BLACKPOOL MASTERPLAN

REGENERATION STRATEGY
DRAFT

PRESENTED BY:
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MARCH 2003

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1. introduction

This document has been prepared in support of the Blackpool Masterplan, to assess a range of anticipated socio-economic impacts. As illustrated throughout this document, the proposals contain a mix of leisure, entertainment, residential, commercial, retail, public buildings and community uses which, given the scale of development envisaged, will clearly have a significant impact on the economy.

A number of important regeneration initiatives are already being undertaken to regenerate the resort, through a series of well established regeneration strategies and programmes. The Regeneration Strategy contained within this document presents a series of initiatives and components that support the objectives of the Masterplan and illustrate a range of mechanisms to capture positive socio-economic impacts for the benefit of deprived communities within inner Blackpool. It is not the intention that existing strategies or programmes be replaced or replicated, but illustrates certain areas where a re-focussing may be required in association with the physical components and objectives illustrated within the Masterplan.

This document comprises the following sections:

- **Economic Overview**: an introduction to the background economic context of the Masterplan site;
- **Economic Policy Context**: an overview of the local, regional and national economic policy context;
- **Socio-Economic Impact**: an analysis of the scope and scale of impacts anticipated as a result of the delivery of the Masterplan;
- **Strategy Overview**: assessing a series of economic policy approaches directly related to the Masterplan proposals:
    - to meet existing and potential future economic policy objectives; and
    - to deliver maximum socio-economic benefits to the local and wider Blackpool area.

  This strategic overview incorporates a series of separate 'policy themes', covering the following topics:

    - Theme One (MP1): Skills, Training & Labour Force Capacity. To maximise the opportunities to deliver new and improved skills and training initiatives, to ensure that new employment opportunities, particularly in the leisure and hospitality sectors, are accessible to the local workforce;
    - Theme Two (MP2): Quality Assurance. To develop a 'culture of quality' in the local tourism sector;
    - Theme Three (MP3): Hospitality Business Support. To specifically assist the local hospitality and accommodation sector;

    - Theme Four (MP4): Business Support, Innovation & Diversification. To take advantage of new opportunities presented by the Masterplan in terms of the diversification of the existing economic base;
    - Theme Five (MP5): Climate for Investment. To ensure that a suitable physical environment exists to foster investment within the Masterplan area and across the wider Blackpool area.
- **Conclusions**: an overall assessment of the net socio-economic impacts of the Masterplan development, together with a commentary on what this means in term of the Blackpool economic profile.

This report makes reference to an identified 'Economic Development Zone' (EDZ). This relates to Blackpool's central sea front area running from North Pier to the Pleasure Beach, and is the specific area that has been subject to this masterplanning process. Specific socio-economic data is presented at the local geographical level, providing an appropriate contextual overview of the current and recent context of the area.

THE BLACKPOOL MASTERPLAN – KEY THEMES

It is widely recognised that Blackpool is in need of major change to dramatically transform the fortunes of the resort from its current position of slow and steady decline to a future of achievable and sustained growth. Blackpool Borough Council commissioned the preparation of a bold and dramatic Masterplan to establish a framework to achieve this transformation.

The objectives of the Masterplan are to address current economic weaknesses in particular including:

- a declining tourism industry in terms of the numbers of visitors and quantum of visitor spend;
- a generic low quality 'tourist offer' including low quality tourist facilities (entertainment and accommodation), a poor urban environment and a lack of 'value for money' activities;
- out-dated transport networks and facilities; and
- a low skills base and employment structure focused on low pay and highly seasonable employment patterns.

As a result, a Masterplan has been prepared comprising a physical strategy to deliver bold and progressive change based upon the following key themes:

- To upgrade the urban environment, to make Blackpool a more pleasant location to visit, work, live and invest;
- To tackle the seasonal economic cycle by introducing new year round attractions and facilities; and
- To uplift the overall 'tourist offer' through both physical improvements combined with 'service' considerations to make a visit to Blackpool a high quality experience.

Through the implementation of the Masterplan proposals, Blackpool will be able to attract a greater range and number of visitors, thus stimulating investment and improvements in existing tourist facilities, infrastructure and business support networks.

PHYSICAL DEVELOPMENT COMPONENTS

The Blackpool Masterplan presents an exciting range of land uses to ensure that the resort can play a vital economic role, not only within the local Fylde Coast and West Lancashire area, but also at a wider sub-regional, national and potentially international level.

Physical development opportunities have been identified across the Masterplan area which will assist in the delivery of new and improved services, facilities and attractions within the core central areas of the resort. Physical regeneration proposals will be accompanied by wider strategies to uplift the quality of the resort's urban environment, improve transport networks and linkages to local communities to deliver new economic opportunities that are accessible to local people and businesses, and attractive to new investors and potential occupiers.

Figure 1.1 Blackpool Masterplan

The physical development components have been identified at a number of core zones of activity across the Masterplan area, each displaying different characteristics and mixes of activities. These are:

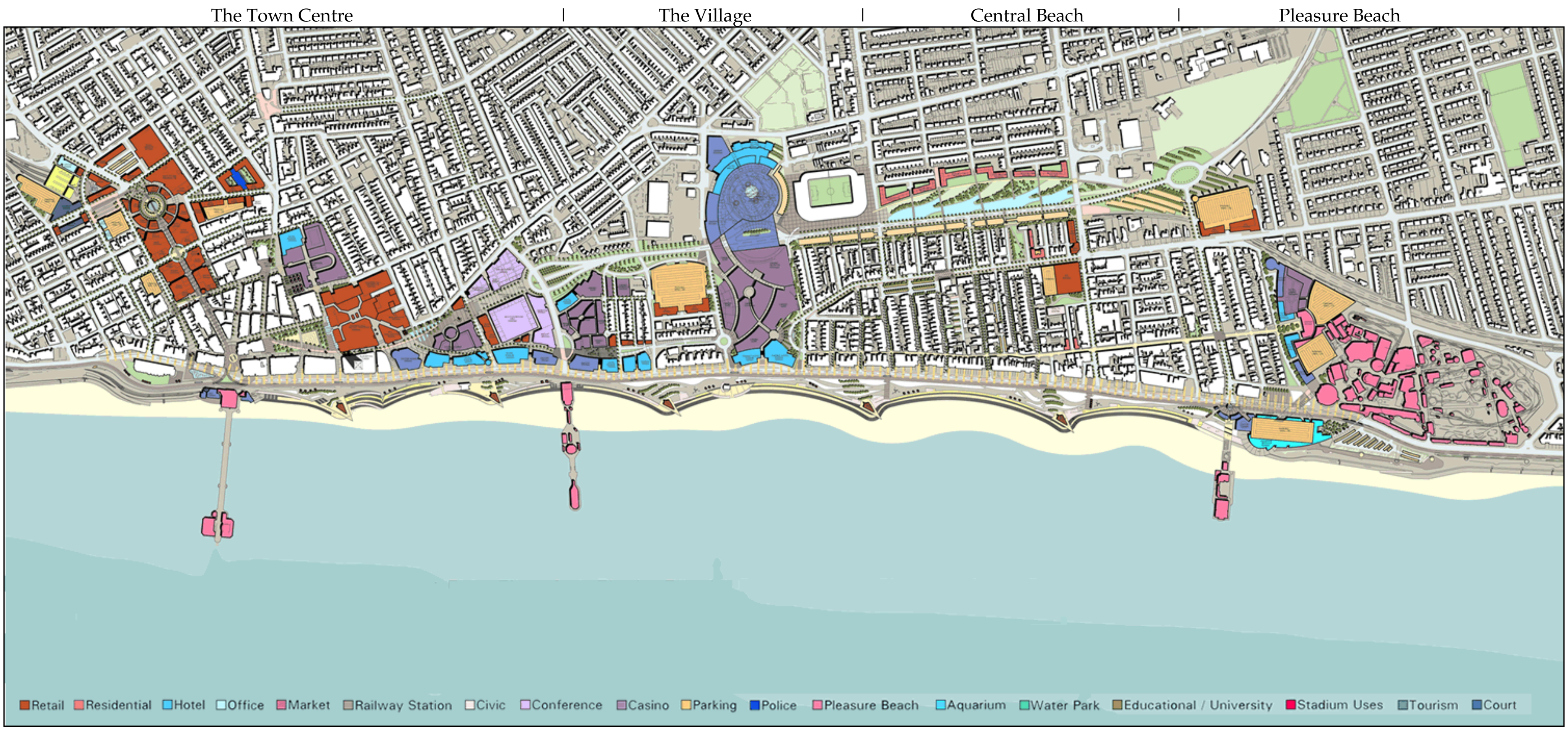
- **Town Centre Zone** comprising major development within the town centre to provide new retail, office, entertainment and conference facilities together with supporting quality hotel accommodation;
- **Village Zone** comprising major new entertainment facilities together with new high standard hotel accommodation and some supporting retail uses;
- **Central Beach Zone** comprising improvement works to existing property, together with some new build entertainment and residential units;
- **Pleasure Beach Zone** comprising substantial new entertainment and visitor attraction facilities together with supporting retail and hotel accommodation to develop a neighbourhood focussed on 'fun';

The quantum of new floorspace envisaged across each of the zones is highlighted in the following table. The geographical location of the zones are illustrated overleaf.

Figure 1.2 Blackpool Masterplan, Illustrative Gross Floorspace Capacities

	Retail	Office	Entertainment	Casino	Attraction	Conference	Hotel	Resi. (units)
Station Zone	16,990	20,000	3,850					270
Town Centre Zone	16,800		6,400	29,000		22,500	670	
Village Zone	5,500		4,600	75,600	41,000		1,950	
Central Beach Zone			500					495
Pleasure Beach Zone	3,300		4,400	11,900	17,800		800	
Gross Totals	**42,590**	**20,000**	**19,750**	**116,500**	**58,800**	**22,500**	**3,420 rooms**	**765 units**

Figure 1.3 Blackpool Masterplan: Illustration of Zones & Land-uses



2. economic context

BASELINE CONDITIONS

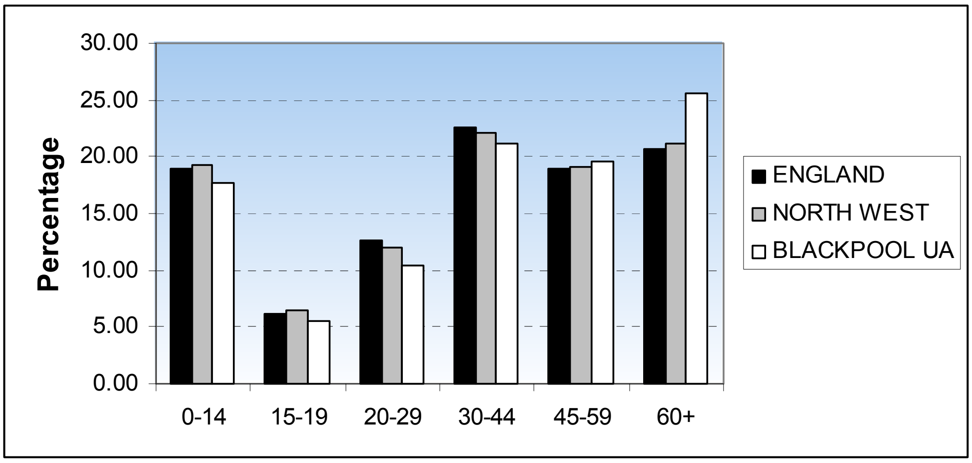
In order to assess the contribution the proposed development would make to the social and economic structure of the wider area, it is important to establish the current baseline of the area in terms of its:

- Population structure;
- Deprivation;
- Business development & competitiveness; and
- Skills & qualifications.

Population & Economic Activity

The 2001 Census reports a population for the Blackpool Borough Council administrative area of approximately 142,000 people.

Figure 2.1: Age Structure



(Source:2001 Census, ONS)

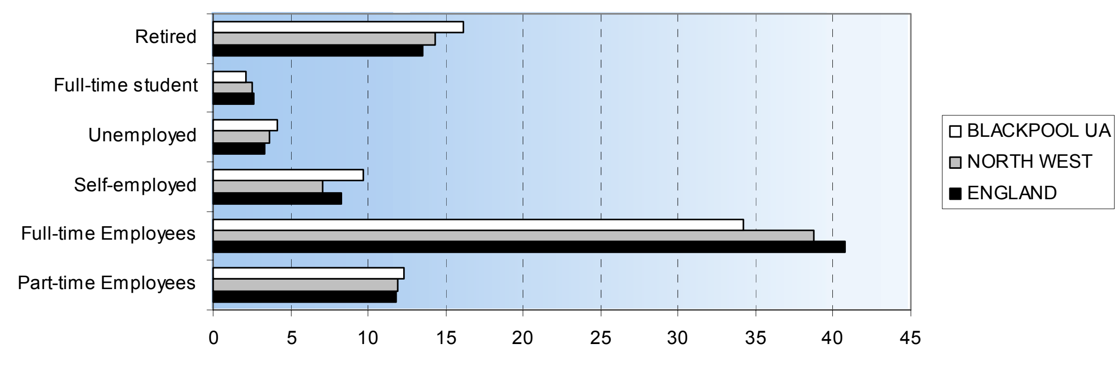
In terms of the age structure of the local population, it is apparent that there is a lack of key 20-29 year olds, with Blackpool having 10.5% compared to an average of 12.7% across England.

In addition, the age profile is heavily skewed towards older generations, in particular the over 60 age group with Blackpool having 25.5% compared to an average of 20.7% across England. This results in a higher proportion of people classified as 'retired' than the national average.

In terms of economic activity, Blackpool includes a lower proportion of residents in full-time employment (34.2%) than the England average. (40.8%).

In terms of part-time employment, Blackpool has a slightly higher proportion at 12.3% compared to an average across England of 11.8%..

Figure 2.2: Economic Activity



(Source:2001 Census, ONS)

Deprivation

The Index of Deprivation 2000 indicates that the four wards within the EDZ area are all located within the top 5% of deprived wards in England. The Index ranks each ward out of a total of 8414 wards, and as illustrated in Figure 2.3, the EDZ is clearly categorised as one of the most deprived localities in England.

Figure 2.3: Index of Deprivation, Scores & Ranks by Ward

	Index		Income		Employment		Health		Education		Housing		Child Poverty	
	Rank	%	Rank	%	Rank	%	Rank	%	Rank	%	Rank	%	Rank	%
Alexandra	178	2	471	6	105	1	63	1	1100	13	208	2	351	4
Claremont	200	2	426	5	275	3	114	1	261	3	587	7	228	3
Talbot	375	4	796	9	324	4	210	2	951	11	332	4	495	6
Foxhall	392	5	727	9	504	6	237	3	370	4	781	9	515	6

(Source: Index of Deprivation 2000, DETR)

The four wards encompass 2400 small businesses, 20,600 people of working age (24% of the towns workforce) and an entrenched rate of unemployment averaging close to 10% for the first half of the year 2001. During the winter, the wards house 39% of the claimant unemployed from within Blackpool LA, which only decreases to 37% during the summer months.

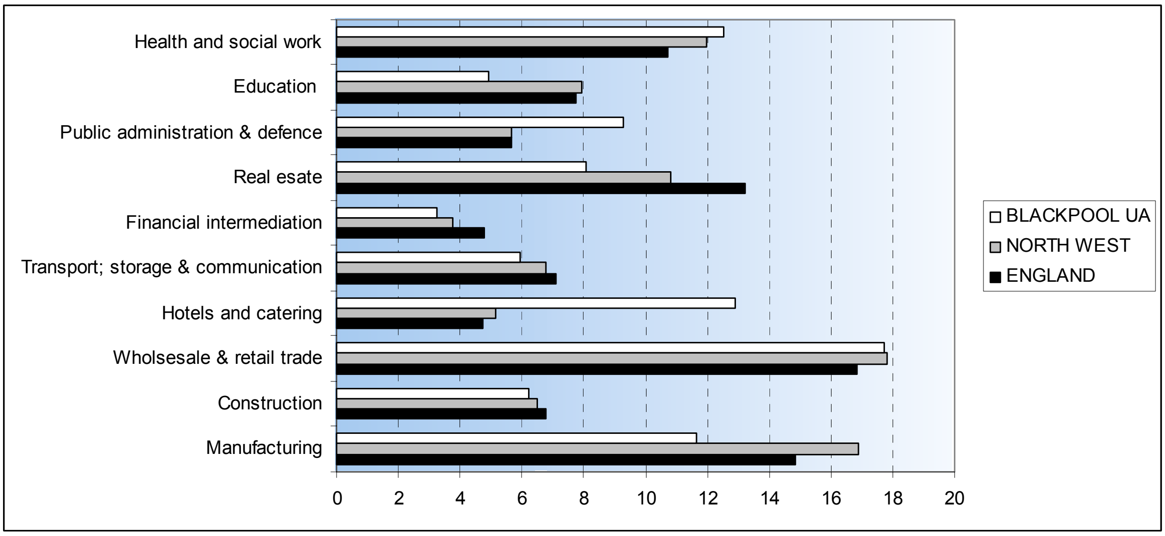
Employment Structure

Blackpool has an unconventional employment structure owing to the seasonal employment opportunities that arise from the economy.

Residents suffer particularly from short term unemployment during the off-season months which is difficult to demonstrate in statistics such as seen below, however overall it is evident that employment opportunities are below national average and unemployment is above national average levels generally.

Employment opportunities exist particularly in certain economic sectors, to support the tourism and manufacturing industries that predominate within Blackpool. These factors are represented in Figure 2.4.

Figure 2.4: Industry of Employment



(Source:2001 Census, ONS)

As would be anticipated, service industries such as wholesale, retail trade, hotel and catering, dominate the job market to service the tourism trade which Blackpool still so heavily relies on. The hotels and catering sector in particular is well represented in Blackpool in comparison to the regional and national average, with 12.9% compared to an average across England of 4.7%.

Manufacturing contributes 12% of jobs in the Blackpool economy, through its key strengths in the automotive and confectionary industries, and to lesser degrees manufacturing medical supplies and furniture.

Public Administration & Defence has a sizable and above-average representation in Blackpool. Apart from the local authority major employers include the Department of Social Security and the Bonds & Stock Office.

Business Development & Competitiveness

According to statistics from the Small Business Service, showing the net change of businesses over the last seven years as detailed below, business has particularly suffered in Blackpool relative to the success of businesses across the whole of the North West and England.

Figure 2.5: Net change of businesses registering for VAT over the last seven years

	1994	1995	1996	1997	1998	1999	2001
UNITED KINGDOM	-19,900	-9,270	3,135	18,115	30,320	6,490	12,730
ENGLAND	-16,135	-7,785	3,400	17,210	28,670	7,785	11,650
NORTH WEST	-3,020	-2,520	-770	1,000	2,480	870	1,390
Blackpool UA	-175	-170	-50	-10	-15	-80	-130

(Source: SBS statistics 2001)

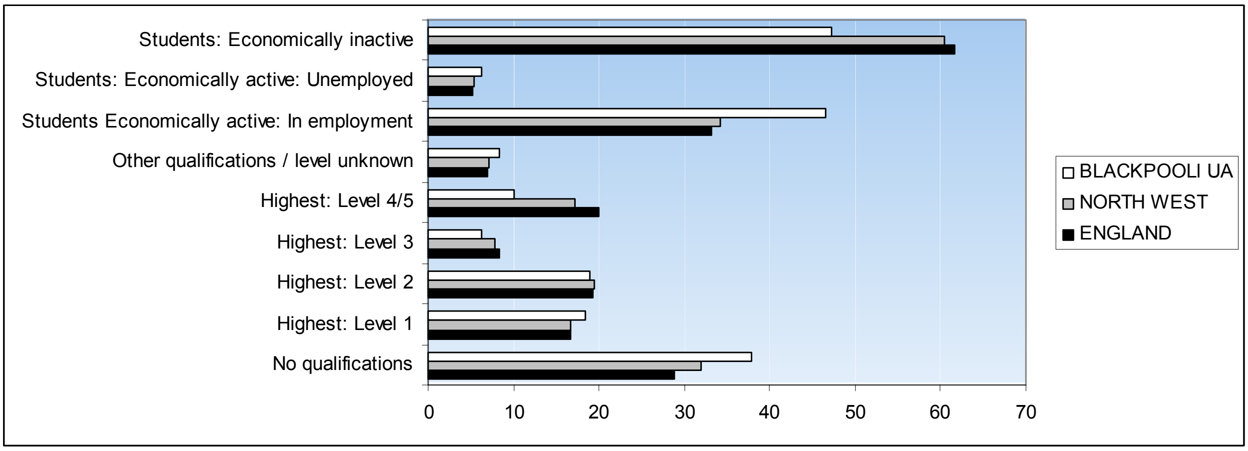
As of the end of 2002 there were 2,595 businesses registered for VAT, but net change represents how business survival rates have continually declined in Blackpool over the last few years, particularly in the areas of wholesale/retail and repairs, currently stocked at 965 in 2002, and hotels/restaurants stocked at 430, which are two prime sectors for the Blackpool economy. The decline in these sectors reflects the demise of the tourist trade in both the service and maintenance provision, and subsequently impacts on the key job opportunities on which so many local residents rely.

Skills & Qualifications

Blackpool has lower than average educational and training qualification attainment compared to the rest of the West Lancashire area. In 2001 there were 4,625 full-time students and schoolchildren aged 16 to 74 in Blackpool, of which, 2,419 were aged 18 and over. Of the resident population aged 16 to 74, 37.8% had no qualifications, whilst 10.1% were qualified to degree level or higher. This compares to an average across England of 28.8% with no qualifications and 19.9% qualified to degree or higher. A third of the population has a low skills base of up to Level 2, with only 16.4% achieving anything higher, compared to an average across England of 28.2%.

Figure 2.6 show the qualification base of those residing in Blackpool.

Figure 2.6: Qualifications & Students

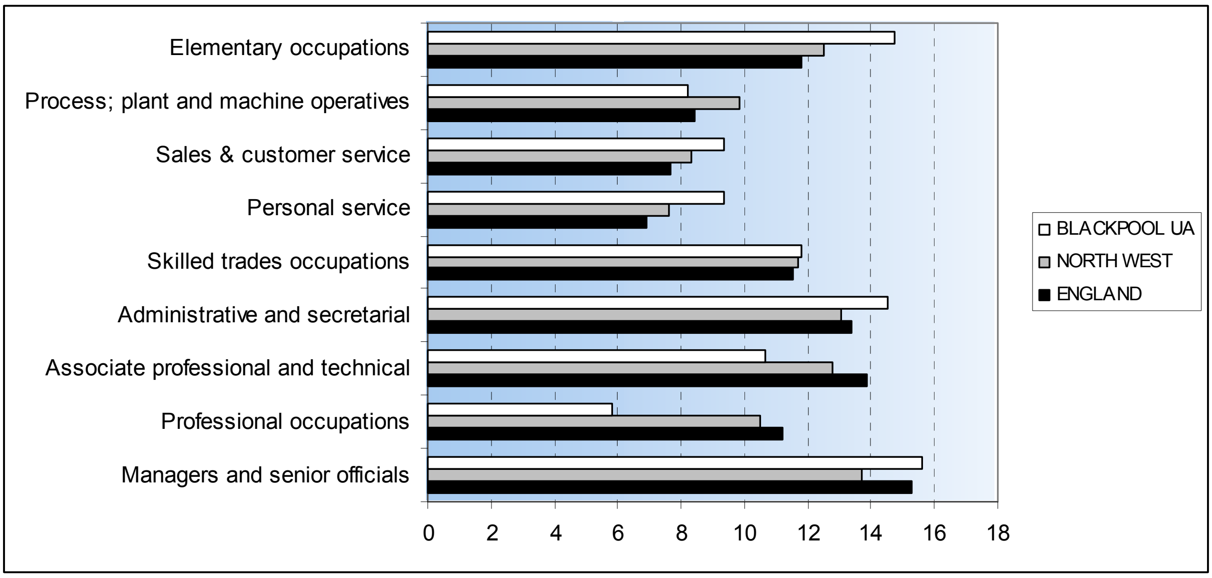


(Source: 2001 Census, ONS)

Over 30,000 students are believed to attend Blackpool and Fylde College a year, the main HE/FE establishment of the area, of which over 1,000 participate in Higher Education programmes. Considering the above figures a significant number of attendees therefore undertake part time courses or travel in from outside the Blackpool area.

In respect of the low qualification levels, it is interesting to assess the nature of occupational roles that residents in Blackpool enter into. Corresponding with the low skills base, 24.1% of all residents undertake routine/semi-routine occupations (elementary and personal service) compared to an average across England of 18.7%. The proportion in managerial roles is broadly similar in Blackpool to the national rate, but Blackpool shows an under representation in terms of professionals (Blackpool 5.8%, England 11.2%), and associate professionals (Blackpool 10.6%, England 11.2%).

Figure 2.7: Occupational Groups



(Source: 2001 Census, ONS)

It is apparent that employers report skill shortages and hard to fill vacancies. In the 1999 'Future skills of the Flyde Coast' skill shortages were most common in manufacturing, transport, and communications, whilst hard to fill vacancies were most common for hospitality trades, sales occupations, skilled construction workers and other skilled trades.

Conclusion – 2002 Baseline

In terms of the socio-economic 'baseline' for the area, the following key messages can be derived:

- The area is suffering from a shortage of people in the key younger age groups, thus directly impacting upon the availability of employees from within this sector;.
- The area suffers from pockets of considerable deprivation, particularly within the EDZ wards of Alexandria, Claremont, Talbot and Foxhall;
- The majority of employment opportunities are limited to seasonal opportunities largely reliant on the tourism service industries of wholesale, retail, hotels and catering.
- Business survival is decreasing with an ever increasing failure rate particularly amongst tourism and service related businesses.
- A low skill base population either due to low aspirations or a leakage of skilled professionals to other areas.

3. economic policy overview

INTRODUCTION

In order to assess the contribution the Masterplan proposals would make to the social and economic structure of Blackpool, it is important to establish the current economic policy context of the area in terms of:

- The regional context, in light of the Regional Economic Strategy prepared by the North West Development Agency (NWDA);
- The local policy context, as set out within documents prepared by Blackpool Borough Council and the Blackpool Challenge Partnership;
- Bids for regeneration funding that establish a series of priorities and objectives to deliver the regeneration of the resort; and
- Other relevant economic policy initiatives.

REGIONAL ECONOMIC POLICY OVERVIEW

Regional Economic Strategy Review

North West Regional Development Agency

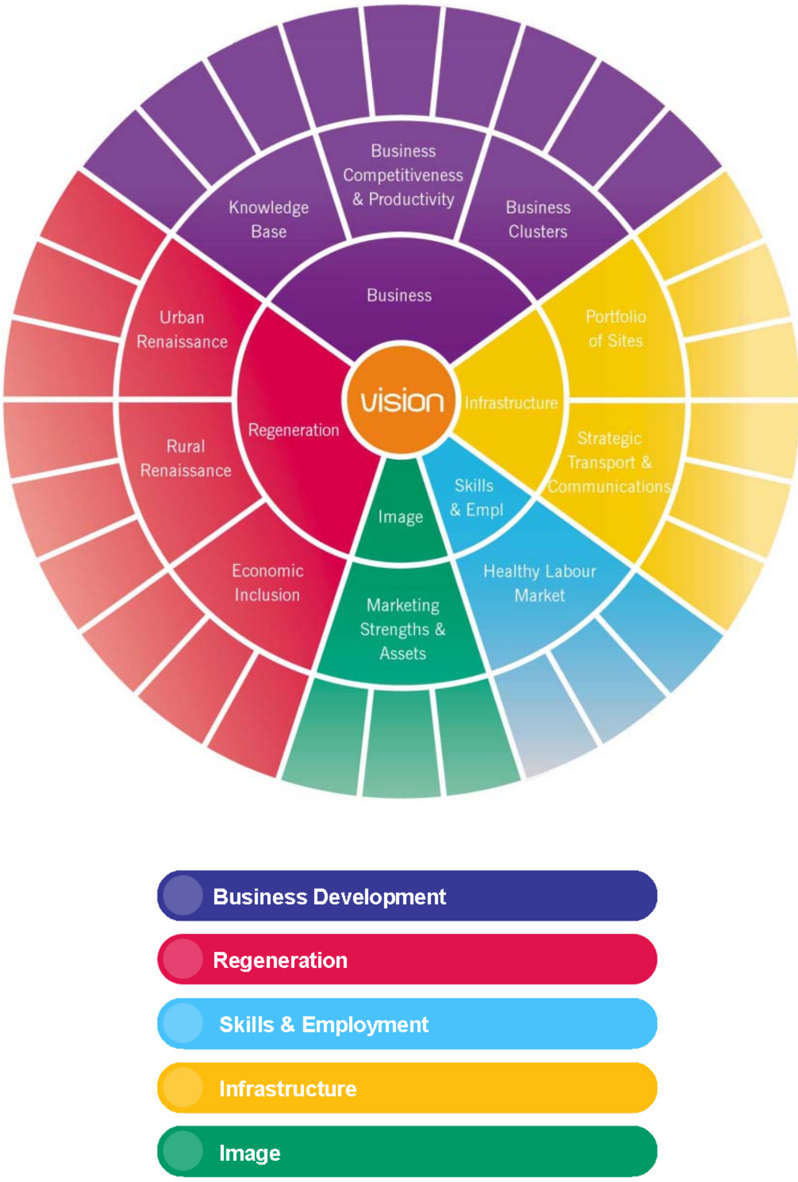
The Vision of the RES is to create a region which:

- attracts and retains the skilled and talented;
- brings everyone into mainstream community life;
- nurtures its environment, heritage and culture;
- kindles creativity, innovation and competitiveness;
- transforms its image;
- strengthens its infrastructure; and
- is naturally on the shortlist for investment.

The major priorities highlighted above incorporate a number of key strategic components, namely:

- **Business Development**: to exploit the growth of potential business clusters, improve the competitiveness and productivity of businesses; and develop the region's knowledge base.
- **Regeneration:** to deliver urban and rural renaissance and secure economic inclusion;
- **Skills and Employment:** to develop and maintain a healthy labour market;
- **Infrastructure:** to develop the strategic transport, communications, and economic infrastructure, and ensure the availability of a balanced portfolio of employment sites
- **Image:** to market and develop the regions strengths and assets, and improve its image.

Figure 3.1: Structure of the RES



LOCAL ECONOMIC POLICY OVERVIEW

Blackpool Economic Development Strategy 1997-2002 & Economic Action Plan 2000/2001 (Blackpool Borough Council)

The Economic Development Plan is prepared annually by Blackpool Borough Council in the context of the five year Economic Strategy adopted in 1997 to build the strength of the local economy. The overall strategy detailed a number of issues to be addressed, provided the context for activity and identified key partners. The Strategy is a statutory document that sets the context for the preparation of annual action plans detailing the work of the Council's economic development unit.

The Economic Development Plan for 2000/2001 is based upon the following key priorities as established within the Economic Development Strategy:

- Priority Policy EP1: Creating a competitive business environment; encouraging a broader based sustainable economy through regeneration, modernisation and diversification and creating a more competitive business structure with more stable employment opportunities;
- Priority Policy EP2: Regenerating the local area; improving the basic infrastructure and physical environment of the Borough in order to promote continued investment and growth;
- Priority Policy EP3: Encouraging development and investment; through marketing and promoting the Borough as an excellent location for new investment and employment growth;
- Priority Policy EP4: Improving employment prospects and developing skills of local people, including disadvantaged groups and developing a skilled workforce;
- Priority Policy EP5: Encouraging and maintaining tourism development by continuing to promote and develop tourism as a key sector of the local economy.

In addition to working to address the priority policies, the plan also establishes a need to secure Government and European Financial Assistance.

Regeneration Strategy for Blackpool
(Blackpool Challenge Partnership)

Blackpool Challenge Partnership was established in 1996 to deliver schemes under the Government's Single Regeneration Budget. It now involves 50 organisations including Blackpool Borough Council, representatives of the main employers in the town, businesses, education, statutory agencies and the local community.

The Challenge Partnership exists to promote regeneration in the town whilst ensuring that the views of the people of Blackpool are represented. It produced a Regeneration Strategy, drawing together key themes for the future development of the town. The starting point for the Strategy for Blackpool is a shared vision that has been agreed by all key partners namely:

> *"Blackpool will be recognised as a vibrant, inclusive and prosperous town where visitors and residents share the common goal of Blackpool being the number one visitor destination in the UK."*

There are three strategic themes under the Regeneration Strategy, each with its own specific objectives. The three themes are:

- **Economy** with 4 specific objectives:
  - The creation of investment opportunities including the identification and delivery of development sites;
  - The development of a diverse and competitive economy including place marketing and skills development;
  - Modernisation of the tourist industry in Blackpool including new high quality attractions and facilities together with a transformed ‘visitor experience’;
  - Strengthening Blackpool as a sub-regional centre including strengthening the town centre with transport connections.

- **Environment** with 4 specific objectives:
    - The development of a sustainable tourist resort in terms of environmental concerns, natural resources and sustainability;
    - The delivery of accessible and affordable public transport solutions including initiatives related to sustainable transport, traffic management and interchange hubs;
    - The establishment of a comprehensive tourist infrastructure quality standard;
    - The creation of a high quality physical environment including new open space and the built environment.

- **Inclusion** with 3 specific objectives:
    - The continued development of community capacity building programmes and community networks;
    - Provision of comprehensive access programmes that allow individuals to participate in training and learning networks;
    - Provision of programmes that deal directly with existing social problems including issues relating to community safety, housing, health and drug abuse.

"Equal Chances" A Neighbourhood Renewal Strategy for Blackpool

The Neighbourhood Renewal Strategy was developed in response to the level of deprivation experienced within inner Blackpool.

The Neighbourhood Renewal programme is to be delivered at neighbourhood level through a Local Neighbourhood Partnership, to inform and influence the provision of local services and to develop new ways of delivering joined-up services in the community which are responsive to needs.

A Community Audit and Needs Survey was undertaken in 1998 to assess the issues facing the area, and it revealed the following:

- Lack of money, poor health and crime cited as the main issues affecting quality of life
- Lack of basic skills and educational qualifications
- High Levels of youth dissatisfaction and social alienation
- Dissatisfaction with general quality and safety of the environment
- Too few community facilities, fragmented communities and the need to develop community networks
- Significant untapped enthusiasm for participation in community based groups.

The main focus of the Renewal Funds within Phase 1 were to be targeted towards:

- Contributing to the achievement of the National PSA targets for Neighbourhood Renewal.
- Three further local themes including the capacity to respond to Local Priorities and Needs, the potential for Building Community Involvement and promoting Local Pride; and

- Adopting an Early Intervention approach to attack the root causes of deprivation
- Focussing on drawing up high impact Action Plans in 2002/2004 to develop a network of Local Neighbourhood Partnerships and to target Children and Young Families, providing enhanced education and health services in a bid to arrest a cycle of deprivation passing on to new generations.)

The identified Priority Wards for 2002/03 and provisionally in 2003/2004 included the wards within the EDZ area, with Band 1 including the wards of Park, Alexandra, and Claremont and Band 2 including Talbot, Foxhall, Clifton and Brunswick.

Specific topic areas allocated Neighbourhood Renewal funds in 2002/2003, included:

- Education: to improve Literacy and Numeracy, and GCSE A* - C achievements;
- Health: to increase life expectancy and reduce the number of under 18 conceptions;
- Crime: to reduce domestic burgularly
- Building Community Involvement: to establish Local Neighbourhood Partnerships (LNP's) where residents engage with multi-agency teams in Priority Neighbourhoods and produce Local Neighbourhood Action Plans.

Other identified topics included:

- Housing and the environment – Projects contributing primarily towards PSA targets and sustainability.
- Employment – Projects contributing primarily towards PSA targets
- General – Projects which contribute to any Category 1/ 2 Strand MPs or address any of the Commitments of the Strategy.

REGENERATION FUNDING BIDS

'A Sea Change in Blackpool' European Objective 2 Funding Bid (Blackpool Challenge Partnership)

Blackpool's EDZ covers some 200 hectares comprising the wards of Alexandra, Claremont, Foxhall and Talbot which are amongst the worst 10% of 'English' wards ranked by the Index of Multiple Deprivation 2000 (DETR), with particular problems in relation to income, employment, health and housing domain indices as well as child poverty. The area is primarily devoted to uses supporting Blackpool's role as a mass visitor destination and sub-regional centre for the Flyde Coast.

All of the most deprived wards in Blackpool are situated within 3km of the EDZ area, and the cluster of deprived wards in Fleetwood is some 8km to the north of the EDZ. All of these communities are well connected to Blackpool town centre by existing public transport networks.

The EDZ bid document introduces the concept of Resort Casinos stating that they have the potential to act as a core driver to act as a catalyst to attract and motivate further change, in particular highlighting that:

- Their stunning architecture instantly and dramatically enhancing the built environment and visual appeal of the resort
- Their entertainment appeal, through both gaming and live shows, is demonstrably proven.
- Their economic contribution is enormous both through the number of visitors that spend in the town and the contribution casino operators could specifically make to the authorities, local and national.

The regeneration of the EDZ also aims to benefit the wider sub-regional population through improved accessibility to employment opportunities and increased purchasing activity that will come with creation of a quality, total visitor experience, the development of core economic drivers and a reduced reliance on seasonal economic activity.

The document presents a series of strategic themes of particular note including:

- **Theme 1: Creating a unique and differentiated experience.** Delivered through the introduction of new unique attractions and events, unlocking opportunities and creating the permissive development environment in which the private sector can innovate. The theme also looks to address the issue of poor quality in service delivery and overall management of the visitor environment.
- **Theme 2: Creating a seasonally independent visitor destination.** Delivered through a combination of initiatives including designing out the elements, step changing the towns retail offer and role and growing an intrinsic festival programme.
- **Theme 3: Creating a visual experience that pleases and delights** . The theme recognises that environmental quality standards need to be improved in arrival areas, the urban fabric, and the external street scene that connects attractions and places of interest; and the interior layout and design of attractions.
- **Theme 4: Embracing the sustainable transport agenda**. In developing an integrated transport strategy, the focus on modal shift is on the journeys, which are internal to Blackpool. Concentration needs to be placed on increased use of public transport, walking and cycling by visitors and residents working in the leisure industry.

The EDZ proposal directly contributes to the strategic aims as established within the RES, Objective 2 Programmes and SPD by seeking to develop and reinforce the competitive and sustainable economy in Blackpool. Providing a sustainable approach to tourism which will not only increase the number and diversity of employment opportunities for people of all ages, abilities, and gender, but also increase wage levels by providing higher skilled employment. It will look towards retaining individuals of graduate and managerial calibre by establishing an attractive career structure in the year round tourism and hospitality industries.

The four EDZ wards combine to contain 39% of the winter peak levels of the claimant unemployed from within the Blackpool local authority area. During the summer this rate only declined slightly to 37% of the Blackpool total.

Land Space users along the central corridor include a number of major blocks of land uses including the football club, multiplex cinema, transport depot, illuminations depot, and public utilities. The balance is made up of Inner area housing, the South Shore District Centre and one small pocket of industry. There are about 3,600 properties within the zone. About 35% are domestic residential properties.

In the 10 year period, 1989 to 1999, 1000 hotels and 300 holiday flat premises closed and migrated into permanent housing use. Insufficient income to reinvest and improve their accommodation product. Low quality holiday accommodation sold off for low cost shared residential or flatted accommodation, presenting serious problems in physical appearance and the behaviour of their tenants. Bad landlords who buy failing holiday premises cheaply to market them for 'hen and stag' events are providing inadequate standards of accommodation and management, showing no interest in welfare or behaviour of their guests.

SRB Challenge Fund Round Six – Removing Barriers Creating Opportunities

The SRB6 programme channels funding towards the unemployed and the low waged, those in seasonal work, young single households in the rented sector, benefit dependent households and the small single elderly population in rented accommodation. Many of the residents form the transient population that moves in and out of the target areas as economic circumstances change, a key outcome of the bid will reduce this turbulence by building the right social and economic conditions that will allow communities to grow and prosper.

The guiding principles underpinning the SRB Programme are:

1. Competitiveness – Producing a higher quality product with a greater year round appeal that attracts visitors with greater spending power.
2. Opportunity and Need – Leisure Parcs along with other private investors such as the pleasure beach are committed to the bid and to using an improved tourist economy to tackle the worst aspects of social deprivation.
3. ICT – ICT will underpin the delivery of training and education programmes and outreaching of services to excluded communities as a means of reaching the maximum number of people. Plus improving service delivery to customers, including the use of real time information for public transport, on-line booking for accommodation and virtual modelling for conference venues.
4. Lifelong Learning – Direct provision of learning opportunities in the community, workplace, and the home. Specialised learning opportunities will be provided to individual organisations and SME's in the North and West of Lancashire University for Industry Hub based in Blackpool.
5. Sustainable Development – Transport improvements have to add value to the Local Transport Plan. Whilst projects judged by how much they contribute in the long term to the competitiveness of the resort through levels of skills and by raising and meeting the demand for quality. Capacity Building Projects also enable empowerment of community assets to be managed by community trusts.

6 Subsidiarity & Partnership – The Blackpool Challenge Partnership involves representation from the public, private, voluntary and community sectors. The Partnership also delivers SRB Round 2 and develops the over-aching regeneration strategy. The development of a Community Development Trust is to be set up to play a major role in delivery and decision making on all projects.

7 Environmental Objectives – Environmental Impact Assessments will be engaged throughout projects. A greater modal shift will be made towards greater use of public transport, more sustainable building programmes and more sustainable industry practices. Accreditation will be acknowledged through the 'Green Globe' scheme. Particular attention will be paid to the enhancement of the promenade and the central corridor.

8 Better Use of Resources - Over-arching partnership has ensured that clear shared objectives exist. SRB will add value to mainstream public and private expenditure producing innovation, added quality and greater community impact. SRB will provide a catalyst for action and will also be used to lever in other funding.

The strategic objectives of the programme are:

1 To secure sustained economic growth in the tourism sector through the development of a higher quality more competitive tourism product that will deliver quality sustainable employment and engender the conditions that make private sector investment attractive.

2 To advance educational attainment and job related skill levels to regional and national benchmarks through added value programmes targeting those most excluded from the current system.

3 To provide routes into the mainstream for those most excluded from society through the use of capacity building programmes that will empower individuals and communities to take and active and constructive role in the development of Blackpool.

4 To make Blackpool a safer place to live, work and visit through proactive measures that directly tackle crime and the fear of crime.

5 To address the poor quality of life for residents in the target area and to directly tackle the environmental conditions that impact on poor levels of health and poor quality living conditions.

OTHER ECONOMIC POLICY INITIATIVES

Co-Ordinated Action for Seaside Towns (COAST)

COAST was formed in 1991 by nine municipalities in six European countries. The original partners joined together to work towards sustainable economic, social and environmental development and regeneration of their coastal zones.

They share common concerns about competing development problems and are keen to recruit new partners and share their experience with other coastal and seaside towns across Europe and beyond.

- The economy of coastal towns and regions often face a combination of problems:
- Overdependence on tourism industries

- Highly seasonal employment with periodic high levels of unemployment
- Low skills and low paid job opportunities
- Peripheral locations to main markets and transport infrastructure
- Difficulties in attracting new investment opportunities with a 180° hinterland
- Sensitive natural environments vulnerable to pollution and human activities

COAST aims to:-

- help its members cooperate in solving common problems and capitalise on new opportunities to share experience and develop practical projects.
- provide partners with a vehicle for finding like-minded partners, for co-ordinating research and data gathering.
- influence coastal zone policy development providing a local and regional focus for policy setting.

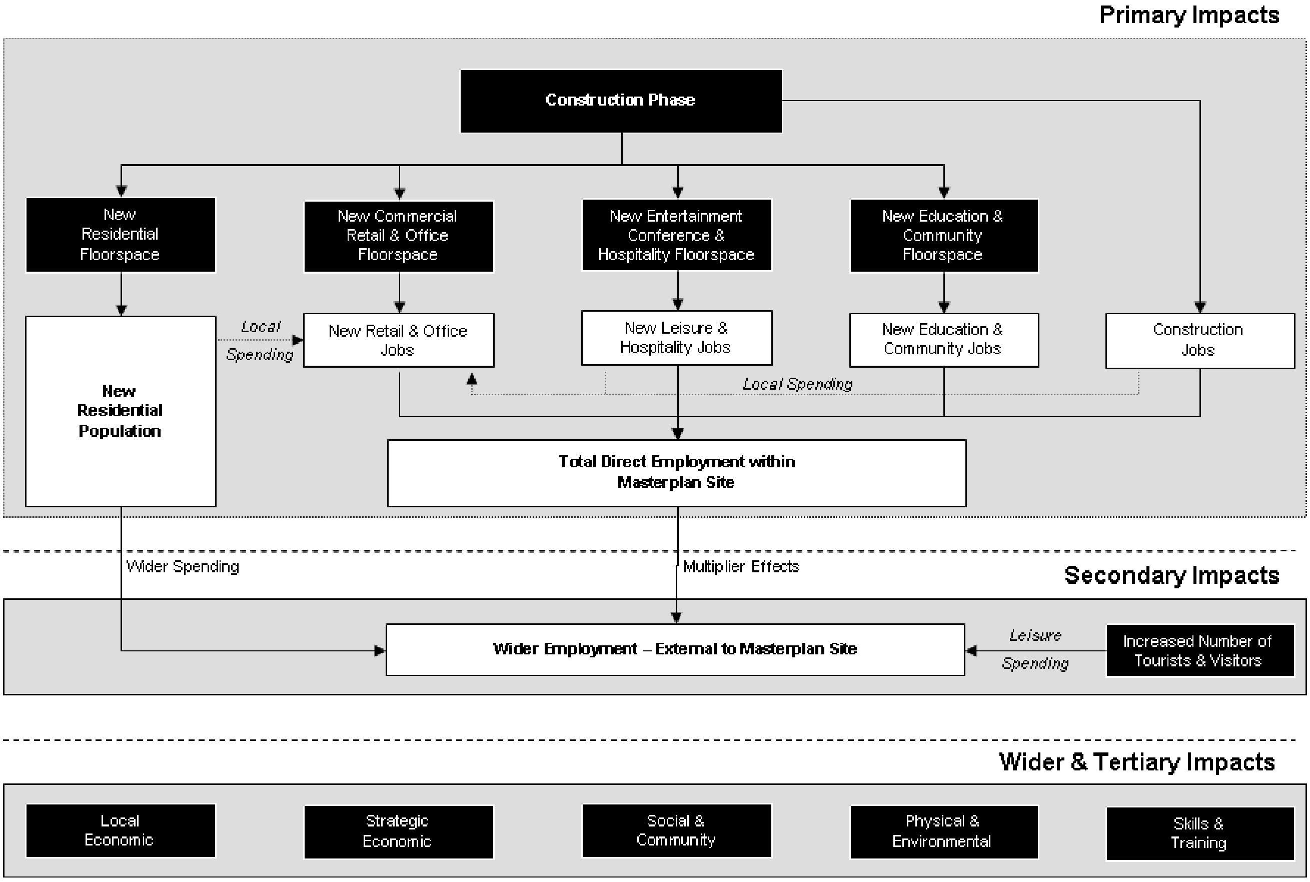
Blackpool Borough Council's Economic Development Division is currently providing the function of secretariat for the COAST Network, maintaining links between partners and European institutions.

4. socio-economic assessment

INTRODUCTION

The socio-economic impacts of the physical development proposals contained within the Masterplan may be either intermediate or final. Intermediate outputs are defined as outputs produced as a direct result of the project. In contrast final outputs are the wider impact of the project on the welfare of consumers or producers. While it is important to detail intermediate outputs, equal consideration must also be given to final outputs. The impacts associated with the project would arise through a variety of mechanisms as detailed in Figure 4.1

Figure 4.1: Scope of Socio-Economic Impacts



SOCIO-ECONOMIC ASSESSMENT METHODOLOGY

A comprehensive socio-economic assessment has been undertaken to identify the range and scale of socio-economic impacts that the proposed development would have on both the local and wider economy.

The following impacts of the development have been considered:

Primary Impacts

The extent of primary impacts depends upon the scale and type of the development on which to base the assessment. The assessment of primary impacts is informed by previous experience and knowledge of the construction industry, and generic job creation benchmarks by type of floorspace.

Secondary Impacts & the Assessment of Additionality

Secondary impacts of the development are primarily derived through the use of forecasting models or the simple application of multipliers to the primary benefits to estimate the indirect and induced effects. Major secondary benefits are likely to arise from the development, although the assessment of impact needs to be balanced by the extent to which the development would also displace other activity.

Secondary impacts will incorporate the wider impact of tourism spending in relation to the creation and safeguarding of further employment across Blackpool, in particular within the hospitality, leisure and retail sectors.

Tertiary & Wider Benefits

Due to the scale of the development proposals, together with the envisaged development timescale, it is difficult to assess accurately the extent of tertiary and wider benefits that would occur across the wider Blackpool and Fylde Coast area. A qualitative assessment has therefore been undertaken based upon the existing context of the locality, together with the likely benefits anticipated to be realised as a result of the implementation of the development.

A series of non-quantitative benefits has also been assessed as part of this analysis. These benefits have been assessed under the following general headings:

- Improving labour supply and skills;
- Promotion of economic diversification enterprise & innovation;
- Supporting wider regeneration initiatives and objectives;
- Stimulation of strategic inward investment; and
- Improving the physical environment and quality of life.

The above components quantify the scale of core socio-economic impacts in relation to the Masterplan development proposals. A further assessment of additionality has been undertaken to assess the 'net' economic impact relative to other associated factors.

Additionality

Economic analysis to assess the direct impacts and 'net additional' impacts, consider the overall socio-economic impact of the proposed development. With regards to the concept of net additional impacts, 'additionality' is defined as:

> *'...relative to what would have happened in the absence of the intervention (the counterfactual). It may relate to scale, timing or location of activity'.*

Assessments of additionality usually take into account the following factors:

- the gross direct effects of the project in terms of direct employment:
- an allowance for leakage, relating to benefits lost to outside a specific target area;
- an allowance for deadweight, in effect the baseline situation: the extent to which the activity generated is merely substituting for other activity which would have occurred in the absence of the project;
- the effects of displacement - both factor and product market - to derive an estimate of the net additional direct impacts;
- indirect and induced or multiplier effects.

The overall net additional impact identifies the scale of impacts anticipated directly as a result of the Masterplan.

The full range of socio-economic impacts has been assessed over the remainder of this chapter.

PRIMARY IMPACTS - DIRECT EMPLOYMENT

Any new development creates employment, at least in the form of temporary construction employment. In addition to this, direct employment would be generated by new commercial floorspace, facilities and associated services. The additional impacts the development would have on the local employment is the 'additionality' to measure the net impact of the project.

Primary Impacts – Construction Employment

Calculations of construction employment have been made based upon similar major projects, together with data derived from the likely capital costs of the project, since there is a direct relationship between the level of construction employment and the total build costs. Construction employment is important as it represents part of the continual supply of work that construction firms and local tradesman rely upon. Without such schemes, construction and related employment opportunities are reduced.

In calculating the assumed extent of construction employment, assumptions based on empirical data have been used from comparable projects, supplemented by project cost per worker analysis. For the purposes of this analysis the approach has been based upon comparable major construction projects involving major new residential and commercial development.

Based upon the above assumptions, together with an assessment of construction expenditure during the development phasing of the proposed development, it is estimated that a total of 12,500 temporary years of construction employment will be generated, equivalent to a total of **1,250 full time employees** (based upon one full time job being equal to 10 years of temporary construction employment). It is anticipated that throughout the development, consideration would be given to the incorporation of a local labour scheme that utilises and trains local labour to help with the construction and implementation of the development, to ensure that access to employment opportunities is open to members of local communities. This has been successfully operated as part of other major development initiatives across the UK, and is further discussed under Theme MP1: Skills, Training and Labour Force Capacity at Chapter 6 of this document.

Primary Impacts - Direct employment

Based upon the assumed mix of land areas and total floorspace it is anticipated that the proposed development would provide a significant amount of employment generating floorspace. The level of direct employment generated by the development activity has been estimated by applying average employment density ratios experienced at other similar types of facilities in the UK, as well as from empirical studies (including reports produced by English Partnerships 2001, and SERPLAN/Roger Tym 1997).

Figure 4.2 sets out the net floorspace per worker ratios that have been used to calculate the anticipated number of jobs that would be created, based upon the current anticipated mix of uses. It highlights the total numbers of direct jobs created as a result of the development of the site assuming development at the rates set out in Appendix 1.

Figure 4.2: Job Creation by Use

	Worker per Floorspace	Net Total Floorspace*	Total Jobs	% of Total
Office	1 per 19 sq.m.	17 000 sq.m.	895	4
Retail	1 per 20 sq.m.	36,200 sq.m.	1,810	7.5
Leisure & Entertainment	1 per 30 sq.m	16,800 sq.m.	560	2.5
Attraction	1 per 100 sq.m.	50,000 sq.m.	500	2
Conference & Exhibition	1 per 60 sq.m	19,125 sq.m.	320	1.5
Casino	1 per 6 sq.m.	99,000 sq.m	16,500	68.5
Hotel	1 per 1 bedroom	3,420 bedrooms	3,420	14
TOTAL			**24,005**	**100**

* Net Floorspace has been calculated as a generic 85% of gross to allow for circulation space and services.

Based upon the above analysis, it is assumed that a total of roughly **24,000 jobs** would be directly created as a result of the Masterplan physical development proposals. The casino and hotel components together account for over 80% of the total direct jobs created.

Analysis of Employment Opportunities: Type & Position

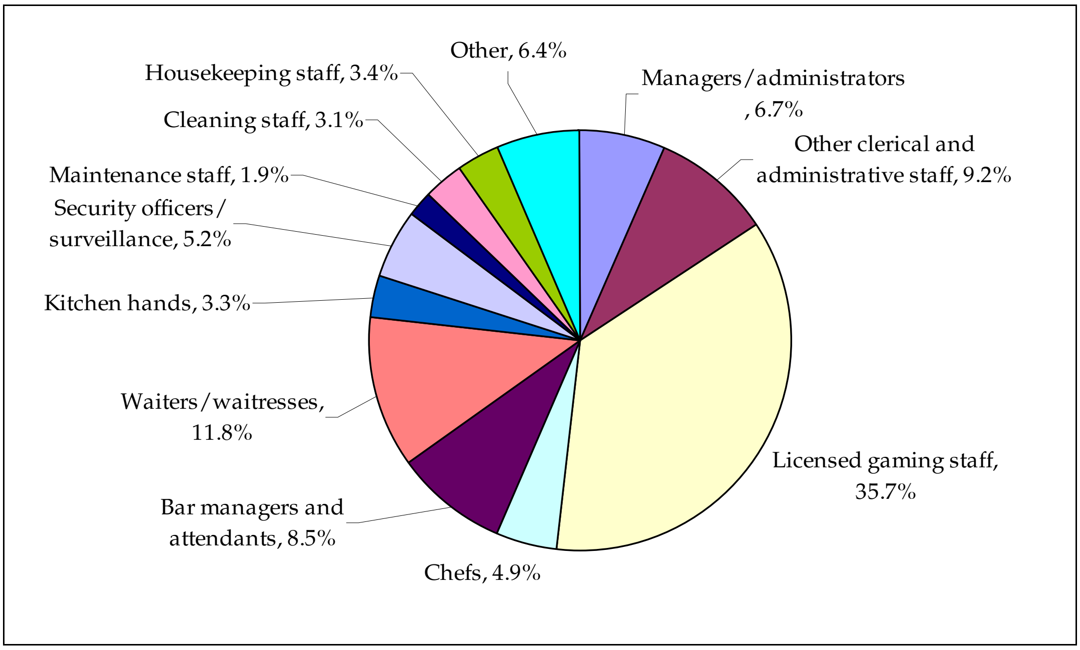
Leisure and tourism jobs have tended to be considered as poor quality jobs i.e. part-time, casual, low paid etc in comparison with others. This is no longer generally accepted – in general or in comparison with other sectors. Leisure development is recognised as an economic activity that is more sustainable in regeneration terms than older forms of activity, which by their traditional nature may be more vulnerable to irreversible economic decline.

The tourism, leisure and hospitality sectors, upon which the bulk of the economic impacts of the Masterplan will be applicable can provide varied employment opportunities in terms of full and part-time, different skill levels and flexible work arrangements in terms of time of day and week. Training is being taken increasingly seriously by the industry and the ability to offer a range of jobs at a variety of skill levels is now seen as a positive advantage.

Whilst the tourism and hospitality sector may be unique amongst general economic sectors in terms of the breadth of activities involved, most of the skills needs are generic and overlap with other economic sectors. As such, the opportunity exists, for the new employment and economic opportunities created as a result of the Masterplan to be accessible to a wide labour force within a specific local area.

Research undertaken on behalf of the Australian Casino Association (Casino Industry Survey 2001-2002, ACIL Tasman, December 2002) highlights the diversity of occupations within the gaming sector. It reveals that casinos within Australia employed roughly 20,000 people, with 35% of these employees classified as Licensed gaming staff. The majority of staff were therefore within supporting activities including management roles, clerical and administration, catering, security, housekeeping amongst others.

Figure 4.3: Australian Casino Employment Breakdown



The Australian Casino Survey also contains the first estimates of the age structure of casino industry staff. It is an overwhelmingly young industry in terms of those employed. More than 60% of those employed are between the age of 18 and 34 years with the largest percentage (37.6%) of employees in the 30-34 age group.

It is widely recognised that employment within the tourism and hospitality sectors exhibit diversity in both horizontal and vertical terms. In a horizontal sense, it includes a very wide range of jobs, including components such as catering, accommodation, security, marketing, business and financial support, IT and office administration. Vertical diversity in hospitality work is represented by more traditional classifications that range from unskilled to semi-skilled, and from skilled to supervisory and management. An illustration of both the vertical and horizontal employment diversity is illustrated in Figure 4.4, overleaf.

Figure 4.4: Illustration of Vertical & Horizontal Employment in Tourism

BLACKPOOL MASTERPLAN: SKILLS ADVANCEMENT MATRIX

	Catering and Hospitality	Entertainment, retail and gaming	Security and surveillance	Skilled Engineering & Computing	Marketing and promotion	Financial & Business Services
ENTRY LEVEL Qualifications at Level 2 or below	Bar servers Waiters Receptionists Food Preparation Personal Attendants	Shop assistants Dealers Croupiers Cashiers	Door people Porters Security officers Parking attendants	Slot attendants Arcade Maintenance Lighting Fitters	Marketing reps Motor coach reps Tourism hosts Gaming hosts Printing trades	Cashiers Change persons Financial administrators
SUPERVISORY LEVEL Qualifications at Level 3	Front of House Managers Dining Room supervisors Chefs House supervisors	Gaming Supervisors Cashiers Lighting technicians	Shift commanders Hotel surveillance officers Emergency medical technicians	Slot machine technicians Hard count attendants Sound and light engineers	Resort Ambassadors Promotional design Marketing facilitators Special events co-ordinators	Senior cashiers Supervisory positions Accounting clerks Box office clerks
MANAGEMENT LEVEL Qualifications at Levels 4/5	Hotel departmental managers	Floor Managers Yield Managers Retail Managers	Regulatory authority positions Risk management positions	Network administrators IT & Software specialists	Host managers Marketing Managers	Accountancy professionals

Assessment of Additionality

Major projects such as the proposed development would be expected to have both positive and negative impacts within a specific target area. In appraising the overall effect of the development, it is important to ensure that all of these are taken into account in order to assess the additional impact or 'additionality' of a project. With regard to the specific employment outputs delivered as a result of the masterplan, this includes an assessment of:

- Displacement – the proportion of outputs accounted for by reduced outputs elsewhere;
- Multipliers – further economic activity as a result of additional local income and local supplier purchases.

For the purposes of this analysis, the following components of additionality have been excluded from this analysis:

- Deadweight – what would happen in an area in the absence of a project, the baseline condition. Deadweight relates to the assessment of the counter-factual scenario that would occur in the absence of a particular project for comparative purposes. For the purpose of this analysis, as the development proposals form a highly inter-related mix of uses across a large land area of varying condition and accessibility, it is not considered appropriate to assess what would occur under a baseline scenario.
- Leakage impact, which relates to the extent to which impacts are 'lost' to outside a specific target area. This component has been excluded due to the scale of development envisaged and the relative scale of potential impact. It is not considered appropriate to assess leakage in terms of the geographical zone of the EDZ or indeed the statutory area of Blackpool Borough, as it is clear that labour market demand and supply issues will ensure that impacts extend throughout the wider sub-region.

The relative impact of displacement and multipliers have been assessed in turn within the analysis to calculate the overall net additionality of the project.

Displacement

The proportion of outputs accounted for by reduced outputs elsewhere across the area (displacement impact) varies depending upon the type and scale of uses and the anticipated mix of businesses attracted to the site.

As major new facilities and attractions will be introduced into the site, potential displacement effects, in terms of retail and leisure would be somewhat offset by the growing tourist market.. In addition, as new casino and entertainment space would serve a new market introduced into the area it is anticipated that new commercial occupiers will be attracted to the area rather than displaced existing businesses.

In relation to different land uses, the following levels of displacement have been considered:

- Office uses: medium to high displacement from other sites across the EDZ, in particular relating to public administration;

- Retail, leisure and entertainment: low displacement due to a substantial expansion in terms of the numbers of visitors and shoppers introducing demand for new facilities;
- Hotel: low to medium displacement due to the introduction of major new investment in resort-hotels;
- Conference: medium displacement in terms of employees at existing conference venues within the resort; and
- Casino: a notional displacement in terms of the incorporation of existing casino facilities within the resort at present.

In light of the above, a range of displacement effects have been assessed, relating to the likely displacement of activities within each specific type of use.

Figure 4.3: Displacement Impacts

	Total Direct Employment	Displacement Impact %	Total Displacement	Total Gross Local Employment
Office	895	50	450	445
Retail	1,810	25	450	1,360
Leisure & Entertainment	560	10	60	500
Attraction	500	25	125	375
Conference & Exhibition	320	50	160	160
Casino	16,500	-	200	16,300
Hotel	3,420	25	850	2,570
TOTAL	**24,005**		**2,295**	**21,710**

The analysis indicates that roughly 2,300 jobs would be displaced, resulting in a gross local employment impact of roughly 21,700.

Multipliers

Due to the scale and type of direct jobs created as a result of the Masterplan, additional jobs will be created through induced and indirect spending associated with a greater quantum of employees, visitors, additional local income and local supplier purchases.

The scale of multiplier effects is derived by the scale and type of commercial development proposed. In relation to the Masterplan area, a high proportion of employees are anticipated to reside within the local area, and as such likely levels of retained expenditure at local retail/leisure facilities would be high. Additionally, it is assumed that new businesses attracted to the area would be likely to source core supplies from local traders, due to the competitive nature of local supply networks and range of established local industries.

For the purposes of this analysis, a range of multipliers have been assumed, to reflect the range of wider impacts and local supply linkages, induced and income effects related to each type of use.

Figure 4.4: Multiplier Impacts

	Total Gross Local Employment	Multiplier Impact	Total Indirect Employment	Total Net Employment
Office	445	1.2	90	535
Retail	1,360	1.2	270	1,630
Leisure & Entertainment	500	1.3*	150	650
Attraction	375	1.3*	110	585
Conference & Exhibition	160	1.5*	80	240
Casino	16,300	1.8	13,040	29,340
Hotel	2,570	1.3	770	3,340
TOTALS	**21,710**		**14,510**	**36,320**

*Note: this impact excludes wider multiplier impacts related to increased visitor numbers to the resort. The likely levels of increased tourism numbers and spend has been assessed in more detail in a separate supporting document.

Based upon the application of the above indicative multiplier effects brings the total number of jobs generated by the Masterplan up to **36,320.**

TERTIARY & WIDER SOCIO-ECONOMIC IMPACTS

As seen earlier, the socio-economic benefits of the project would bring a range of direct employment benefits to the local area, which can be further analysed by the assessment of additionality. There are also a series of wider benefits and effects however that cannot be numerically quantified. These have also been assessed as part of the wider analysis of the Masterplan development.

Supporting non-seasonal employment across the wider EDZ area

The proposed development, as a major component in the wider regeneration of the EDZ area, would assist greatly to attract new tourists into the resort, and support a range of existing and new facilities across the retail, leisure and hospitality sectors.

In addition, supporting services and existing local business within the area would benefit greatly from the intensified level of activity within the core of the resort.

The development proposals also provide the opportunity to address current deficiencies in the seasonal nature of employment, through the introduction of new year round entertainment and visitor attractions. New hi-tech facilities would also stimulate local innovation in fields such as electrical engineering, computing and lighting.

Promotion of Enterprise & Innovation

The Masterplan would assist greatly to enhance both the profile and physical environment of the area, assisting to foster a culture of enterprise and investment.

By comparison with a do-nothing scenario, new high value-added businesses would be attracted into the area, together with new residential communities across the sub-region containing young aspirational professionals. The revitalised urban environment together with the improved local, national and international accessibility of the area would provide a climate to promote innovation and foster new opportunities. The overall high quality living and working environment would also provide an appropriate setting to raise local aspirations and stimulate secondary enterprise in local firms looking to supply or work with the range of new commercial occupiers located on-site.

Supporting Wider Regeneration Initiatives & Objectives

In light of the various regeneration strategies and objectives as illustrated previously, the development proposals would in particular assist in the realisation of the following core objectives:

- Regenerate the local area providing direct employment opportunities in an identified area of need;
- Stimulate a diversification of the economic base via the attraction of new service sector businesses, and through innovation in supporting information technology, electrical and engineering trades;
- Support local employers and supply chains via the introduction of significant new commercial development;
- Assist in the attraction of strategic investment across the wider area, by providing the full range of necessary complementary uses including new high quality housing, and supporting retail and leisure facilities close to the commercial core. Without such a supportive development context, the realisation of such wider investment may be more difficult to achieve.

The development proposals have been formulated in light of the strategic regeneration context in which the site is located. The proposals meet established regeneration strategies and would contribute greatly to the realisation of a range of core policy objectives.

The Attraction of Inward Investment

The realisation of the Masterplan would play a valuable role in the overall attraction of inward investment not only within the site itself, but also across the wider Blackpool and West Lancashire area. The marketplace for strategic investment is extremely competitive, and only those locations that can offer a suitable balance between financial and non-financial considerations will succeed.

It is clear that the area would benefit from comprehensive physical regeneration together with improved transport infrastructure. The development of new high quality commercial floorspace at competitive occupational cost, in particular adjacent to modern transport interchange facilities at Blackpool North would also be of crucial importance.

It is also the wider scope of new modern retail, leisure and entertainment facilities as propsed within the Masterplan that would ensure that the overall 'offer' enables the area to compete successfully. The Masterplan proposals, particularly tailored towards the needs of modern households in terms of appropriate supporting leisure, lifestyle and retail facilities, would be of fundamental importance to ensure that the location also scores highly in terms of 'quality of life' considerations.

Improving Labour Supply & Skills

Given the scale of the proposed development, the Masterplan development would generate greater flexibility in terms of both labour supply and skills of the new and existing workforce.

New commercial occupiers, in particular in sectors such as leisure, entertainment, electronics, financial and professional services, who would be attracted to the new high quality opportunities, would also serve to broaden the skill base via employer based training schemes and potential partnerships with local education providers and community organisations, to ensure that the new economic opportunities provided are accessible to existing members of the community who may require re-skilling to access the opportunities. This element is discussed in further detail under Policy Theme MP1: Skills & Training.

In addition, the creation of a 'culture of quality' within the local hospitality and tourism market will deliver a step-change in skills development, with new attractions and facilities based upon a highly skilled quality labour force. This will stimulate wider employers to participate in training initiatives across the resort.

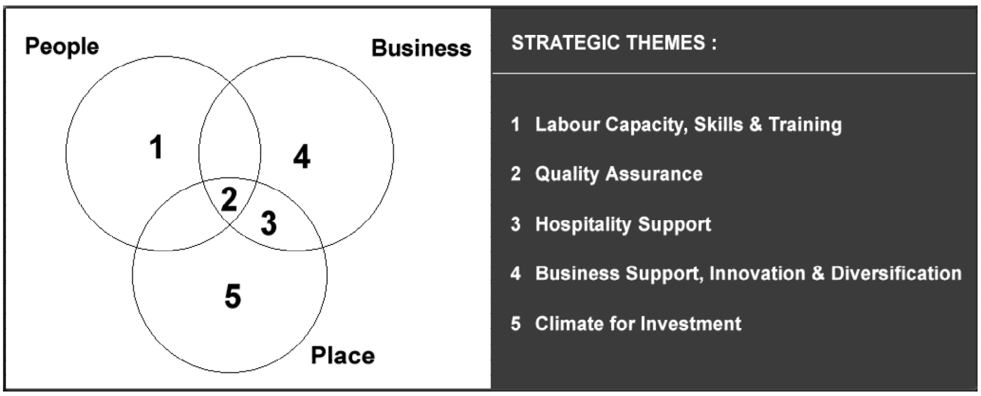
5. strategic objectives

INTRODUCTION

In order to ensure that the socio-economic benefits delivered through the Masterplan can be fully realised and made accessible to local communities, an overall Regeneration Strategy has been prepared to accompany the physical site masterplanning exercise . The strategy incorporates a series of separate 'policy themes', covering the following topics:

- **Theme One (MP1): Skills, Training & Labour Force Capacity** . To maximise the opportunities to deliver new and improved skills and training initiatives, to ensure that new employment opportunities, particularly in the leisure and hospitality sectors, are accessible to the local workforce;
- **Theme Two (MP2): Quality Assurance.** To develop a 'culture of quality' in the local tourism sector;
- **Theme Three (MP3): Hospitality Business Support**. To specifically assist the local hospitality and accommodation sector;
- **Theme Four (MP4): Business Support, Innovation & Diversification.** To take advantage of new opportunities presented by the Masterplan in terms of wider business support and the diversification of the existing economic base;
- **Theme Five (MP5): Supplier Networks.** To ensure that local suppliers can take full advantage of the envisaged physical and economic growth;
- **Theme Six (MP6): Climate for Investment.** Climate for Investment. To ensure that a suitable physical environment exists to foster investment within the Masterplan and across the wider Blackpool area

Regeneration Strategy Themes: Relationships



Each theme is introduced in more detail over the following chapters.

6. theme MP1: skills, training & labour force

SKILLS, TRAINING & LABOUR FORCE STRATEGY OVERVIEW

This element of the strategy aims to bring about a major transformation in the range and quality of skilled labour available to support the growth and expansion of the business base in Blackpool.

The strategy seeks to link the transformation of the resort with skills and training opportunities, in particular in relation to key areas of high unemployment that exist within and adjacent to the Masterplan area.

Major employment growth will occur as a direct result of the Masterplan development proposals within the local service sectors, particularly business, hotels and restaurants, wholesale and retail trade.

Skills & Training Context

The capacity of the local labour force to meet future demand will be a crucial consideration, and must be considered in light of current weaknesses in the labour market.

A recent analysis of labour market skills (Future Skills of the Fylde Coast, 1999) reveals that at the time of the research 13% of employers reported skill shortages and 17% hard to fill vacancies. Skills shortages were most common in manufacturing, transport and communications, whilst hard to fill vacancies were common for sales occupations, skilled construction workers and other skilled trades.

In terms of the hospitality sector, recorded labour/skill shortages included the following employee groups:

- Unskilled bedroom/cleaning staff in catering;
- General low and unskilled staff;
- Financial support professionals;
- Skilled chefs.

Whilst it is apparent that some employers use a range of approaches to meet skills and labour shortages such as increased pay, end of season bonus payments, recruiting older workers/ the unemployed, using term time working for mothers and job sharing, many other employers offer little in the way of incentives and do not actively participate in labour force training.

The opportunities to enhance and extend skills and training in the area will be influenced by a number of factors, including:

- **Personal barriers to learning**: including time constraints, childcare and cost. It is also apparent that appropriate guidance and signposting is an issue to direct those that are willing to learn towards the right provider.

- **Barriers to work based learning:** including cost of training and the difficulty of allowing time off to attend courses. Awareness of training and development initiatives is also low.
- **Employer reluctance to participate**. Due to the fluid nature of seasonal employment, employers are somewhat reluctant to invest in staff training as employees tend to move from job to job frequently. This culture of change needs to be addressed to bring stability to the labour market. Action needs to be taken to inform and involve employers in apprenticeships (such as the Modern Apprenticeship scheme advocated by the Learning & Skills Council) and other training and development initiatives. The importance of work based training and skill development also has to be promoted to employers as maximising business competitiveness and improving profitability.

Employers and labour market professionals alike stress the need to ensure school leavers and young people are adequately trained in the right skills to ensure a continual stream of potential employees are available to meet the needs of the area.

The wealth of data and strategy documentation also emphasises the need for out-of season training and employment.

The Masterplan provides the opportunity to establish a framework of quality year-round employment. It also promotes the need for more transferable skills that can be utilised across sectors – attention is focussed on flexible, community – led development programmes.

Improved skills link closely with wider objectives to develop a 'culture of quality' in the local economy, in association with an over-arching quality standard for the hospitality and wider tourism sector, based upon a key focus upon staff quality.

Given the scale of development envisaged and the quantum of new jobs created, it will be vital to ensure that an indigenous skilled workforce is available to meet future labour demand.

Key strategy elements and projects

Through targeting the key EDZ residential communities the aim of the strategy is to create an inclusive and engaged community, one with significantly lower rates of unemployment and economic inactivity. Reducing economic inactivity and re-engaging a large section of the workforce is a key priority of the Masterplan. Blackpool cannot transform its economy, labour market and reputation whilst year round rates of economic activity are so low.

There also needs to be a major effort to build an effective and accessible infrastructure of information, advice, counselling, learning, job search and aftercare. This could be targeted at specific areas, within the EDZ, with high levels of social exclusion and would involve a number of economic sectors where expansion is anticipated as a result of the Masterplan. Support should be available to all ages, for both unemployed and employed people.

Interventions should not prescribe age ranges, as not only is age irrelevant to the potential and desire of an individual to contribute and benefit through work, but as the age profile changes employers will need to consider the potential benefits of employing older workers. In addition, it is clear from our experience that a mix of ages on projects and training initiatives improves behaviour, performance and learning. This is particularly true for training initiatives such as Tourguiding hosted by the Centre for Training and Development at Lancaster University, which trains local people to act as Blue Badge 'ambassadors' to meet and greet visitors to Blackpool. Individuals should therefore not qualify by age and duration of unemployment but rather by their need to raise their skills and employability and by their vulnerability.

The Masterplan contains a number of components which will require appropriate action to ensure excluded local communities can access new economic opportunities. Considerable action will need to be undertaken to connect and enthuse communities who have yet to engage in learning and as such are excluded from a changing labour market. Maximum use should be made of existing community and educational outreach centres, supported by dedicated outreach workers. Of considerable note will be the Seasiders Learning Centre, located at a prominent site at the Football Ground in the heart of the Masterplan area. This could provide a key link between the physical transformation of the resort directly with local training opportunities.

A focus should also be placed upon initiatives such as Connexions Lancashire' which provides direct guidance to local people concerning work placed learning and modern apprenticeship opportunities, in particular aimed at the 13-19 year age group. The availability of short term, direct and 'no risk' training courses enabling individuals to experience new economic opportunities would also be of considerable benefit, potentially based upon the 'Bite Size Intro' approach as adopted by the Learning & Skills Council, and delivered directly in the community via mobile units, outreach centres, or public places such as shopping malls and attractions.

Social exclusion and economic inactivity can be addressed through 'job readiness' programmes for the entry level occupations with clear training routes and career progression pathways. The key is to link the entry level activity with the higher level occupations over time. Evidence from elsewhere suggests that a proportion of the higher level occupations (especially in relation to casinos) will come from outside the region. Whilst this is inevitable to some extent at the outset it should be a key aim that over time and as new projects such as the Tourism Centre of Excellence become established that the managerial level occupations should be drawn from Blackpool – the aim is to retain the higher value added occupations in the local economy.

In terms of the direct economic opportunities presented by the Masterplan, economic strategy skills and training issues have been assessed in relation to the following key components:

- Hospitality & Tourism;
- Quality Customer Care;
- Gaming;

- Construction;
- Wider Skills & Diversification.

Hospitality Sector

The hospitality sector is a key foundation of the physical regeneration proposals. New accommodation and entertainment facilities are proposed within the Masterplan that will demand an expanded and higher skilled work-force.

The nature of the new facilities will also be considerably different to the 'traditional' nature of the resort. Destination leisure and new resort-hotels will need to be benchmarked at high quality standards to achieve the step-change required to deliver a transformed resort experience. As a result, an appropriate supply of skilled labour will need to be available to meet increasing demands brought about by an intensified hospitality sector within the core seafront area of Blackpool.

Measures and Actions

- **Strand MP1A: Hospitality Training: Image and Profile.** The hospitality sector (and specific sub-sectors within it such as catering) in particular suffers from a negative image and it is clear that certain training and career destinations need to be 'sold' to potential recruits as credible and worthwhile options. Furthermore, issues of low pay and traditional working practices within the sector must be addressed, through working directly with employer groups to promote high quality service as a route to achieve improved profitability. A continued focus on low pay and limited employee benefits will not achieve the step-change required to transform the quality and quantum of the local labour force.

  Selling the hospitality sector as a worthwhile occupation must be a priority in terms of making the industry attractive to both employers and those looking to enter employment. Connexions Lancashire has already embarked on addressing such an issue through its tourism focussed initiatives to encourage youth to experience and realise the opportunities that the tourism industry can offer.

  In particular the leisure, retail, and hospitality sectors represent major sources of employment for residents of Blackpool. The sector should therefore be promoted as an exciting, credible and worthwhile employment opportunity and this should be communicated to the various training and outreach initiatives.
- **Strand MP1B: Better coordination / information.** Efforts must be made to coordinate information and intelligence on employment and training opportunities across Blackpool. The provision of recognisable and branded access points across the area to all groups (adult and youth) to provide information on all sources of training, mentoring, outreach and job information. Maximum use must be made of existing outreach centres such as those provided by the Blackpool and Fylde College to achieve this, providing an entry point within local communities to advertise and promote training opportunities in the sector. It will however require a change in approach as at present there are weak linkages between those providers targeting the 13-19 ages groups and

providers targeting adults. Similarly recent studies across Blackpool point to lack of information, poor co-ordination and limited pro-active targeting.

- **Strand MP1C: Specialist Hospitality Industry Employer Training.** A specialist business support provision should be set up to provide training to employers co-ordinated through Business Link, Chamber of Commerce and the Centre of Tourism Excellence at Blackpool and Flyde College.
  Managerial training needs to be provided by dedicated tourism advisers, in respect to marketing, finance, supply chain, ICT, it is important to introduce flexible training courses in a variety of different medias, from short courses, on the job training, to web based courses, to enable easy access and encourage full participation.

  It is important to consider approaches to training in light of the intense competitive nature of the industry, and therefore networking workshops do not always provide the most appropriate environment for knowledge exchange. Alternative ideas have to be implemented which can upskill business managers whilst learning and sharing from others.
- **Strand MP1D: Tourism Centre of Excellence**. There is widespread support for the establishment of a world class-nationally marketed – physical training facility for the hospitality industry capitalising on the unique Blackpool brand. The current initiative led by the School of Tourism, Leisure and Hospitality at Blackpool & Fylde College to develop a Tourism Centre of Excellence in Blackpool, including a Hotel Training Academy at the Carousel Hotel on South Promenade provides a key opportunity to create a focal point for the strengthening of the sector and would serve as a major catalyst in the overall efforts to ensure that Blackpool is associated with quality in product and in training (sustaining a quality product for the future). Close partnerships with local employers would encourage work placements, increase the use of skilled staff and engender a culture of learning. Out of season training would become an acceptable and deliverable feature of the sector support offer. As the local hospitality industry is transformed into a quality driven economic sector, further opportunities to expand this initiative in particular in close association with major new resort-hotel occupiers should be identified and promoted.
- **Strand MP1E: Hospitality Employers Group**. Working closely with employers to focus on actual jobs not 'job opportunities', training and business support needs, would assist to ensure that economic weaknesses within the sector could be addressed. Advocating the benefits of work-based training including apprenticeships should also be a key element. At present an employers group is currently co-ordinated by Blackpool and Flyde College to address these issues, and Blackpool Borough Council are directing an ESF funding initiative called 'Hoteliers into Training' to develop further relationships in this area.

In addition, engaging employers and linking real opportunities with groups of long term unemployed supported with bespoke job specific training has already worked well in other areas across the North West and is an initiative currently being introduced by Blackpool Job Centre Plus through its 'Hospitality Works' programme. A renewed effort to engage new employers and extend this approach using the Tourism

Centre of Excellence would have beneficial impacts throughout the labour market.

Quality Customer Care

In association with the transformation of the physical fabric of the resort, it is fundamental that a considerable focus is placed upon the creation of a quality visitor experience. This aspect is further discussed in the following chapter of this document, but will also require a focus on people and skills

Measures and Actions

- **Strand MP1F: Training Focus on Quality**. Through the actions of local training providers and employers, quality-of-service training must be encouraged and delivered, co-ordinated by the Tourism Bureau and the Centre for Excellence. This will need to cover all service industries through which visitors to the resort interact with local employees, including retail, transport, hospitality and entertainment sectors. It will also incorporate specific initiatives such as the establishment of 'Tourism Ambassadors' who would act in key customer service roles throughout the resort.

Gaming & Entertainment Sector

As illustrated in Chapter 4 of this document, the introduction of major gaming attractions within the resort's core will have a considerable impact upon the local labour market, in terms of the scale and range of new job opportunities.

Measures and Actions

- **Strand MP1G: Gaming Specific training and business support.** It will be vital to ensure that training programmes are established well in advance of the establishment of major gaming casino facilities within the resort. In order to maximise the impact of new visitor attractions on the local economy local providers must gear up to the challenge of providing relevant sector specific business support and training. There is clear evidence that this is starting to happen with Blackpool and Fylde College having started to assess the skills requirements of the Casino industry. The key here is that the requirements are broad and include 'entry level' and 'high value' level skills. The opportunities to train and retain skilled labour and target 'job readiness' programmes for the 'seasonally inactive'. Experience in Atlantic City indicates that employment opportunities are delivered across a wide range of activities by such dramatic resort transformation, opening up options for a whole range of exciting new training and employment opportunities which apply to a multitude of visitor attractions and hospitality based businesses – not just casinos. The range of employment opportunities have been illustrated at Figure 4.4 of this document.

  The preparatory momentum needs to maintained, and further detailed research into the issue of skills and training needs should be undertaken, together with preliminary work to establish the basis for future partnership activities.

Construction Sector

The Construction industry encompasses a broad range of activities, including the construction and demolition of buildings, roads, bridges and tunnels. It also involves the maintenance, repair and renovation of existing structures. Construction is concerned with the interior of buildings as well as the exterior, for example plumbing, plastering, painting and glazing. This range of job opportunities opens up the Construction industry to a wide range of social groups from differing backgrounds, ages and races, and initiatives to approach and attract these various groups need to be developed further.

In light of the major construction work that will be required to deliver the development proposals contained within the Masterplan, a large number of construction jobs will be created within the area over the course of the development programme.

The Construction Industry is currently suffering a national skills shortage, which is predicted to get worse over the next ten years. Many Construction workers have not returned to the industry since the last recession and the number of school leavers entering the industry has halved since 1985. CITB (2002) predicts that the strongest skill needs will be managerial, clerical, technical and professional occupations. This view is backed up by the LSC 'Skills in England 2002' report which highlights that employment opportunities in the sector will continue to rise and that significant skills gaps that currently exist will worsen as technological advancements continue to occur. At regional level there is an estimated annual demand for 6,600 new recruits into the industry over the period 2002 -2006, in contrast to 77% of employers in the North West experiencing recruitment difficulties. Across the region, including Blackpool, skills shortages are being experienced in crafts, carpenters and joiners, bricklayers, plumbers, painters, plasterers, managers and construction professionals.

Measures and Actions

- **Strand MP1H: Local Labour in Construction: Building capacity amongst the disadvantaged groups.** Introducing disadvantaged groups such as the long term unemployed, ethnic minorities and women, to employment opportunities in construction often requires a softer training element with taster course, before full scale occupational skill development. It is important that support and advice is tailored to suit the individual when assessing the best form of training and experience to provide. The availability of initial pre-training sessions to build confidence and self esteem, as well as site experience of elements of the Construction trades, is an essential part of this route into work. Subsequent to this initial involvement, participants could be channelled towards completing an industry-recognised qualification at training centres or undertaking paid work experience with local contractors, once their confidence has been sufficiently restored. Thus, participants will gain qualifications which will make them more employable in the future. Travel and childcare allowances also need to be taken into consideration to enable all to take up and continue with training and employment opportunities
- **Strand MP1I: Targeting and engaging youth in construction.** Similar to tourism, the construction industry also has a poor image as an attractive career choice amongst the youth of today. The availability of

work experience and short term courses enabling individuals to experience opportunities in the Construction industry would therefore be of considerable benefit. CITB NW and Job Centre Plus are currently running the 'Ambition:Construction' initiative to engage youth in construction related careers. Other current leading bodies for 'youth into construction' initiatives include Education Business Partnership and Building Links, which could develop dedicated initiatives in Blackpool, in association with the Construction Department at Blackpool and Flyde College.

- **Strand MP1J: Construction Sector Working Group.** The Construction sector traditionally has a low commitment from companies to developing employees' skills and extending their levels of qualifications. In addition, many Construction workers have low levels of basic skills and are 'non-traditional' learners. Increased value needs to be placed on managerial higher level qualifications amongst employees and employers specifically via a more proactive college input.

  The establishment of a Construction Sector Working Group linking businesses with training providers such as Blackpool and Flyde Collge, would assist to identify and address skills gaps, promote investors in people, and ensure appropriate training courses are available to meet actual needs.

- **Strand MP1K: Building capacity amongst construction SME's.** Promoting business support and training, particularly in management and co-ordination amongst construction SME's is vital to increase their capacity to win contracts and deliver sub-contracting roles effectively.

  Engaging with Business Link, the local LSC, and Centre for Construction and Innovation will be essential for developing this initiative.

- **Strand MP1L: Construction Charter**. Employers, particularly local SME's, in the construction trades should be encouraged to sign up to a Construction Charter which commits them to prioritise local people for employment and training opportunities within their contracts, in return for inclusion on works tender lists. Following commitment, the partnership can further inform contractors of additional regeneration works coming online. Addressing the basic training needs of the sector through creating training partnerships with clients, contractors and training partners is clearly important.

Wider Economic Sectors

The Masterplan will also create a number of additional opportunities relating to additional economic sectors, to aid in the overall diversification of the economic base and non-seasonal aspects of economic growth. These sectors are covered in more detail under Theme MP4: Business Support, Innovation and Diversification, and amongst others include the following:

- **Electronics and electrical engineering**, through the introduction of modern tourist facilities, an upgraded illuminations and lighting infrastructure and modern hi tech gaming slot machines;
- **Leisure, Events and Entertainment Management**, through new resort attractions including the new conference facilities, new resort-hotel entertainment and major attractions;
- **Media, PR and communications**, through the enhanced quality of the local hospitality industry, major new investors and occupiers within the

central core and their associated need for media and communications support services

Note that further business expansion should be anticipated within additional supporting business services including retailing, catering, financial services, cleaning, security amongst others.

Measures and Actions

- **Strand MP1M: Sector identification and support.** Continual monitoring of emerging concepts and proposals will be required to ensure that training opportunities keep up to date with trends in the modern leisure, retail and entertainment sectors. Close working relationships with Employer Groups together with sector trend analysis will assist to identify key supporting economic sectors which will require a stream of skilled labour.

7. theme MP2: quality assurance

QUALITY ASSURANCE STRATEGY- THE BLACKPOOL 'QUALITY BRAND'

The Masterplan promotes a focus on quality across environment, business and customer care together with a new visitor management philosophy to achieve two objectives:-

- Firstly to maximise customer satisfaction, and
- Secondly to promote local distinctiveness to meet market interests.

In our discussions with the hospitality sector and key business and community stakeholders we tested the idea set out in our proposal of setting a new standard of quality across the entire sector and re-branding Blackpool as a first class quality product and visitor destination.

Our objective is to embed a 'culture of quality' in the local tourism sector, in its widest sense, that business, visitors, potential recruits could be encouraged to buy into.

OVERVIEW OF CURRENT SCHEMES

A number of separate quality assurance schemes are in operation across the area. These include the HOAST, Welcome HOST together with other nationwide accreditations including the RAC and AA.

HOAST: Quality Standards In Accommodation

Blackpool are currently operating HOAST, a stepping stone initiative (run through the English Tourism Council), to support serviced accommodation in Blackpool in meeting minimum quality standards in the eventuality of finally achieving National Quality Assurance Standards. Stepping Stones is a bridge initiative implemented over a timescale of a maximum of three years, over a structured and planned process of transition. It is designed to ensure that national standards are not compromised, and that barriers are broken down as required, in achieving the final quality.

It is important to acknowledge, that not all will achieve the final quality due to constraints posed on them due to the physical infrastructure of their existing property and associated inability to meet appropriate bedroom sizes etc. It is therefore important to consider this in light of assessing the progress made by hotels in achieving a certain quality standard.

The progress of stepping stones is undertaken by the English Tourism Council and the Regional Tourist Board at national level, and co-ordinated by Blackpool Council at local level in order to monitor and evaluate the take up and development of the programme.

H.O.A.S.T standards (Bronze, Silver and Gold), are determined on locally relevant standards, and are awarded depending on the following criteria:-

- **Hospitality** –Recognising and meeting customer need
- **Operations** – Best practice in business operations
- **Amenities** – Facilities Offered
- **Standards** – A consistent level of quality, comfort and cleanliness
- **Training** – Raising awareness and ensuring professionalism

Such a scheme could be backed by annual awards for performance improvement or innovation, to highlight the benefits of staff development.

Blue Badge Award

The Blue Badge Award is a nationally recognised quality standard for tour guides and ambassadors, highly regarded in the tourism industry as the mark of excellence in tour guiding. The Blue Badge is awarded upon completion of NVQ4 in Tour Guiding, which is delivered at Lancaster University. This quality standard is supported locally by the North West Tourist Guide Association, North West Tourist Board, Lancaster University, Lancashire Tourism Partnership, Blackpool Hoteliers, Lancashire Blue Badge Guides.

Measures and Actions

- **Strand MP2A: A definitive Blackpool Hospitality Sector Quality Brand** Through HOAST, the new Blackpool quality standard, all elements of the tourism sector (accommodation sector, restaurants, other visitor attraction, trams, buses, taxis etc) could be encouraged to become accredited and badged to a recognised high standard. This in turn would reinforce the profile of the Tourism Centre of Excellence in providing quality sector specific training and employment opportunities locally. The HOAST badge should be extended to training, accreditation, placements, work experience, ambassador programmes, accommodation, transport, attractions and retail. Quality accreditation will be co-ordinated and championed through the new Tourism Bureau.
- **Strand MP2B: A quality Urban Environment.** It will also be crucial to ensure that the physical transformation of the resort is undertaken to high standards of urban and landscape design. The Council, as local planning authority, should prepare design and development briefs to set design standards for key sites across the Masterplan area. The use of design competitions, together with the involvement of acrchitectural and urban design bodies should also be incorporated.
- **Strand MP2C: Research and Benchmarking**. To assess the degree of quality that is being achieved, research needs to be regularly undertaken and benchmarking standards set. Encouraging visitor and hotel feedback with continual monitoring to improve the flow of tourism data is required for the effective functioning of the quality standard process. Focussed research on the Blackpool tourist market co-ordinated by a new Tourism Bureau will assist in the development of tourism and performance monitoring. The results would then inform development and marketing issues, and identify where resources and funds need to be focussed. New approaches to undertaking research is being addressed as part of the Masterplan study and the engagement of a

neutral body to undertake the research is seen as an important way forward, due to the competitive nature of the tourism industry and thus the unwillingness of hoteliers to divulge business specific information to third parties.

8. theme MP3: hospitality support

CONTEXT

The problems facing the accommodation sector in Blackpool are well documented. In the 10 year period, 1989 to 1999 over 1000 hotels and 300 holiday flats closed and migrated into permanent residenntial use. Landlords report that they have insufficient income to reinvest and improve their accommodation product. Furthermore many have conveyed that they have been caught in a property trap whereby investment in visitor accommodation is not reflected in subsequent valuations. Increased residential values have been outstripped by the residential sector to such an extent that landlords are extremely reluctant to invest and improve accommodation. Consequently low quality holiday accommodation has been sold off for low cost shared residential or flats, presenting serious problems in physical appearance and associated issues with occupier behaviour. Many landlords have bought failing holiday premises cheaply to market them for low cost/low value 'hen' and 'stag' accommodation. This has had major implications on the quality of the accommodation, the level of upkeep and creates serious externalities for the local economy in terms of anti-social behaviour, poor image and crime.

Consultations undertaken in the preparation of this strategy point to the need for a concerted effort to provide effective business support to the accommodation sector. There have been numerous initiatives which have made some headway into this issue- notably in terms of quality standards. As previously discussed, Blackpool is currently operating HOAST, a stepping stone initiative (run through the English Tourism Council) to support serviced accommodation in Blackpool in meeting minimum quality standards. We acknowledge and welcome the impact that such initiatives have had in improving the quality of accommodation in Blackpool and propose that efforts are made to increase take-up of the HOAST scheme. The key principles of this Theme of the strategy however are about implementing change on a bigger scale: increasing awareness, raising aspirations and crucially generating confidence.

BESPOKE BUSINESS SUPPORT FOR THE ACCOMMODATION SECTOR

This Theme of the strategy will need to:

- Deliver a complete transformation of the aspirations and ambitions of the accommodation sector in Blackpool – aiming for a higher level quality;
- provide real examples of what passes for excellence in visitor accommodation and demonstrate how this has been achieved in Blackpool and elsewhere; and
- Provide appropriate resources and specialist business support provision to meet the demands of the hospitality sector.

- Provide reassurance through the wider strategy that there is a return on quality.

The key measures to deliver these objectives will include:

- demonstration projects where the best practice examples are showcased to increase demand for property improvement grants;
- dedicated mentoring to handhold and signpost hoteliers to appropriate support and resources to achieve quality;
- grant and loan schemes incentivised around prescribed quality standards of decoration and aesthetics;
- targeted business support from renovation and refurbishment to recruitment and workforce development, in association with existing bodies and organisations on the ground.

Inseparable from the character of Blackpool are the historic, Victorian hotels that define the small scale, personal nature of the town. It is of unequaled importance that these buildings and the service that they provide remain the foundation of the tourist accommodation offer. In order to change the current perception, improve the quality of the offer and thereby increasing visitor numbers, the Masterplan has identified an approach that can allow for a coherent and structured regeneration of these hotels on a street by street basis.

The Masterplan promotes the central core area of the resort (referred to as the Village within the Masterplan) to become a clearly defined neighbourhood with a high quality public realm that is consistent with the rest of the new developments across the area. A series of new, secure parking areas will be delivered in locations that are convenient to the adjacent hotels to free up road space for public realm improvements.

Figure 8.1: Potential improvements to traditional holiday accommodation

Measures and Actions

- **Strand MP3A: Physical Public Realm Improvements.** The delivery of physical improvements including, lighting, signage, street furniture and parking will be linked to the successful creation of local business development action areas ideally grouped around each of the main streets leading to the waterfront.
- **Strand MP3B: Building Improvements Funding, Grant & Loan Schemes.** It is the intention that business development streets, potentially modelled upon the 'Business Improvement District' concept, are formally established, which would be able to access a bespoke funding mechanism that would assist in the renovation of properties.

  BID'S are a local solution to improvement and management that have an equitable and sustainable funding stream derived from all key interests within an area. The concept was originally set up in the US in the late 1970's to combat declining retail and commercial activities in older, inner city neighbourhoods. The 'clean and safe' ethos and delivery that is the prime focus of the US style BIDS is paid for by an additional levy or surcharge on property owners where they vote to accept it. Such an initiative could maximise the local responsibility and contributions of the large commercial businesses that the masterplan looks to attract.

  The building works would be governed by Design Guidelines, which would help create a more consistent, high quality historic environment.

  Funds also can be targeted towards specific needs, not just building development works, be it around raising standards of management and maintenance of the public realm, decreasing crime and the fear of crime, improving public transport, increasing access to local jobs and capacity building of the local community.
- **Strand MP3C: The creation of a one-stop-shop 'Tourism Bureau'**. It will be crucial to establish a one-stop-shop service for the local tourism and hospitality sector, through which dedicated mentors can guide local employers to the appropriate information relating to recruitment, skills and training, marketing and promotion, grants and loans, together with market research and supporting services. This 'Tourism Bureau' should be established as a physical presence within the Masterplan site. It should be lead by an overall 'Tourism Tzar' who would act as the spokesperson for the Blackpool tourist sector, championing the area in the regional, national and international marketplace, and courting investment in new facilities and attractions across the resort. The development of a Tourism Bureau has been backed by Lancaster University, Business Link, University of Central Lancashire, and Blackpool and Flyde Collge.
- **Strand MP3D: Place Marketing.** Ambassadors can adopt a wider marketing and promotional role in engaging interest in Blackpool not just amongst tourists but also the local residents, working with community and voluntary groups, schools and special interest groups in the surrounding and wider hinterland. For example encouraging more locally focussed events and opening of attractions in low season, instigating or supporting themed programmes and packages, to particular market segments, with particular reference to seasonality issues and opportunities presented by a growth in speciality holidays. Introducing more joint and linked initiatives with other local areas to provide a whole package would also present good opportunities.

Such ideas will provide a year round role for ambassadors in promoting and teaching the history, wealth and economy of Blackpool. Such a role looks to broaden the knowledge, interest and pride of the local, regional and tourist population.

9. theme MP4: business support, innovation & diversification

INTRODUCTION

Whilst the frontline hospitality and tourism sector will undoubtedly act as the key economic driver for Blackpool, the Masterplan also promotes a series of components that will enable the resort to diversify its economic base and promote business innovation.

Measures and Actions

- **Strand MP4A: Promoting Innovation**. The transformed resort will focus upon a high quality, modern tourist offer. This will include the very latest in technology in terms of entertainment and visitor attractions and as such will require new innovative facilities and equipment to stimulate and entertain a greater number of visitors. This in turn would stimulate local innovation in particular in relation to lighting, electronics, and computing to supply this growing market. The opportunity therefore exists to develop hi-technology electronics, lighting and computing businesses specifically in relation to the customer service and tourism sectors, which would appeal to a far wider market than the local Blackpool market. This will need to be promoted and supported by specific business support services, as provided at the Blackpool Technology Management Centre. Whilst the centre has been an undoubted success, it does purely contain indigenous technology based businesses. It may be necessary to consider the type of admissions with a view to refocusing upon indigenous technology, together with the provision of other workspace targeted at other local business sectors such as media and design. This should be explored with Blackpool and Fylde College, who are currently planning to develop incubator units within Blackpool tailored to the media and design sector, for which the college has an acknowledged strong reputation.
- **Strand MP4B: Construction Sector business support**. The predominant amount of construction work is carried out by supply chain organisations, the majority of which are regional SME's. Micro-businesses dominate the industry in that 50% of all construction businesses in the NW are sole traders and only 1.3% of companies employ more than 50 people. It is important, therefore, that advice is provided to smaller construction businesses in terms of business development, supporting the tendering processes, recruitment and tackling skill shortages. Due to the high degree of subcontracting in the industry, it is also important for micro businesses to have the necessary management and supervisory skills in order to co-ordinate projects with larger companies. Helping local companies to increase their capacity to

offer services, will further increase the need for additional Construction skills.

- **Strand MP4C: Creative, Cultural and Performing Arts Industries**
The creative, cultural and performing arts industries are stimulated in Blackpool through the FE and HE courses run by Blackpool and Flyde College. The college is nationally acclaimed for its production of designers, illustrators, photographers, dancers, performers, and musicians etc. However there are currently very few who reside and retain their skills in Blackpool, due to the lack of appropriate premises, venues or markets.

  The Masterplan proposes large scale investment in entertainment venues which are largely associated with the casino style resort as seen in Las Vegas. Family entertainment, be it theatrical, dance, musicals etc. can capture the performing arts skills of those that train locally, and thus provide a market for their talents.

  A Circus School could similarly be proposed to build on the profile of the Tower Circus. This could draw on examples such as The Circus Space in Hackney, which is a centre of excellence in circus arts, and one of the top three circus schools in Europe. The school offers a diverse artistic programme that incorporates HE and FE qualifications in circus arts, professional development opportunities for performers, participatory and leisure activities for young people. Such a school in Blackpool would benefit the community as well as provide skilled performers for the local entertainment market. It is also a Strand which ties closely to the work of the college.

  To promote creative industries the college is already looking to provide dedicated workspace units on its Palatine Campus, to retain the talents and help stimulate entrepreneurship amongst their pupils. These enterprises can capitalise on economic opportunities presented by the Masterplan, be it through offering interior design skills to hoteliers, graphic design and photography for marketing purposes or technical illustration.

10. theme MP5: climate for investment

INTRODUCTION

The Masterplan is clearly focused upon high quality urban and landscape design, to establish a bold, high quality urban environment for a transformed Blackpool. The major components acting as physical connectors are based on public transport, the public realm, land use, the promenade, but most important is a landscape strategy which has been referred to as the 'Return of Nature' to Blackpool.

Figure 10.1 Visualisation of the Masterplan

Core Masterplan Design Components

Fundamental to the successful regeneration of Blackpool is the introduction of a comprehensive landscape strategy that brings nature back to the heart of the town. In response to the town's context, the design uses the time tested method of creating tree-lined, livable streets connecting a series of appropriately scaled town squares. The town centre will have new public squares at North Station, St Johns Church, the Public Library, and Talbot Square. In addition a new Town Square is envisaged to be built on the West Street Car Park site and connected by a canopied streets to an event park in front of new Conference Centre facilities.

The new gateway landscape at the base of the Yeadon Way ramp and continuing on to Seasiders Way will help define the new image for visitors entering Blackpool by car or bus. The current sea of tarmac, car parking and gable ends of housing will be completely transformed into beautiful and visually enticing landscape that is both memorable and functional.

Accentuating the new park will be large scale public art, light sculptures and water features.

The most significant element of the landscape strategy will be a redesigned Promenade. Combined with the requirements of the new sea defenses, the waterfront will be a unique and special physical environment that creates a series of sculpted spaces with 'Spanish Steps' leading down to the beach. The Promenade will be pedestrian focused and will introduce a series of sculpted dunes with sea grasses, drawing on land forms found further down the coast, creating wind protected walkways and sitting areas.

ATTRACTION OF INVESTMENT

Undoubtedly the strong focus upon urban and landscape design will considerably enhance the visual appearance and environmental quality of the urban area. In addition, the traditional image and economic perception of the resort will be transformed to that of a new modern, vibrant and exciting economic hub in the region. Investor and occupier sentiment to the town will be transformed.

Measures and Actions

- **Strand MP5A: Public Realm Improvements** The physical improvements illustrated to improve gateways and strategic areas of open space including the promenade and new public squares will be core foundations of a new improved urban environment. High quality environments will not only improve the visual appearance of the resort, but also enhance legibility, movement patterns across the resort and engender a climate for business. Such physical works will require a high standard of design and focus on delivery.
- **Strand MP5B: Marketing & Promotion** – efforts must be made to ensure the transformation of the resort is fully marketed to promote the location as a place to invest and trade. This will particularly relate to the upgrading of the resort hospitality and accommodation sectors, which are anticipated will undergoe considerable restructuring, with lower quality activities being upgraded to or replaced by new high quality facilities at greater scale. In addition wider investment opportunities across the Blackpool area should be actively promoted, and marketed in close association with the upgraded 'quality of life' considerations that will be delivered via investment in the central area of the resort's retail and entertainment facilities.
- **Strand MP5C: Transport improvements**. The Masterplan contains a number of proposals to enhance the nature of transport facilities, both in terms of the creation of attractive 'Gateways' to the resort, and in terms of internal infrastructure improvements such as an upgraded Light rapid Transit system. Such initiatives will be vital not only to provide a dramatic and lasting first impression of the resort as a quality location in which to live and work, but also to ensure that the traffic impact of the intensification of activity can be managed effectively.

11. conclusions

SUMMARY OF IMPACTS

It is widely recognised that Blackpool is in need of major change to dramatically transform the fortunes of the resort from its current position of slow and steady decline to a future of achievable and sustained growth. It is clear that the Masterplan is a strategic regeneration opportunity of local, regional, national and even international importance due to the scale and strategic tourist importance of the proposals.

The Impact of the Development Proposals - Employment Generation

In terms of the analysis of the quantum and mix of development proposed, it is clear that the development of the Masterplan as proposed would bring considerable economic, social and community benefits to the area.

Figure 11.1 Total employment impact

	Jobs
Construction Employment (FTE equivalent)	1,250
Direct Employment on site through the physical development proposals	24,000
Less Displaced Employment from existing businesses	- 2,300
Wider indirect and induced Employment (multiplier effects)	14,500
Total employment Impact	37,450

In terms of employment generation, the following key outputs have been identified:

- **Construction Employment**. Phased construction of the proposals would result in the generation of 12,500 temporary years of construction, equivalent to a total of **1,250 jobs** (FTE).
- **Direct Employment.** The commercial floorspace mix as proposed is anticipated to generate a total of **24,000 jobs**.

In total the primary employment impacts of the proposals, combining construction and direct employment outputs total of **25,250 jobs.**

An assessment of 'additionality', taking into account the impact of the development within the EDZ area with due consideration given to benefits lost to outside the area, displacement of other activities and multiplier impacts, results in a net additional local impact total of **12,300 jobs**, that would be either created or safeguarded as a result of the Masterplan.

Overall, the Masterplan would therefore support a total of roughly **37,500 jobs**.

The Impact of the Development Proposals - Wider Impacts

Whilst the employment impacts are in themselves considerable, the development would also deliver a range of wider economic, social and community benefits that whilst difficult to quantify precisely, are nevertheless crucial to the wider regeneration of the area and maximisation of potential benefit from the Masterplan site. Such wider benefits include the following key elements:

1 **Economic Opportunity & Diversification**. As the area has a high reliance upon seasonal employment, the new development opportunities presented by the Masterplan provide the opportunity to deliver new year-round employment prospects. In addition, the enhanced demand for supporting activities such as electronics, catering and business services will assist greatly to diversify the economic base of the resort.

2 **The promotion of enterprise and innovation.** It is anticipated that the attraction of new high value-added businesses into the area, together with a skilled young, aspirational workforce into a new high quality living and working environment would assist to foster a culture of enterprise and innovation within the area.

3 **Supporting wider regeneration initiatives and objectives.** The development proposals do much to deliver a range of objectives identified in the background framework of regeneration strategies including the diversification of the economic base, sustainable urban forms, and general improvement to the profile of the area;

4 **The attraction of inward investment.** The high quality urban development proposals tailored towards the needs of modern households in terms of leisure and entertainment and supporting retail facilities, would be of fundamental importance to ensure that the area can compete in the highly competitive marketplace for inward investment.

5 **Improving labour supply and skills.** The new focus on quality would stimulate a step change in the skills base of the local labour force, as employers recognise the opportunity that a higher quality product can deliver in terms of profitability;

6 **Improving the physical environment and overall quality of life**. A key theme running through the implementation of the proposals would be the emphasis upon high quality urban design and place-making to ensure that physical development across the site comes forward within an attractive, co-ordinated and well considered design.

7 **Balancing the population profile**. The development could contribute towards the attraction of a new people into the area providing a wider pool of labour with a broader skills base, in particular within the key 16-30 age groups;

8 **Access to new opportunities.** New employment, leisure and entertainment facilities would be of direct benefit to the existing local population. Integration of the new development with surrounding existing communities would be crucial to ensure full access to the new opportunities and facilities;

Appendix I

POTENTIAL DELIVERY FRAMEWORK

The various Themes and Strands introduced within this document illustrate a range of strategic components to aid the regeneration of Blackpool in association with the bold objectives of the Blackpool Masterplan. They have been illustrated as way of sign-posting a series of regeneration components where the attention should be focussed to deliver maximum benefit to existing communities within Blackpool, in particular the inner urban wards which are suffering from levels of high deprivation.

It is important to stress that much important work is already being undertaken to regenerate the resort, through a series of well established regeneration strategies and programmes that should not be replaced or replicated. There may, however be certain areas where a re-focussing is required in association with the physical components and objectives illustrated within the Masterplan. It will be important for the key organisations currently involved in the regeneration of the resort, including the Blackpool Challenge Partnership, Blackpool Borough Council and Blackpool & Fylde College to work in partnership to progress sustainable regeneration in light of the scale and scope of change as envisaged.

A potential framework identifying the potential lead organisation and key partners is illustrated in the following table.

Blackpool Masterplan: Regeneration Strategy Potential Delivery Framework

Strand		Lead Organisation	Partner Organsiations	Core outputs
THEME MP1: SKILLS, TRAINING & LABOUR FORCE CAPACITY				
1A	Hospitality Sector: Image & Profile	▪ Blackpool Challenge Partnership	▪ Blackpool Borough Council ▪ Blackpool & Fylde College ▪ Job centre+ ▪ Hospitality Sector Employers ▪ Connexions Lancashire ▪ LSC	▪ No. of people provided with learning support ▪ No. of people securing employment
1B	Hospitality Training: Improved coordination	▪ Blackpool & Fylde College	▪ Blackpool Borough Council ▪ Blackpool Challenge Partnership ▪ Job centre+ ▪ Hospitality Sector Employers ▪ Connexions Lancashire ▪ LSC ▪ British Hospitality Assocation ▪ Hotel Catering Industry Management Association	▪ Improved service delivery ▪ No. of people provided with learning support ▪ No. of people securing employment

1C	Hospitality Industry Employer Training	▪ Blackpool & Fylde College	▪ Blackpool Borough Council Blackpool Challenge Partnership ▪ LSC ▪ Job centre+ ▪ Lancashire Chamber of Commerce ▪ Business Link NW ▪ Hospitality Sector Employers ▪ Hoteliers Association ▪ NW Tourist Board ▪ Travel Agents	▪ No. of people provided with learning support ▪ No. of people securing employment ▪ No. of businesses supported
1D	Tourism Centre of Excellence	▪ Blackpool & Fylde College	▪ Blackpool Borough Council ▪ Blackpool Challenge Partnership ▪ Hospitality Sector Employers ▪ Lancaster University ▪ LSC ▪ Tourism Management Institute	▪ No. of people provided with learning support ▪ No. of people securing employment ▪ New investment in education facilities
1E	Hospitality Employers Group	▪ Blackpool Borough Council	▪ Blackpool & Fylde College ▪ Blackpool Challenge Partnership ▪ LSC ▪ Job centre+ ▪ Lancashire Chamber of Commerce ▪ Business Link NW ▪ Hospitality Sector Employers ▪ Hoteliers Association ▪ NW Tourist Board ▪ Travel Agents	▪ No. of people provided with learning support ▪ No. of people securing employment ▪ No. of businesses supported
1F	Focus on Quality	▪ Blackpool Borough Council	▪ Blackpool and Flyde College ▪ Blackpool Challenge Partnership ▪ Business Link NW ▪ Lancashire Chamber of Commerce ▪ Local Employers ▪ Blackpool Hoteliers ▪ NW Tourist Board	▪ No. of people securing employment ▪ New and improved visitor facilities and attractions
1G	Gaming Specific training & business support	▪ Blackpool & Fylde College	▪ Blackpool Borough Council ▪ Blackpool Challenge Partnership ▪ Gaming Commission ▪ Job centre+ ▪ Casino Sector Employers ▪ LSC	▪ No. of people provided with learning support ▪ No. of people securing employment
1H	Construction Sector: Building Capacity	▪ Blackpool Borough Council	▪ Blackpool & Fylde College ▪ Blackpool Challenge Partnership ▪ Job centre+ ▪ CITB NW	▪ No. of people provided with learning support ▪ No. of people securing employment ▪ Local Businesses supported
1I	Construction Sector: Youth in Construction	▪ Blackpool & Fylde College	▪ Blackpool Borough Council ▪ Blackpool Challenge Partnership ▪ Job centre+ ▪ Construction Sector Employers ▪ LSC ▪ Education Business Partnership ▪ Connexions ▪ CITB NW ▪ Building Links	▪ No. of people provided with learning support ▪ No. of people securing employment
1J	Construction Sector: Working Group	▪ Blackpool Borough Council	▪ Blackpool Challenge Partnership ▪ LAWTEC ▪ Business Link ▪ Lancashire Chamber of Commerce ▪ Job centre+	▪ No. of people provided with learning support ▪ No. of people securing

			▪ Construction Sector Employers ▪ Blackpool and Flyde College ▪ CITB NW ▪ Building Links	employment ▪ Local Businesses supported
1K	Construction Sector: Capacity in SMEs	▪ Blackpool Borough Council	▪ Business Link ▪ LSC ▪ CITB NW ▪ Building Links ▪ Centre for Construction and Innovation	▪ No. of people provided with learning support ▪ No. of people securing employment ▪ Local Businesses supported
1L	Construction Charter	▪ Blackpool Borough Council	▪ Blackpool and Flyde College ▪ Blackpool Challenge Partnership ▪ LSC ▪ Job centre+ ▪ Hospitality Sector Employers ▪ CITB NW ▪ Building Links	▪ No. of people provided with learning support ▪ No. of people securing employment ▪ Local Businesses supported
1M	Other Sector: Identification & Support	▪ Blackpool Borough Council	▪ Blackpool & Fylde College ▪ Blackpool Challenge Partnership ▪ Local Employers	▪ No. of people provided with learning support ▪ No. of people securing employment ▪ Local Businesses supported
THEME MP2: QUALITY ASSURANCE				
2A	A Definitive Blackpool Hospitality Sector Quality Brand	▪ Blackpool Borough Council	▪ Blackpool Challenge Partnership ▪ Blackpool & Fylde College ▪ Blackpool Hoteliers ▪ English Tourism Council ▪ NW Tourist Board ▪ Business Link NW ▪ Lancashire Chamber of Commerce ▪ Employers ▪ British Hospitality Association	▪ No. of people securing employment ▪ Local Businesses supported ▪ New investment within the EDZ
2B	A quality urban environment	▪ Blackpool Borough Council	▪ Blackpool Challenge Partnership ▪ Lancashire County Council ▪ NWDA ▪ GO NW ▪ CABE	▪ Environmental improvements ▪ Brownfield land released for development ▪ Local Business supported ▪ New employment ▪ Attraction of investment
2C	Research and Benchmarking	▪ Blackpool Borough Council	▪ Hoteliers Association ▪ NW Tourist Board ▪ Blackpool and Flyde Collge ▪ Third Party Organisation	▪ Local businesses supported
THEME MP3: TOURISM & HOSPITALITY BUSINESS SUPPORT				
3A	Physical & Public Realm Improvements	▪ Blackpool Borough Council	▪ Blackpool Challenge Partnership ▪ NWD ▪ Lancashire County Council ▪ Local Employers	▪ Environmental improvements ▪ Local Business supported ▪ New employment ▪ Attraction of investment

3B	Business Improvements Grant & Loan Schemes	▪ Blackpool Challenge Partnership	▪ Blackpool Borough Council ▪ NWDA ▪ Employers ▪ Police ▪ Hoteliers Association	▪ Environmental improvements ▪ Visitor facilities improved ▪ Local Business supported ▪ New employment
3C	Tourism Bureau	▪ Blackpool Borough Council	▪ Blackpool Challenge Partnership ▪ Blackpool & Fylde College ▪ Business Link NW ▪ Job Centre+ ▪ Employers ▪ Lancaster University ▪ University of Central Lancashire	▪ Local Business supported ▪ Improved service delivery ▪ Attraction of investment
3D	Place Marketing	▪ Lancaster University	▪ Blackpool Borough Council ▪ NW Tourist Guide Association ▪ NW Tourist Board ▪ Lancashire Tourism Partnership ▪ Blackpool Hoteliers ▪ Lancashire Blue Badge Guides	▪ Local Business supported ▪ Attraction of investment ▪ Promotion of non-seasonal employment
THEME MP4: WIDER BUSINESS SUPPORT, INNOVATION & DIVERSIFICATION				
4A	Promoting Innovation	▪ Blackpool Borough Council	▪ Blackpool Challenge Partnership ▪ Blackpool & Fylde College ▪ LSC ▪ Job centre+ ▪ Hospitality Sector Employers	▪ Local Business supported ▪ Economic diversification ▪ Promotion of non-seasonal employment ▪ Attraction of investment
4B	Construction Sector Support	▪ Blackpool Borough Council	▪ Blackpool Borough Council ▪ Blackpool Challenge Partnership ▪ LSC ▪ Job centre+ ▪ Construction Sector Employers ▪ CITB NW ▪ Building Links ▪ Business Link	▪ Local Business supported ▪ Attraction of investment ▪ Promotion of non-seasonal employment
4C	Creative, Cultural and Performing Arts Industries	▪ Blackpool and Flyde College	▪ LSC ▪ University of Central Lancashire ▪ North West Arts Board ▪ Business Link ▪ UKs Circus Arts Forum ▪ Tower Circus	▪ Local and new business supported ▪ Promotion of non-seasonal employment
THEME MP5: CLIMATE FOR INVESTMENT				
5A	Physical & Public Realm Improvements	▪ Blackpool Borough Council	▪ Blackpool Challenge Partnership ▪ NWD ▪ Lancashire County Council ▪ Local Employers	▪ Environmental improvements ▪ Local Business supported ▪ New employment ▪ Attraction of investment
5B	Marketing & Promotion	▪ Blackpool Borough Council	▪ Blackpool Challenge Partnership ▪ NWDA ▪ Lancashire Chamber of Commerce ▪ Business Link NW ▪ Employers	▪ Local Business supported ▪ Attraction of investment ▪ Promotion of non-

				seasonal employment
5C	Transport Investment	▪ Blackpool Borough Council	▪ Blackpool Borough Council ▪ Blackpool Challenge Partnership ▪ Lancashire County Council ▪ NWDA	▪ Local Business supported ▪ Attraction of investment

Appendix II

JOB CREATION ANALYSIS

The following section introduces the background analysis undertaken to assess the job creation and breakdown by job types, in relation to the various major land-uses.

RETAIL

The assessment of the potential job creation delivered via new retail development within the Masterplan has been based upon the following values:

	Net Sq.m. per employee	Source
Retail – town/city centre	20	Employment Densities: Report for EP and the RDAs (Arup, 2001)
Retail - restaurants	13	Employment Densities: Report for EP and the RDAs (Arup, 2001)

For the purposes of this analysis, a rate of **1 job per 20 sq.m**. of net reatil floorspace has been assumed.

A multiplier of **1.2** has been applied to reflect a moderate indirect and induced employment impact throughout the wider economy.

OFFICE

The assessment of the potential job creation delivered via new office development within the Masterplan has been based upon the following values:

	Net Sq.m. per employee	Source
General (purpose built) offices	19	Employment Densities: Report for EP and the RDAs (Arup, 2001)
Offices (North West)	17.1	Gerald Eve/RICS, 1997

For the purposes of this analysis,, a rate of **1 job per 19 sq.m**. of net office floorspace has been assumed.

A multiplier of **1.2** has been applied to reflect a moderate indirect and induced employment impact throughout the wider economy.

CASINO INDUSTRY – EMPLOYMENT BREAKDOWNS

The assessment of the potential job creation delivered via new casino development within the Masterplan has been based upon the following values:

	Net Sq.m. per employee	Source
Casino (London, middle upper market)	6	Employment Densities: Report for EP and the RDAs (Arup, 2001).
Casino (International)	2 to 4	Market research of various international

It has been assumed that the floorspace designated as 'casino' within the masterplan will also incorporate bar and restaurant facilities, whilst the above assessment relates primarily to gaming space.. For the purposes of this analysis, an average rate of **1 job per 6 sq.m**. of net casino floorspace has been assumed

A multiplier of **1.8** has been applied to reflect a high indirect and induced employment impact throughout the wider economy (sourced from 'The Regional Economic Impacts of Casino Gambling', National Gambling Impact Study Commission, USA, 1998).

Research undertaken to understand the nature of employment within the Casino industry has revealed the following key messages.

CONFERENCE

Very limited information exists in relation to job densities ofnew conference facilities. As a result, a relatively low employment density has been assumed to reflect the fact that the venue would include significant areas of open conference and exhibition space, supported by ancillary administration, catering and other support services.

The assessment of the potential job creation delivered via new conference development within the Masterplan has been based upon a rate of **1 job per 60 sq.m**. of net conference floorspace.

A multiplier of **1.5** has been applied to reflect a high indirect and induced employment impact throughout the wider economy.

HOTEL

The assessment of the potential job creation delivered via new hotel development within the Masterplan has been based upon the following values:

	Bedrooms per employee	Source
General hotels (3 star)	2	Employment Densities: Report for EP and the RDAs (Arup, 2001)
Executive hotels (4/5 star)	0.8	Employment Densities: Report for EP and the RDAs (Arup, 2001)

For the purposes of this analysis,, a rate of **1 job per 1 bedroom**. of new hotel accommodation has been assumed, reflecting a focus on high standard hotel accommodation as an integral part of new high quality entertainment attractions.

A multiplier of **1.3** has been applied to reflect a moderate to high indirect and induced employment impact throughout the wider economy.

LEISURE ATTRACTIONS

The assessment of the potential job creation delivered via new leisure attractions within the Masterplan has been based upon the following values:

	Net Sq.m. per employee	Source
Amusement and entertainment centres	40	Employment Densities: Report for EP and the RDAs (Arup, 2001). Based upon Business in Sport & Leisure report, 1997.

For the purposes of this analysis,, a rate of **1 job per 30 sq.m.** of new entertainment and leisure attraction floorspace has been assumed, to reflect the higher quality nature of new facilities in terms of customer service, and respective likely higher level of employment.

In terms of major attractions, such as the proposed Aquarium and 'Tropical World', these are anticipated to contain significant areas of open space and as such would be likely to have lower levels of employment generation. A rate of **1 job per 100 sq.m.** has been assumed for the purposes of this analysis.

A multiplier of **1.3** has been applied to reflect a moderate indirect and induced employment impact throughout the wider economy (referenced from Research Report for Leisure & Tourism, ODPM, 2001)

Appendix III

REFERENCES & SOURCES

The following documents and papers have been considered during the preparation of this Regeneration Strategy.

- **A guide to site criteria for commercial leisure,** Business in Sport & Leisure, 1997

- **Casino Industry Survey 2001-2002: Summary of Results**, Australian Casino Association, December 2002

- **Employment Densities Report for English Partnerships and the Regional Development Agencies** Arup Economics and Planning, July 2001

- **Overcrowded, Under utilised or just right? Report of a study of office occupational densities** Gerald Eve/Royal Institute of Chartered Surveyors, 1997

- **Skills and Training for the Hospitality Sector, a review of issues,** Article published in Journal of Vocational Education and Training, Volume 54, No. 3 2002

- **The Regional Economic Impacts of Casino Gambling: Assessment of the Literature and Establishment of a Research Agenda,** National Gambling Impact Study Commission, November 1998

- **Business Tourism Briefing, An overview of the UK's Business Tourism Industry** Business Tourism Partnership, January 2003

- **Research Report on Planning for Leisure and Tourism** Office of the Deputy prime Minister, March 2001