

# Public Document Pack

# Blackpool Council

5 July 2023

To: Councillors Mrs Scott, Taylor and Williams

The above members are requested to attend the:

## **SHAREHOLDER COMMITTEE**

Thursday, 13 July 2023 at 2.00 pm  
in Conference Room 3E, 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 10 MARCH 2023 (Pages 1 - 10)**

To agree the minutes of the last meeting held on 10 March 2023 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 Council's wholly-owned companies provided by 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 2 2023/24**  
(Pages 11 - 20)

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.

(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 TRANSPORT SERVICES LIMITED FINANCIAL PERFORMANCE AND SUSTAINABILITY**  
(Pages 21 - 34)

To update the Shareholder on 2023/24 budget year financial performance and expected outturn. To advise the Shareholder on actions being taken in the 2023/24 budget year to improve financial performance.

(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).

\* **6 BLACKPOOL TRANSPORT SERVICES LIMITED ZEBRA UPDATE**  
(Pages 35 - 54)

To advise the Shareholder on the Zero Emissions Bus Regional Area (ZEBRA) project impact on future profit and loss and advise the Shareholder on ZEBRA project progress and updated timelines.

(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).

\* **7 BLACKPOOL ENTERTAINMENT COMPANY LIMITED MANAGING DIRECTOR'S REPORT**  
(Pages 55 - 60)

To update the Committee on matters arising at the Company since the last meeting.

(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).

\* **8 BLACKPOOL ENTERTAINMENT COMPANY LIMITED FINANCIAL REPORT** (Pages 61 - 76)

To update the Committee with the latest trading figures and cash flow for the Financial Year 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).

\* **9 BLACKPOOL OPERATING COMPANY LIMITED UPDATE** (Pages 77 - 112)

To update the Shareholder Committee on the work of Blackpool Operating Company Limited including financial performance.

(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).

\* **10 MERLIN ENTERTAINMENTS BLACKPOOL UPDATE** (Pages 113 - 144)

To update the Shareholder Committee on the work of Merlin Entertainments Blackpool.

(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).

**11 SHAREHOLDER COMMITTEE WORKPLAN** (Pages 145 - 146)

To consider the Shareholder Committee workplan.

**12 DATE AND TIME OF NEXT MEETING**

To note the date and time of the next meeting as Thursday, 21 September, commencing at 2.00pm.

**Venue information:**

Third 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).

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### **Present:**

Councillor Taylor (in the Chair)

Councillors

L Williams

### **In Attendance:**

Mr Alan Cavill, Director of Communications and Regeneration

Mr Steve Thompson, Director of Resources

Ms Kirsten Whyatt, Finance Manager, Subsidiary and Partnership Finance

Mrs Sharon Davis, Scrutiny Manager

Mrs Lorraine Hurst, Company Secretary

Ms Jane Cole, Managing Director, Blackpool Transport Services Limited (BTS) (Items 9 – 11 only)

Mr James Clough, Commercial and Finance Director, BTS (Items 9 – 11 only)

Councillor Paul Galley, Chair, BTS Board (Items 9 – 11 only)

Mr Michael Williams, Managing Director, Blackpool Entertainment Company Limited (BECL) (Items 7 and 8 only)

Mr Andy Morgan, Interim Finance Director, BECL (Items 7 and 8 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 20 February 2023' (restricted minutes only), Item 4 'Shareholder Committee Action Tracker', Item 5 'Shareholder Update', Item 6 'Wholly-Owned Company Financial Performance as at Month 10 2022/23', Item 7 'Blackpool Entertainment Company Limited Managing Director's Update', Item 8 'Blackpool Entertainment Company Limited Financial Report', Item 9 'Blackpool Transport Services Limited Financial Performance and Sustainability (Recovery) Plan', Item 10 'Blackpool Transport Services Limited Key Performance Indicators' and Item 11 'Blackpool Transport Services Limited Zebra 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 - FRIDAY, 10 MARCH 2023**

### **3 MINUTES OF THE LAST MEETING HELD ON 20 FEBRUARY 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 20 February 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**

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

The Committee considered its action tracker and noted the updates provided.

### **5 SHAREHOLDER UPDATE**

(The press and public were excluded prior to 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 Communication and Regeneration and Mr Steve Thompson, Director of Resources provided an update on the Companies on behalf of the Shareholder.

The Committee noted the updates provided.

### **6 WHOLLY-OWNED COMPANY FINANCIAL PERFORMANCE AS AT MONTH 10 2022/23**

(The press and public were excluded prior to 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 10.

The Committee noted that the Director of Resources would be authorised to provide a letter of comfort to relevant Council owned companies and their External Auditor to state that Blackpool Council would provide continuing financial support as required in line with the company's requirements to meet its financial obligations as and when they fall including any intercompany loan facilities thereby enabling the companies to continue to operate on a going concern basis.

The Committee noted the update provided.

**7 BLACKPOOL ENTERTAINMENT COMPANY LIMITED MANAGING DIRECTOR'S UPDATE**

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

Mr Michael Williams, Managing Director, Blackpool Entertainment Company Limited (BECL) and Mr Andy Morgan, Interim Finance Director, BECL joined the meeting from this item.

Mr Michael Williams, Managing Director, Blackpool Entertainment Company Limited (BECL) presented the report to the Committee.

The Committee noted the update.

**8 BLACKPOOL ENTERTAINMENT COMPANY LIMITED FINANCIAL REPORT**

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

Mr Michael Williams, Managing Director, Blackpool Entertainment Company Limited (BECL) and Mr Andy Morgan, Interim Finance Director, BECL joined the meeting from this item.

Mr Andy Morgan, Interim Finance Director, Blackpool Entertainment Company Limited (BECL) presented the report to the Committee and highlighted the current financial performance of the Company.

The Committee noted the update.

Mr Michael Williams, Managing Director, Blackpool Entertainment Company Limited (BECL) and Mr Andy Morgan, Interim Finance Director, BECL left the meeting following the conclusion of this item.

**9 BLACKPOOL TRANSPORT SERVICES LIMITED: FINANCIAL PERFORMANCE AND SUSTAINABILITY (RECOVERY) PLAN**

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

Ms Jane Cole, Managing Director, Blackpool Transport Services Limited (BTS), Mr James Clough, Commercial and Finance Director, BTS and Councillor Paul Galley, Chair, BTS Board joined the meeting from this item.

Mr James Clough, Commercial and Finance Director, Blackpool Transport Services Limited (BTS) provided a comprehensive presentation on the financial performance of the Company and Sustainability (Recovery) Plan.

The Committee discussed the information provided in detail.

**10 BLACKPOOL TRANSPORT SERVICES LIMITED: KEY PERFORMANCE INDICATORS**

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

Ms Jane Cole, Managing Director, Blackpool Transport Services Limited (BTS) provided an overview of the Company's performance against its key performance indicators.

The Committee noted the update.

**11 BLACKPOOL TRANSPORT SERVICES LIMITED ZEBRA UPDATE**

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

Ms Jane Cole, Managing Director, Blackpool Transport Services Limited (BTS) provided an update on the ZEBRA project (Zero Emissions Bus Regional Areas).

The Committee noted the update.

**Chairman**

(The meeting ended at 11.38am)

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)



<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>	13 July 2023

## WHOLLY-OWNED COMPANY FINANCIAL PERFORMANCE AS AT MONTH 2 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 4(a): Financial Monitoring Report (exempt from publication).  
Appendix 4(b): Financial position of Wholly-Owned Companies as at M2 2023-24 and Month 12 2022-23 (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:**

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:

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<b>Report to:</b>	<b>SHAREHOLDER COMMITTEE</b>
<b>Relevant Company Representative:</b>	Kate Shane, Regional Director – Merlin Entertainments Blackpool
<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>	13 July 2023

## BLACKPOOL OPERATING COMPANY LIMITED UPDATE

### 1.0 Purpose of the report:

1.1 To update the Shareholder Committee on the work of Blackpool Operating Company Limited including financial performance.

### 2.0 Recommendation(s):

2.1 The Committee is asked to consider the presentation and the current data.

### 3.0 Reasons for recommendation(s):

3.1 To monitor performance of the wholly owned companies and their contribution to the Council's strategic priorities.

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 A presentation (exempt from publication) can be found at Appendix 9(a) which Kate Shane, Regional Director, Merlin Entertainments Limited will be in attendance at the meeting to present to the Committee.

6.2 Does the information submitted include any exempt information? Yes

The appendix to this covering report 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.

**7.0 List of Appendices:**

7.1 Appendix 9(a): Presentation (exempt from publication).

**8.0 Financial considerations:**

8.1 See presentation (exempt from publication).

**9.0 Legal considerations:**

9.1 None

**10.0 Risk management considerations:**

10.1 See presentation (exempt from publication).

**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

- 15.0 Key decision information:
- 15.1 Is this a key decision? No
- 15.2 If so, Forward Plan reference number: N/A
- 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: N/A
- 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:  
N/A

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<b>Report to:</b>	<b>SHAREHOLDER COMMITTEE</b>
<b>Relevant Company Representative:</b>	Kate Shane, Regional Director – Merlin Entertainments Blackpool
<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>	13 July 2023

## MERLIN ENTERTAINMENTS BLACKPOOL UPDATE

### 1.0 Purpose of the report:

1.1 To update the Shareholder Committee on the work of Merlin Entertainments Blackpool.

### 2.0 Recommendation(s):

2.1 The Committee is asked to consider the presentation and the current data.

### 3.0 Reasons for recommendation(s):

3.1 To monitor performance of the wholly owned companies and their contribution to the Council's strategic priorities.

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 A presentation (exempt from publication) can be found at Appendix 10(a) which Kate Shane, Regional Director, Merlin Entertainments Limited will be in attendance at the meeting to present to the Committee.

6.2 Does the information submitted include any exempt information? Yes

The appendix to this covering report 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.

## **7.0 List of Appendices:**

7.1 Appendix 10(a): Presentation (exempt from publication).

## **8.0 Financial considerations:**

8.1 See presentation (exempt from publication).

## **9.0 Legal considerations:**

9.1 None

## **10.0 Risk management considerations:**

10.1 See presentation (exempt from publication).

## **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

- 15.0 Key decision information:
- 15.1 Is this a key decision? No
- 15.2 If so, Forward Plan reference number: N/A
- 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: N/A
- 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:  
N/A

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Meeting date	Companies	Items
13 July 2023	Blackpool Transport Services	Business Recovery Plan and Financial Performance Key Performance Indicators ZEBRA Project update
	Blackpool Entertainment Company Limited	Business Recovery Plan and Financial Performance Key Performance Indicators
	Blackpool Operating Company Limited Tower, Tussauds	Financial Performance Key Performance Indicators
	Financial Overview of all Companies Shareholder Update Workplan	
21 September 2023	Blackpool Waste Services	Financial Performance Key Performance Indicators Annual Report and Annual Audit Report 22/23
	Blackpool Airport Operations Limited	Business Recovery Plan and Financial Performance Key Performance Indicators
	Financial Overview of all Companies Shareholder Update Action Tracker Workplan	
12 October 2023	Blackpool Coastal Housing	Annual Report and Annual Audit Report 22/23
	Blackpool Housing Company	Annual Report and Annual Audit Report 22/23
	Blackpool Entertainment Company Limited	Annual Report and Annual Audit Report 22/23
	Blackpool Transport Services Limited	Annual Report and Annual Audit Report 22/23
	Financial Overview of all Companies Shareholder Update Workplan	
9 November 2023	Blackpool Operating Company Limited Tower, Tussauds	Financial Performance Key Performance Indicators
	Hounds Hill, Ellandi	TBC
	Blackpool Airport Operations Limited	Annual Report and Annual Audit Report 22/23
	Financial Overview of all Companies Shareholder Update Action Tracker Workplan	

## Shareholder Committee Workplan 2023/2024

14 December 2023	Blackpool Coastal Housing	Financial Performance Key Performance Indicators
	Blackpool Housing Company	Financial Performance Key Performance Indicators
	Financial Overview of all Companies Shareholder Update Workplan	
18 January 2023	Blackpool Transport Services	Business Recovery Plan and Financial Performance Key Performance Indicators ZEBRA Project update
	Blackpool Entertainment Company Limited	Business Recovery Plan and Financial Performance Key Performance Indicators
	Financial Overview of all Companies Shareholder Update Action Tracker Workplan	
22 February 2023	Blackpool Waste Services	Financial Performance Key Performance Indicators
	Blackpool Airport Operations Limited	Business Recovery Plan and Financial Performance Key Performance Indicators
	Financial Overview of all Companies Shareholder Update Workplan	
21 March 2023	Blackpool Coastal Housing	Business Plan and Budget Overview
	Blackpool Housing Company	Business Plan and Budget Overview
	Blackpool Entertainment Company Limited	Business Plan and Budget Overview
	Financial Overview of all Companies Shareholder Update Action Tracker Workplan	
18 April 2023	Blackpool Airport Operations Limited	Business Plan and Budget Overview
	Blackpool Waste Services	Business Plan and Budget Overview
	Blackpool Transport Services	Business Plan and Budget Overview
	Blackpool Operating Company Limited	Business Plan and Budget Overview TBC
	Financial Overview of all Companies Shareholder Update Workplan	