

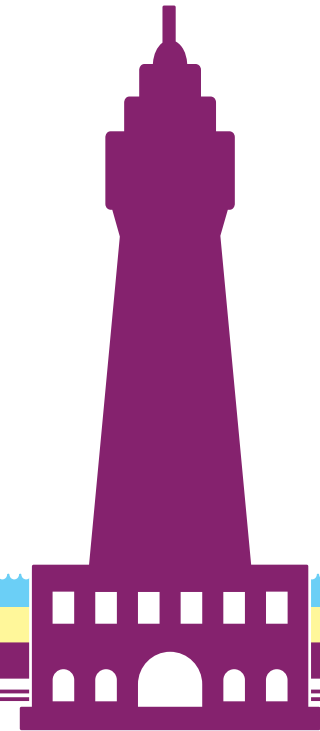
# Council Plan 2015 – 2020

Blackpool Council



# A vision for the future of Blackpool

The UK's number one family resort with a thriving economy that supports a happy and healthy community who are proud of this unique town



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## Foreword by the Leader

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There can be no doubt that the next 5 years will be incredibly challenging for Blackpool Council. The Government has slashed our budget year upon year, with some of the harshest cuts in the country and say they will continue to do so until at least 2020.

Now we also face the additional uncertainty of government restructuring of business rates, which would allow us to keep the business rates we raise in Blackpool - but potentially reduces redistribution between rich and poor areas (we generate about £49 million a year, Westminster generates £1.8 billion). I'll be lobbying Ministers very hard on this over the coming months, to ensure that Councils with a low tax base like Blackpool don't end up with an extra £19 million black hole in our budget - on top of all the cuts (£93 million since 2011 - this supposedly represents only 40% of the total expected cuts by the end of this parliament).

In this context, it is vitally important the Council is very clear about its priorities. Following consultation this summer, we believe this comes down to two main areas, **boosting our local economy by maximising growth and opportunity** and **creating, stronger, healthier, more resilient communities**.

In terms of our economy as it is now, our resurgent tourism industry represents the lifeblood of our town. Enhancing our offer to visitors by promoting the illuminations, hosting world class events like the World Fireworks Championships, and expanding our cultural offer by investing in the new Blackpool Museum must be a priority to bring in the revenue that the town needs. We need residents to recognise and indeed take pride in this unique offer the town possesses, rather than seeing this as a divide between visitors and residents.

But neither can we accept the lack of other career opportunities that see many of our most talented youngsters move away and never return. We must ensure that there are local jobs that match their ambitions, creating professional jobs in those areas which we singularly lack, as well as providing stable, decent paid jobs with clear pathways for development for other workers - and that is why we will push the payment of the Joseph Rowntree Foundation approved Living Wage (not to be confused with the Chancellor of the Exchequer's much less ambitious scheme) beyond council staff to all contractors that the council uses. Similarly, we have taken one of the most pro-active approaches in the country to deal with the town's housing problems, by cracking down on rogue landlords through selective licensing and investing in new housing to create more stable, less transient communities - setting up our new private sector housing management company will see us renew our fight against poor housing standards, which have blighted our town for so long.

Our problems are great, and times are tough but together we can build a better Blackpool, one which people are proud to live in.



**Cllr Simon Blackburn**  
Leader of the Council

## Foreword by the Chief Executive

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The Council Plan 2015-2020 sees us on the cusp of a fundamental change in how we serve the people of Blackpool. Our response to the unprecedented funding cuts of the previous parliament has been positive and far-reaching. We have re-thought our entire approach to services, blending new and continuing measures to support people who most need it whilst reducing the extent of the work we do. This plan reflects that thinking.

This has meant taking tough decisions on the future of well-used and highly regarded services, focussing our resources on the delivery of initiatives which prevent needs developing in the first place. The NSPCC-led Centre for Early Child Development, which will impact on thousands of young lives in the next ten years, is at the forefront of our approach. By giving individuals and communities tools to deliver their own objectives and development, we will impact on people early enough to make a difference which lasts for the whole of their lives.

Blackpool is a small town with a big profile. Millions of people come from all over the United Kingdom every year to enjoy our unique environment and attractions, and tourism continues to dominate our town like no other place in the country. This plan embraces this fact, recognising the increasing contribution which our cultural and creative economy can make to pulling in new types of visitor and providing the fun and spectacle for which we are renowned. But it also recognises that we must make every effort to exploit new opportunities opening up for us in the energy industry, and equip local people with the skills which will be required.

These two ideas sit behind our new priorities focusing on the economy and communities. We will **maximise growth and opportunity across Blackpool** whilst **creating stronger communities and increasing resilience**. These priorities go hand in hand – we simply cannot hope to deliver one without the other.

The time of a Council which simply delivers services to its residents has gone. In its place is a leaner, more forward thinking organisation, which will listen to and work with every single person in the town to create the Blackpool in our vision together.



**Neil Jack**  
Chief Executive

## Blackpool's opportunity

Blackpool is a British institution, and a global phenomenon – the world's first mass market seaside resort, with a proud heritage stretching back over 150 years.

More than two thirds of Britons have visited Blackpool, and with 17 million visits a year from all corners of the country, we're still amongst the most popular destinations. Despite people having more leisure and holiday options than ever, around 24,000 Blackpool jobs still rely directly on tourism – the most of any seaside destination – and we enjoy the greatest concentration of leisure attractions outside London.

It's easy to criticise Blackpool. Being unique, our town and attitude aren't always to everyone's taste. The very thing that makes us what we are – a town built for pleasure and entertainment - can feel constraining, and sometimes visitors abuse our hospitality. We need to find a way of setting out our expectations of what behaviour we will and won't tolerate, just as we did in the 50's and 60's. Together, we can recreate that feeling that 'Blackpool is Back' as the best seaside resort in the UK.

Being the biggest and the brightest isn't without its challenges. We've got major social and health issues to deal with, whilst needing to develop and innovate so our town meets the changing desires of modern day audiences.

Equally, we need to take advantage of other opportunities opening up - in fields like energy generation - with the same vigour our predecessors had when building iconic attractions such as the Winter Gardens, the Tower and Tower Buildings, the Pleasure Beach, and of course the true one-off that is the Blackpool Illuminations.

This Council Plan is our response to this picture. It's our way of telling the story of our town and bringing the strands of our economy and society together so that everyone – residents, organisations and visitors – knows what we're doing, who we're doing it with, and why we're doing it.

**Our vision for Blackpool is that it will be:**

**The UK's number one family resort with a thriving economy that supports a happy and healthy community who are proud of this unique town.**



## Our previous Council Plan

To set the scene, we need to look at what we've done so far. Our previous Council Plan had three priorities – to raise aspirations, create a prosperous town, and to deliver healthier communities – and a vision which talked about ambition and fairness. We've contributed to **raising aspirations** by improving social care, with people feeling safer and more satisfied with the services they get, getting the Children's Services improvement notice removed, supporting people to live in their own homes, and winning funding for the Better Start and Head Start programmes. We have a more **prosperous town**, with increases in visitor numbers and how satisfied they are, good numbers of business start-ups and £660,000 worth of support for small businesses. We've secured Growth Deal funding for some of the projects you'll read about in this plan and completed phase one of the Central Business District, bringing high quality buildings and office space to the town centre. And we have started to see signs that we have **healthier communities**, with teenage pregnancies starting to fall, smoking rates in decline and the introduction of services which point people to activities they might benefit from, to improve their mental health.

Perhaps the most significant progress has come in housing, with Selective Licencing to regulate the quality of private rented housing in South Beach and Claremont, the completion of phase one of the Queens Park redevelopment, the first of the 400 homes underway in Foxhall Village, and the achievement of the housing decency standard all significantly improving our housing stock.

But we know we've still got a long way to go, and you'll see from the rest of this document that these priorities are still important to our work. The new vision represents a change in emphasis, a recognition that our achievements and improvements can be a launch pad for us to go beyond just being a busy resort and back to our place as the UK's leading seaside destination.

We think that if we use our achievements as a starting point, and focus even more on the main things that make a difference, we can go even further.



## Five years to change our future

We all want to live in a thriving, prosperous and beautiful Blackpool where we are proud of the amazing history and heritage of our town and we welcome millions of people who enjoy, share and respect our many wonderful attractions.

The tourist economy is our lifeblood, the one thing which makes us stand out, and it gives more to us than it might seem. Behind the scenes of our hotels, bars and restaurants, are thousands of other jobs in small and medium-sized enterprises – not just those supplying food, transportation, and other services, but others like legal firms, construction, and the retail sector. Some element of most jobs in Blackpool can be traced back to the tourist trade.

So focusing on developing our tourist offer is one way to improve our town for everyone. It's why we're putting so much effort into creating a museum for Blackpool, celebrating and sharing our rich heritage with the whole country and bringing some of the spirit of the past into the present. It's also why we have aspirations to develop more cultural tourism. Bringing in popular musicals for the summer season, developing a nationally recognised quality modern art offer at the Grundy Art Gallery, and our work in partnership with LeftCoast to grow our own creative talent will all ensure we have a number of strings to our bow when attracting new visitors to Blackpool. We'd like nothing more than to develop new local talent, and have agents, scouts and creative directors coming here to find the "next big thing".

Together, these projects represent how we want to make tourism work harder for us, with year round, stable jobs, exciting new leisure attractions, and higher quality hotels – all of which will need us to improve the skills of local workers through a tourism academy, so we can bring more money into the town. All of this effort will also help to make Blackpool a more exciting place to live.

### Key tourism projects

- Open our museum
- More world class events and shows
- Deliver a major new leisure attraction
- Develop cultural tourism
- Provide modern conference facilities
- Deliver the new Tourism Academy





# Priority One - The economy: Maximising growth and opportunity across Blackpool

Of course, achieving our vision is not just about taking advantage of our profile as a leading resort. We need to be alive to new economic opportunities, the things that influence how the economy changes, and how all of this together can contribute to life in Blackpool. For this reason, our **first priority** is:

## The economy: Maximising growth and opportunity across Blackpool

Blackpool is the economic centre of the Fylde Coast, and to develop this role further we need quality office accommodation, a strong retail offer and efficient transport links. In transport, the extension of the tramway to Blackpool North will connect Bispham, Anchorsholme and beyond directly to the national rail network, and we will investigate the potential of other extensions to the tram network including a direct link to the Blackpool South rail line. Meanwhile an effective approach to managing our roads, bridges and other transport assets will provide access to jobs, services and schools, get goods to the shops and help everyone make the most of their free time. New green corridors will make pedestrian access to the town centre easier and improve the appearance of our built environment.

Ensuring a constant supply of energy is one of the key challenges facing the world, and Blackpool is well placed to develop a new specialism in this field. A new Enterprise Zone will give added support to this industry as it emerges, and tether important elements of the supply chain to Blackpool. All across the Fylde Coast, developments are taking place in areas such as nuclear, wind and gas power, with further potential offered by other renewable energy sectors, such as tidal power. The national energy college will ensure that we become a significant sub-regional centre in this field, delivering a new class of professional jobs in a rapidly-developing industry. This cannot happen without the new Enterprise Zone planned for the airport. Not only will this give added financial support to this industry, tethering important elements of the supply chain to Blackpool, but it will also catalyse the creation of over 1000 jobs in a variety of industries.

Enterprise zone status would also protect the key infrastructure at the airport including the main runway and in doing so securing the potential for larger commercial flights to return.

### Key economic challenges

- High levels of child poverty and deprivation
- Low employment rate
- High levels of ill health and disability
- High numbers of benefits claimants
- Low levels of skills and qualifications
- Few skilled job opportunities and public sector job cuts



### Key infrastructure projects

- Deliver the tramway extension to Blackpool North
- Improved access to town through three “green corridors”, improving our environment
- New Business District - more professionals working in the town centre
- Deliver the new Energy College
- Sea defence works



## Priority One - The economy: Maximising growth and opportunity across Blackpool

These fundamental shifts and developments need to be supported by measures which span the entire labour market, addressing our low wage and skills levels, which will in turn help us to retain more skilled young people in the town. Key to this is renewing the entrepreneurial verve which boosted Blackpool's early growth, helping those with ideas and talent to develop flourishing young businesses through financial support and high quality advice, connecting them into Blackpool's business community and building a common strength through shared infrastructure. We'll develop more opportunities to keep money in the town by preparing businesses better to bid for public sector contracts by providing training and mentoring.

If all of these projects are successful, we will have delivered a significant change in the makeup of Blackpool's economy. But even all of these developments will be insufficient to create fundamental change. Jobs in tourism are low paid, and with large numbers of people across the town earning the minimum wage in sectors such as manufacturing and social care, we need to set an example to the public and private sector alike. In this way we hope to reduce **economic inequality** – one of our **equality ambitions**.

All Council staff already earn a Living Wage, but the same cannot be said of our directly owned companies, major partners and contractors. Achieving widespread adoption across the town would send a clear signal to residents and the wider world that Blackpool is a place that values fairness, where people earn a decent wage for a hard day's work. As the living wage is adopted, more and more companies will need to compete to offer the brightest stars in our labour market the best wage possible, resulting in increased earnings and additional spending power for Blackpool workers.

### Key employment projects

- Expand apprenticeship schemes
- Enterprise education at schools
- Specialist jobs schemes for the most vulnerable and disadvantaged people in the town
- Promotion and delivery of the living wage



### Key enterprise projects

- Enterprise Zone at Blackpool Airport
- Business start-up support
- Increase across the Public Sector in the use of local contractors
- Business Champions – mentoring



## Priority One - The economy: Maximising growth and opportunity across Blackpool

More than this, a living wage offers a small amount of extra hope for our lowest earners. We will continue to deliver a raft of programmes which enable people to get into the world of work and stay there, whether they are simply distant from the jobs market or require specific support around their needs – such as mental and physical health issues.

Any consideration of Blackpool's economy cannot ignore the failing housing market in parts of the town. Without significant direct intervention to address this, the impact of work in this plan will be minimal. There would continue to be a supply of people - some 8,000 every year - moving into and around Blackpool without support networks. This is driven by the widespread availability of cheap accommodation and poor quality conversions of Bed and Breakfast stock to Houses of Multiple Occupation (HMO's), which arose from the decline of the domestic tourist market from the 1960's onwards. This demonstrates the central link between our plans on housing and the tourism economy, and can be addressed in part by the creation of aspirational, high quality homes which transform housing stock in the affected areas, encouraging the formation of more stable communities, easing out the people who have no interest in staying and contributing.

More than this though, it also requires radical national and local action. National action is needed to address the ability of landlords to benefit from the vagaries of housing benefit levels in different parts of the country, addressing the easy money open to opportunists looking for nothing more than a quick profit. Local action is already underway to improve areas in three complementary ways. Better policing will ensure that we use legal powers to force landlords to make improvements, driving up the management standards of private property. Reaching out to local people through the Transience Project will give residents opportunities to volunteer, get training and make community contacts and friends. And continuing the physical transformation of places in Blackpool through new homes on Queens Park and Foxhall Village, the refurbishment of clusters of empty properties,

retrofitting insulation to private terraced properties, and the new private housing company rehabilitating then letting out housing will force the private sector to improve standards to compete. Blackpool's location already makes it a great place to live – these actions are the key to making it exceptional.

### Key housing projects

- Reduce transience and stabilise communities by supporting quality public and private homes
- Establish a big new private sector landlord
- Deliver a home energy efficiency scheme
- Lobby for benefits changes to reduce number of HMO's



### Key community safety projects

- Strong management of the night time economy
- Adoption of Public Space Protection Orders
- Extension of Selective Licensing and Transience projects across the town
- Behaviour management in the town centre



## Priority Two - Communities: Creating stronger communities and increasing resilience

It's natural to see improving the economy as the most crucial thing if we're to be Britain's number one seaside resort. In reality, it's only half of the story. So far, we've talked about things which improve the experience people have when living in or visiting in Blackpool through improving our town's appearance, attractions, housing and job opportunities. It's a bit like an uncompleted colouring book – you can tell what the pictures are meant to be, but they haven't been brought to life. To colour them in, we need to think about what gives Blackpool its heart – the people who live here, and the communities they create. We know that a strong economy and a strong community go hand in hand. Our **second priority** is therefore:

### Communities: Creating stronger communities and increasing resilience

We're ready to do something different. In the past we've had the resources to support people with health and care issues by providing services to them. Now, we're thinking about how we can create the right conditions for those in less need to find support and strength in other ways, becoming less reliant on our help and more in control.

The first thing we need to do is to listen more through things like the Council Couch, and use what you tell us to change what we do. We'll introduce neighbourhood navigators to help bring our services closer to you. Once we've based more of our care services in local neighbourhoods, people will be better prepared to help themselves. This will feel different - you'll be able to have real involvement in decisions, not just commenting on what we do but shaping and directing the support we give.

### Key stronger community challenges

- High rates of Looked After Children
- Low GCSE achievement
- Poor life expectancy
- High levels of alcohol and substance misuse
- High levels of teenage pregnancy
- Domestic violence
- Mental health



### Key community projects

- Asset-based Community Development bringing people together through the arts café, food growing and farm scheme
- Improving access to community activities
- Reducing isolation through creation of neighbourhood navigators to help the isolated access activities



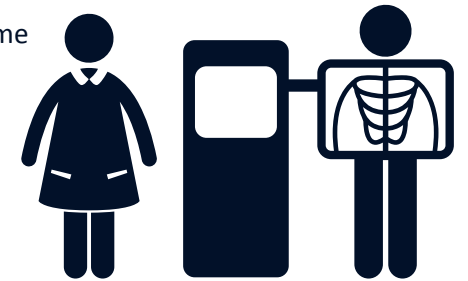
## Priority Two - Communities: Creating stronger communities and increasing resilience

The other thing we need to do is take action to help people get healthier, both mentally and physically. We'll give people a nudge in the right direction by restrictions on unhealthy activities like smoking – making our attractions smokefree and restricting young people's access to tobacco - and getting more people a health check to help them understand the changes they need to make.

We'll also make it more appealing to choose healthy lifestyles with a new single health programme which people can be referred into to help them get into shape, and enrich the local environment with outdoor activities and trails linking key destinations together. This will help us realise the second of our two **equality ambitions** to address **health inequalities** – the difference in the health of people from different backgrounds. Healthier and stronger communities will be better placed to support those who aren't able to make this kind of change, supported by a new version of our wellness service. They'll also be able to support people going through difficult times before their circumstances spiral out of control. They'll also be well placed to provide a stable environment in which our young children and new parents can flourish, helping to give them the very best start in life.

### Key health projects

- New active health referral programme
- Improved wellness service
- More people accessing NHS Health Checks
- Healthier Catering Award scheme



## Priority Two - Communities: Creating stronger communities and increasing resilience

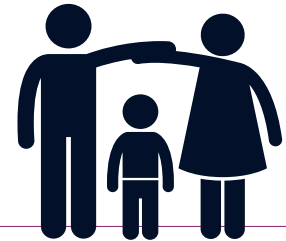
This is particularly important when we think about threats to our communities which we need your help to address. We want everyone in our community to feel supported and safe, and need to concentrate on vulnerable children and adults above everything else. We can make sure we support them and take action against anyone putting them at risk, but we need everyone to tell us of anything happening which seems to be a threat, and to offer what help you can to those involved. Our Children's and Adults Safeguarding Boards will lead work which raises community awareness of the issues and how to tell us about any concerns, as well as co-ordinating efforts to address them.

Social care is our way of supporting individuals and communities where they need extra help to live a good life. It's there to meet people's needs when they can't be met by their families, friends, and volunteers, to get and keep people back home if they've been in hospital, or to provide residential care if their needs are best met through this route.

For those with multiple and complex needs arising from social issues, programmes like the Fulfilling Lives project led by Addaction will lead the process of returning people to more stable lives. The key here is integration – making all of these parts of care work together in an effective and efficient way. The Better Care Programme will reshape what services people get and when, and we'll need to spot areas where need is going unmet so we can find a way of filling the gaps, through new services or more support and training for existing providers. Whilst we're doing this, we're mindful that people are best placed to decide what care they need and how – so we'll help them plan for an independent future away from the formal care system.

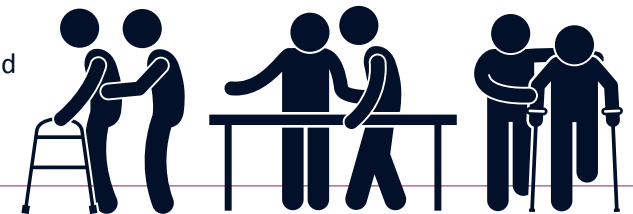
### Key safeguarding projects

- Adult and Children's Safeguarding Boards
- Increase number of foster carers
- Wider "Corporate Parent" offer for Looked After Children



### Key social care projects

- Better Care Fund programme
- Integration of health and social care
- Support for people to manage their own care
- Ensuring quality non-residential and residential care
- Neighbourhood-centred models of care based on local need



## Priority Two - Communities: Creating stronger communities and increasing resilience

These are the basic elements on which our approach is based, but there's another factor which is more difficult to control. Our status as a renowned seaside resort makes us an attractive place to live. Often, people move here without being able to access the kinds of social networks or jobs which make life easier, move around in a bid to settle, and it can have a disruptive impact on otherwise solid communities. This all works against our best efforts to get people healthier and communities stronger. So we've come up with some ideas on how we slow down this kind of movement – as you'll have read, our first priority includes some of the work around housing which are designed to stop this from happening as often. This will all make the services we deliver more effective, because they'll be able to complement what's going on locally with professional support and action where it's most needed.

As we start to feel things change, we'll start to see other things improving too. We're now underway with work on the NSPCC-led Centre for Early Child Development, working as part of the Better Start partnership. Not only will this make parents better able to understand how their children develop and how to support this, but it will address how parents can make the best decisions around diet and nutrition, language and communication, and the personal and emotional wellbeing of 0-3 year olds in our most deprived wards. By looking at such a wide spread of issues, we can ensure that children get the best start in life, making sure that they're well placed to contribute to the stronger communities we want to create in the future. Another key time for young people's development is adolescence, and the Head Start project will give 10-14 year olds across Blackpool some ways of coping with this challenging time, helping them live a happy life and giving them a better chance of achieving academically.



### Key projects for young people

- Implement Centre for Early Child Development
- Implement Head Start programme
- Continue the Free Breakfasts Scheme
- Increase number of pupils attending “good” or “outstanding” schools
- Improve pupil attainment and the standard of secondary education



## Priority Two - Communities: Creating stronger communities and increasing resilience

This focus on children is part of a wider effort to get things right early, meaning the benefits are felt throughout their lives. Where families go through difficult times, we'll do everything we can to get the environment right so the children can be safe and supported. And if children do need to stay in foster families, we'll make sure their foster parents know what to do to help their children do their best. Away from the home, our focus is on school life, with the free breakfasts programme and improving the standards of primary and secondary education by working through the Blackpool Schools Partnership to ensure that we give our children every chance of success.

Stronger communities have benefits in other ways, many of which will happen gradually in a way we'll barely notice. People will want to play their role more formally by signing up to become volunteers. Some of the measures we're taking on the economy will make people feel more proud of their neighbourhoods and the town as a whole. Again, the museum is crucial to this. We want everyone to be involved in making the Blackpool museum, so that it's a really strong expression of everything we do to make Blackpool the place it is.

Making Blackpool Britain's number one seaside resort isn't do-able by just delivering the big list of projects above. That would be a bit like going shopping, then leaving everything you've bought in the cupboard.

To make the most of it, you've got to use the items - and that needs people to do something. To do the right thing, everyone who works and lives in Blackpool first needs to understand the role they can play.





## How we'll do it

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### The Council's job

Bringing all of these projects to fruition in a challenging financial climate needs us to be bold and innovative. Although this is Blackpool Council's Plan, we can't deliver it with just the resources of the Council. We always talk to other public sector partners, and work together when there's a mutual benefit. But we're doing more **work with partners** than ever, sharing staff and buildings, joining forces on common issues like workforce recruitment and retention. We've set up a new Public Sector Transformation Board so we can share common back office services like governance and asset management effectively, lessening the impact of budget reductions in other areas. Some projects like Better Start and Head Start are led by other organisations, and the Council is involved to make sure the projects they deliver are ones which work for us all. We'll work with private enterprises too, calling on their sense of social responsibility.

As well as this, we've got another three main things to do. We need to **provide leadership**. Sometimes this might not be popular; not everyone will agree on a way forward. But we'll talk with residents to understand your priorities, and always take these into account, and tell you why we're doing something. We'll **influence** people, organisations and the government, using facts and local opinions so that they understand how they can play a bigger part in making us the number one resort. Sometimes we'll have to **intervene directly**. Just like we think it's in all of our best interests for the Council to own Blackpool Transport, the Tower and Winter Gardens, we need to get involved in the housing market to buy up properties and improve the areas, and we need to organise events and things which get people to come here.

### Doing things differently

This is about more than money – it's about us all pulling together in the same direction, with the common interests of Blackpool residents at heart. In the past, communities worked together and played together, supporting each other in tough times and sharing in the good times. We need to bring this spirit back and **help people to help themselves**, with all public and voluntary organisations in Blackpool supporting communities based on their own wants and needs.

Of course, we'll keep doing the basics – the bins won't empty themselves. We'll also **help people to do the right thing** by doing simple things like providing more litter bins. But we'll spend more of our time giving communities skills, building up their confidence and pride in where they live, and helping them make the most of their local buildings and facilities. Imagine a community which chooses to get together so they can develop their own physical and emotional wellbeing through exercise opportunities, parks and community centres which they determine the direction of – this is how we think it might work.

This will also mean tough decisions, and we'll be giving some people less direct help. We know that many people live busy lives and can't always be on hand to take part in local activities. But the more we do together, the more we'll *be able* to do together, however much any one person can take part.

## How we'll do it

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### What we believe in

Going through such a period of change makes it all the more important to have some things which we keep constant. There are certain things that we ask all Council staff to bear in mind when they do their job – we call these our **values**, and we've promoted them since 2011. We use them all the time to think about whether something meets our standards, how we should behave, and how we go about doing our work. They help add a human touch to our relationships with everyone we work and deal with, and affect the way in which we'll achieve our vision.

Our values make us **accountable** for delivering on the promises we make, making us take responsibility for our actions. It's important to us that we're **compassionate** – caring and understanding, and willing to try and assist people even if their problem can't be solved by one of our services. We take pride in delivering **quality** services that are focused on supporting people to become more self reliant and able to enjoy independence. We want everyone to act with integrity, being **trustworthy** in all our dealings with people and open about the decisions we make. Finally, our values mean that we're **fair** to people and treat everyone with dignity and respect.

### How we'll know it's working

This plan is our way of describing how everything fits together under the vision and priorities. We've got other strategies and action plans which go into more detail on what we're doing and what we hope it will achieve, which can be found at [www.blackpool.gov.uk/strategiesandplans](http://www.blackpool.gov.uk/strategiesandplans)

Progress against these is checked by a series of working groups, boards and ultimately the Council's two scrutiny committees which review project progress and key performance indicators to see how we're doing.



## How we'll do it

### How we'll pay for it

We're potentially half way through a 10 year programme of cuts to funding, and demand for some services is growing. This has prompted us to **think differently** about what services and projects we can and should deliver, and how to do it. That's why this plan looks and feels different to ones we've produced in the past.

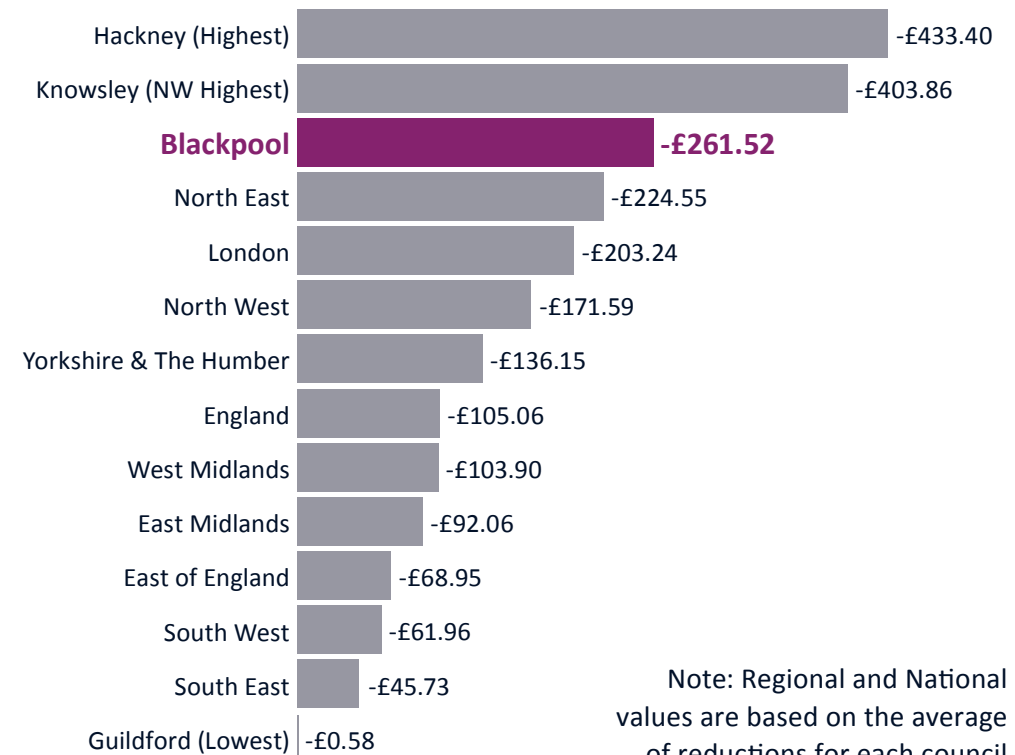
Cuts have not been proportionate across the country - some other local authorities have seen increases in spending per head of the population but when looking at the level of cuts to Blackpool since 2010 this is a very different picture. The graph to the right show the levels of funding cuts per head of the population for Blackpool from 2010/11 to 2015/16 compared to our neighbouring authorities. Most other seaside towns have also faced cuts but none are as severe as Blackpool. Blackpool is estimated to have lost **£261.52** per head of the population, making us one of the **hardest hit** authorities in the country.

In some cases we can't say for certain what we'll be able to afford, but we know that spending money to stop problems before they start - **early intervention** - by working with young people and strengthening the ways in which communities can support themselves is the right thing to do. We'll use the best evidence to help us make the right decisions, stopping projects which aren't making a difference, and will always check to make sure that we're not creating other problems.

**Making savings** has to be part of the plan, and one way to do this is to make better use of technology. If we can improve our services so that people are happier to have them delivered online, this will save us time and money - like developing online services to reduce the demand on our customer contact centre.

We're already good at bringing in more funding from elsewhere where this can be directly linked to delivering our vision, including Big Lottery funding for programmes such as Better Start and Head Start, Heritage Lottery Funding for the initial development of the museum, and the Growth Deal for our housing and economic plans.

### Spending Power Reduction - 2011/12 to 2015/16



Note: Regional and National values are based on the average of reductions for each council

## How we'll do it

### Fairness and equality

Our value of fairness links to our legal duties on equalities. We assess any new plans and strategies to make sure they're tailored to the needs of groups with protected characteristics. Going beyond this, in the course of our work we also consider how to contribute to eliminating discrimination, harassment and victimisation; how to advance equality of opportunity; and how we can help different groups of people get along together.

Our equality objectives aim to get more people to tell us they **experience fair treatment** by Council services; to make our **workforce representative of our communities**, with **more people from diverse backgrounds involved in decision-making** at every level; that equality and diversity is embedded in staff culture; and that we **celebrate growing diversity** and **increase respect and understanding for all**.

### What happens next

We've given ourselves five years to make Blackpool the UK's number one family resort. We think this is ambitious, but achievable. It won't mean we've solved all our problems, but it will mean we've given ourselves an extra boost towards doing so. Together, using the flair and talent of our people and our businesses, we can prove to everyone that Blackpool really *is* back.



**To ensure our services are accessible to all, documents prepared by Blackpool Council are available in large print, Braille, on audio-cassette or computer disk upon request. We can also provide help for British Sign Language users and provide information in other languages. Please ask for details or telephone 477117.**