## **MINUTES OF SHAREHOLDER COMMITTEE MEETING - THURSDAY, 18 JANUARY 2024**

Mr Andy Morgan, Interim Finance Director, Blackpool Entertainment Company Limited presented the Managing Director's Report to the Committee.

The Committee noted the update.

### **11 BLACKPOOL ENTERTAINMENT COMPANY LIMITED FINANCIAL REPORT**

(The press and public were excluded from the consideration of this item as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972).

Mr Andy Morgan, Interim Finance Director, Blackpool Entertainment Company Limited presented the Financial Report to the Committee.

The Committee noted the update.

Mr Andy Morgan, Interim Finance Director, Blackpool Entertainment Company Limited and Councillor Jo Farrell, Chair, Blackpool Entertainment Company Limited left the meeting following the conclusion of this item.

### **12 BLACKPOOL OPERATING COMPANY LIMITED UPDATE**

(The press and public were excluded from the consideration of this item as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972).

Ms Kate Shane, Regional Director, Merlin Entertainments Blackpool, Mr Kenny Mew, Operations Director, Merlin Entertainments Blackpool and Councillor Mark Smith, Chair, Blackpool Operating Company Limited joined the meeting for this item.

Ms Kate Shane, Regional Director, Merlin Entertainments Blackpool provided an update on the work of Blackpool Operating Company Limited to the Committee.

Councillor Lynn Williams left the meeting during the course of this item only. The Committee noted that it was therefore inquorate and the remainder of the item was for information only.

The Committee noted the update provided.

Ms Kate Shane, Regional Director, Merlin Entertainments Blackpool, Mr Kenny Mew, Operations Director, Merline Entertainments Blackpool and Councillor Mark Smith, Chair, Blackpool Operating Company Limited left the meeting following the conclusion of this item.

### **13 DATE AND TIME OF NEXT MEETING**

The Committee noted the date and time of the next meeting as Thursday 22 February 2024, commencing at 10am.

## MINUTES OF SHAREHOLDER COMMITTEE MEETING - THURSDAY, 18 JANUARY 2024

### Chairman

(The meeting ended at 12.03 pm)

Any queries regarding these minutes, please contact:

Sharon Davis, Scrutiny Manager

Tel: 01253 477213

E-mail: [sharon.davis@blackpool.gov.uk](mailto:sharon.davis@blackpool.gov.uk)

Items marked with a # are subject to call-in as per the Overview and Scrutiny Procedure Rules.

<b>Report to:</b>	<b>SHAREHOLDER COMMITTEE</b>
<b>Relevant Officer:</b>	Steve Thompson, Director of Resources
<b>Relevant Cabinet Member:</b>	Councillor Ivan Taylor, Deputy Leader of the Council and Cabinet Member for Partnerships and Performance
<b>Date of Meeting:</b>	22 February 2024

## WHOLLY-OWNED COMPANY FINANCIAL PERFORMANCE AS AT MONTH 9 2023/24

### 1.0 Purpose of the report:

- 1.1 To report detailed information on the financial performance of each of the Council wholly-owned companies to the Shareholder Committee in line with decision EX26/2021.

### 2.0 Recommendation(s):

- 2.1 For the Shareholder Committee to consider and receive the report and to provide any feedback/ comments, as appropriate.

### 3.0 Reasons for recommendation(s):

- 3.1 To ensure financial performance of the Council's wholly-owned companies is kept under timely review by members.

- 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:

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 See reports and appendices circulated to members under separate cover.

6.2 Does the information submitted include any exempt information? Yes

The appendices attached to this report contain commercially sensitive information which is exempt from publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

**7.0 List of Appendices:**

Appendix 4a Financial Monitoring Report (exempt from publication).  
Appendix 4b (exempt from publication).

**8.0 Financial considerations:**

8.1 See appendices (exempt from publication).

**9.0 Legal considerations:**

9.1 None.

**10.0 Risk management considerations:**

10.1 Impact of financial performance against approved Revenue budgets and upon Council reserves and balances.

**11.0 Equalities considerations and the impact of this decision for our children and young people:**

11.1 An Equalities Impact Assessment was produced as a part of the budget-setting process and remains relevant.

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

12.1 None directly from this report.

**13.0 Internal/ External Consultation undertaken:**

13.1 None.

**14.0 Background papers:**

14.1 None.

**15.0 Key decision information:**

15.1 Is this a key decision? No

15.2 If so, Forward Plan reference number:

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

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

**16.0 Call-in information:**

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

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

**TO BE COMPLETED BY THE HEAD OF DEMOCRATIC GOVERNANCE**

**17.0 Scrutiny Committee Chairman (where appropriate):**

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

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

18.1

**19.0 Executive decision:**

19.1

**20.2 Date of Decision:**

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

**22.1 Date Decision published:**

**23.0 Executive Members present:**

23.1

**24.0 Call-in:**

24.1

**25.0 Notes:**

25.1