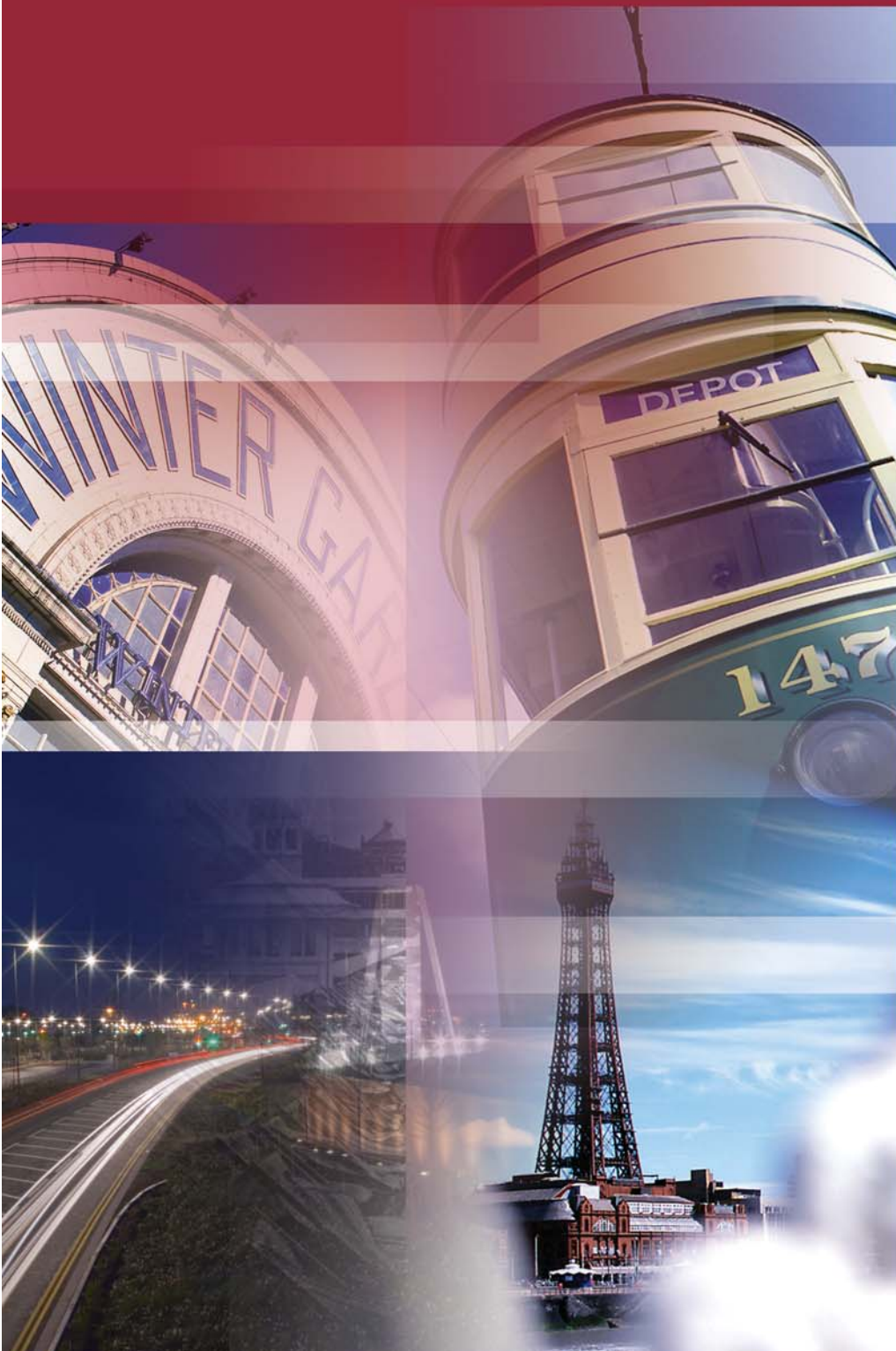
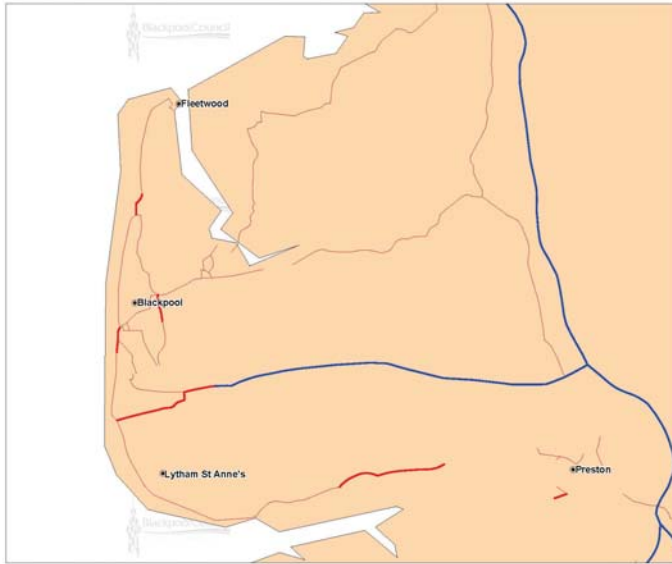


Extreme need, new opportunity

# BLACKPOOL

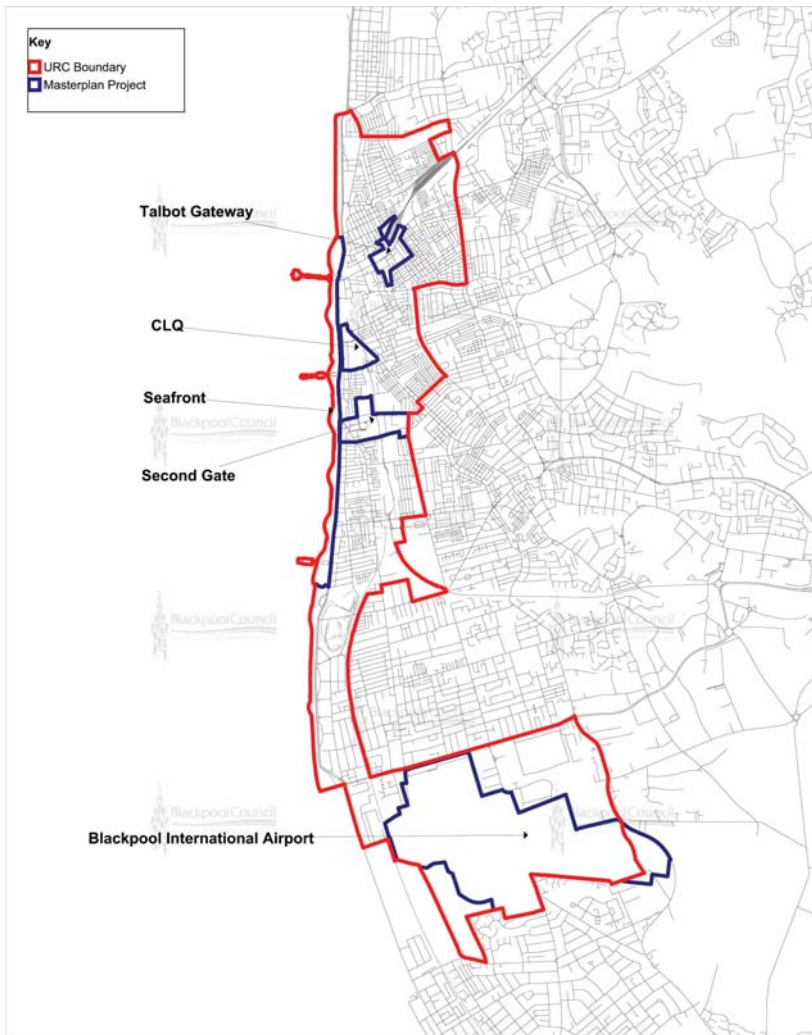
An Action Plan for Sustainable Growth  
Report of the Blackpool Task Force  
July 2007





Title: Blackpool & The Fylde Coast  
 Date: 25/8/2007  
 Scale: 1:150000 Printed By: DA

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## Foreword

Blackpool is in urgent need of comprehensive regeneration. The town already contains extreme levels of deprivation and there is evidence that the situation is worsening. Yet, despite the extent of the challenge, Blackpool has the potential to realise new opportunities and achieve sustainable growth. Blackpool can again become the vibrant, prosperous sub-regional centre of the Fylde Coast, and can develop a unique 21st century resort offer for the benefit of town, region and nation. Success in meeting this challenge will hinge on leveraging substantial private sector investment with Government support. This document sets out an Action Plan for how this transformation can be realised.

The Blackpool Task Force has reviewed the existing economic, social and environmental regeneration plans for Blackpool. We have concluded that casino-led regeneration in Blackpool would have produced the optimum level of economic regeneration and private investment with lower levels of public support. The Task Force believes that tourism and leisure will rightly continue to be the primary driver of the town's economy. However, the ambition to transform Blackpool into a world-class resort must be set within the context of a more diversified economy, with sustainable communities and high quality environment. Developing and enhancing the role of Blackpool as the sub-regional centre of the wider Fylde area is paramount to this.

Without the Regional Casino, the existing regeneration programme is much too limited and would struggle to stabilise the economy over the short to medium term and would not address longer term decline. The Task Force has therefore developed this Action Plan, which builds upon and extends existing activity and is of sufficient scale to enable Blackpool to achieve its growth potential, albeit at greater public cost than with a regional casino.

The Action Plan is fully compliant with the North West Regional Economic Strategy and the Regional Spatial Strategy. It articulates a vision of a New Blackpool through three mutually reinforcing themes: revitalising business and enterprise; transforming access, infrastructure and the environment; and creating sustainable communities. In developing more balanced and sustainable residential communities, the Action Plan will adopt the principles and tools set out in the new Homes for the Future Green Paper. We have developed an integrated package of actions under each of these themes, designed to reverse decline, deliver socio-economic transformation, and maximise the cost-effectiveness of public expenditure over the long term. An underlying objective is to increase private sector confidence and maximise private sector investment.

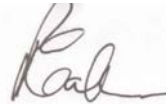
## Foreword

We recognise, in the context of the Comprehensive Spending Review, that the availability of new resources to deliver this ambitious programme will be limited. Wherever possible, therefore, this Action Plan seeks to identify existing national and regional programmes with which our interventions are aligned. These programmes include CLG's Growth Bids Programme, Housing Market Renewal, as well as Regional Housing Board funding and the programmes of the Northwest Development Agency.

Blackpool can achieve its ambition to become a sustainable 21st Century resort destination that makes a significant contribution to the growth of the regional and national economy, creating the necessary prosperity to tackle local deprivation. However, immediate and co-ordinated action, with strong Government support, is needed if Blackpool's severe social, economic and environmental problems are to be overcome, the decline in its economy reversed and new opportunities are to be realised.



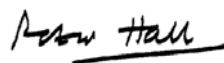
**Bryan Gray**  
Chairman  
Northwest Development Agency



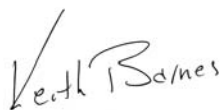
**Cllr Peter Callow**  
Leader of Blackpool Council  
Blackpool Council



**Paul Spooner**  
North West Regional Director  
English Partnerships



**Sir Peter Hall**  
Chairman  
ReBlackpool



**Keith Barnes**  
Regional Director  
Government Office for the North West

The Blackpool Task Force members are the Northwest Development Agency, Blackpool Council, ReBlackpool (the Urban Regeneration Company for Blackpool), English Partnerships and the Government Office for the North West. It was set up in response to the Statement by the Rt. Hon. Tessa Jowell, MP, Secretary of State for Culture, Media and Sport on 28th March 2007, which announced the establishment of "a fully fledged regeneration task force to review the totality of economic, social and environmental development plans in the Blackpool area".

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# I Introduction

## I.1 The case for intervention

The traditional resort economy of Blackpool has been in decline for decades. The town now faces a unique combination of regeneration challenges. The continued loss of tourism spend in the local economy has created a growing number of complex and inter-related economic, social and environmental problems, including:

- acute levels of highly concentrated deprivation – in particular, parts of inner Blackpool are amongst the 5% most deprived areas within the country and evidence suggests that this position is worsening;
- low value added – Gross Value Added (GVA) per capita is 69% of the UK level;
- the lowest average wages in the North West (2nd lowest in UK) in a labour market characterised by seasonality and a low proportion of higher order occupations;
- extremely high levels of worklessness (16th highest in the UK);
- lack of private sector investment;
- declining quality of the visitor offer within a tired and outdated infrastructure and urban environment;
- acute and accelerating housing market imbalance that is undermining efforts to regenerate the resort and driving social deprivation. There is a growing number of Houses in Multiple Occupation (HMOs), with thousands more hotels and guest houses – with average rates of occupation lower than 30% - at risk of changing into inappropriate forms of use;
- poor educational and skills attainment – over 20% of the working age population in Blackpool have no qualifications, compared to a national average of 14%, and a lower than average proportion possess Level 4 plus qualifications; and
- worsening levels of poor health and high levels of violent crime.

The decline of Blackpool's resort economy is entrenched and the consequences in terms of physical, social and economic obsolescence are now obvious. There is evidence that many of these problems are getting worse and there is a real concern that Blackpool might reach a 'tipping point' after which decline becomes much more rapid and far more difficult and expensive to reverse. There is, therefore, a pressing need for investment, without which the ongoing public sector costs will be even more burdensome. If the public sector fails to make the necessary investment to regenerate Blackpool, it is projected that Blackpool's employment would decline by 4,300 to 54,600 by 2017 and that the employment rate would fall from 69% to 62%.

Uncoordinated and small-scale public sector investment will not provide sufficient critical mass to stimulate the levels of additional private investment required to stabilise, let alone reverse, the downward spiral. This would, at best, result in a managed decline of Blackpool's economy with the consequent adverse social and environmental effects. There would be significant additional long-term costs to the public sector and to society as a whole. For example, it is estimated that the cost of additional worklessness benefits to the Exchequer might be £65 million per annum by 2017 and the current high level of housing benefit will continue to rise, fuelling further distortion of the housing market.

# I Introduction

## I.2 The opportunity for growth

In recent years, the public and private sectors have recognised the urgent need for intervention in Blackpool and in response, local, sub-regional and regional partners have endorsed a vision for the town as “a great place to visit – a better place to live”. Significant steps towards achieving this vision have already been made, including:

- In 2003 the town won support for the Blackpool Resort Masterplan – a regeneration plan to establish Blackpool as a world class resort destination and secure its status as the sustainable economic, civic, cultural and retail centre for the Fylde Coast sub-region;
- A Casino Conference Cluster formed the central economic driver of the plan and the key to unlocking early and substantial private investment;
- In 2005 Government approved the establishment of an Urban Regeneration Company (ReBlackpool) with founder members Northwest Development Agency (NWDA) and Blackpool Council to deliver the physical components of the Masterplan, and drive Blackpool's economic regeneration;
- Blackpool's Local Area Agreement (LAA) is designed to ensure that local communities and neighbourhoods benefit from the delivery of the Masterplan, with strong partnerships working across the public sector laying the foundations for improvements in the social and economic wellbeing in the longer term;
- Blackpool's Local Strategic Partnership is performing well and was scored as “excellent” in the most recent assessment;
- Recognition of the significance of Blackpool's regeneration in the Regional Economic Strategy (RES) where it is identified as a transformational action;
- Identification of the economic potential of Blackpool as a key priority in both the Lancashire Sub-Regional Economic Strategy and the Northern Way Central Lancashire City Region Development Programme; and
- A number of Masterplan projects are already being delivered, including the £300 million Talbot Gateway scheme and the £35m extension of the Houndhill Shopping Centre with the latter scheduled for completion in 2008.

However, without the regional casino, the existing investment programme will fail to lever in the level of private investment required to reverse decline and realise Blackpool's potential as a 21st Century resort destination.

The Task Force has analysed the existing plans (Section 2) and identified new opportunities (Section 3) to lever substantial private sector investment and secure sustainable growth, through accelerated and re-directed public investment. Through realising these new opportunities, Blackpool can unlock private investment and be transformed into a strong, sustainable sub-regional centre serving over 350,000 Fylde Coast residents, and will become a quality, world class destination that will create the platform for socio-economic regeneration and growth.

## 2 Current plans

The ReBlackpool Business Plan, together with additional enabling public sector investment, provides the foundation for activity currently planned, which includes:

- The Resort – remodelling and enhancements to the seafront, improvements to the Illuminations and creation of opportunities for new attractions;
- The Town centre – delivery of a scheme at Talbot Gateway, extension to the Houndshell shopping centre and other developments;
- Business development and education – implementation of the Local Enterprise Growth Initiative; (LEGI) expansion of the town's HE offer and Building Better Schools for the Future (BSF);
- Access and infrastructure – implementation of the Tramway renewal;
- Housing and holiday accommodation – development of a radical strategy to address the imbalance in supply of housing and holiday accommodation including stimulating private investment;
- Neighbourhood renewal – a radical approach to neighbourhood management, involving communities in improving the quality of the environment, perceptions of safety and holistic support for vulnerable families; and
- Environment – the implementation of public realm and other environmental improvements.

Details of the costs and timescales of the current package are summarised in Table 2.1 below. However, the majority of this investment has yet to be approved or contractually committed.





## 2 Current plans

TABLE 2.1: CURRENT PLANS

PROJECT	EXPECTED PRIVATE SECTOR CONTRIBUTION (£M)	PUBLIC FUNDING (£M)	SOURCE	TOTAL PROJECT COST (£M)	STATUS OF PUBLIC FUNDING	TIMESCALE
<b>RESORT</b>						
Seafront Sea Defences		£85m	DEFRA, NWDA, BC,	£85m	£78m(approved) £7m (decision awaited)	0 – 5 years
People's Playground		£50m	Lottery, NWDA	£50m	£25m(approved) £25m (decision awaited)	0 – 5 years
Promenade Attractions	£30m			£30m		0 – 5 years
Illuminations		£2.49m	BC, ERDF, NWDA	£2.49m	£1.15m (approved) £1.34m(decision awaited)	0 – 3 years
Events and Leisure Developments	£50m	£6m	NWDA, ERDF	£56m	£4m(approved) £2m (decision awaited)	0 – 5 years
<b>TOWN CENTRE</b>						
Talbot Gateway	£300m	£10m	NWDA	£310m	Decision awaited	0 – 5 years
Houndshill and other commercial/retail developments	£155m			£155m		0 – 10 years
Townscape Heritage Initiative		£2.05m	BC, NWDA, HLF	£2.05m	Approved	0-3 years
<b>BUSINESS DEVELOPMENT/SKILLS</b>						
Enterprise development LEGL		£10.8m	CLG	£10.8m	Approved	0 – 2 years
HE Expansion		£10m	NWDA/HEFCE/ College	£10m	£2m(approved) £8m(decision awaited)	0 - 5 years
Worklessness Programme (Northern Way)		£0.95m	Northern Way, ERDF, NRF	£0.95m	Approved	0 – 3 years
<b>TRANSFORMING ACCESS, INFRASTRUCTURE &amp; ENVIRONMENT</b>						
Blackpool Tramway improvements		£75m £12.25m £12.25m	DFT BC LCC	£99.5m	£24.5m (approved) £75m(decision awaited)	0 – 5 years
Tramway Emergency works		£12.8m	DFT, BC	£12.8m	Approved	0 – 3 years
Blackpool Airport	£5m	£2.5m	NWDA	£7.5m	Decision awaited	0 – 3 years
Environmental Improvements		£35m	NWDA/BBC/EU	£35m	Decision awaited	0 – 5 years
<b>HOUSING</b>						
Social housing investment		£70m	CLG/ Housing Corporation	£70m	£5m(approved) £65m (Decision awaited)	0 – 5 years
<b>TOTAL</b>	<b>£540M</b>	<b>£397.09M</b>		<b>£937.09M</b>		

## 2 Current plans

The proposed investments are designed largely to act as a catalyst for private sector led investment and development, but the impact would be limited. Table 2.2 shows the key outcomes associated with this scenario.

**TABLE 2.2: CURRENT PLANS – KEY OUTCOMES**

	2007	2017	CHANGE (2007 – 2017)	IMPACT - ADDITIONAL CHANGE ABOVE DO NOTHING 2017 <sup>1</sup>	10 YEAR CUMULATIVE ADDITIONAL CHANGE ABOVE DO NOTHING <sup>1</sup>
Employment	58,940	58,340	-600 (-1%)	+3,700 (+7%)	–
GVA (£m, 2007 prices)	1,850	2,230	+380 (+20%)	+190 (+9%)	+870
Employment rate	69%	66%	-3% points	+4% points	–

<sup>1</sup>The additional activity (employment, GVA and employment rate) above what is projected to happen without any intervention.

The continuation of the current plans will not provide the required uplift to address the existing scale of deprivation within the town or support the ambition for transformational change in the region's economy, as described by the RES. This is not a long-term solution.



## 3 New plans

### 3.1 Vision and Overview

The Task Force have endorsed the local vision of a New Blackpool. The New Blackpool will be the civic, cultural, retail and educational centre of the Fylde Coast, serving 350,000 local residents. It will be recognised as a unique, year-round 21st century visitor experience, offering escapism and fun with high quality attractions, and state of the art conferencing facilities, accommodation and hospitality. The New Blackpool will attract higher value visitors, customers and residents, creating the market and conditions for higher value employment and growth. The New Blackpool will have a stable and growing population. It will offer the full range of educational provision – from preschool to Higher Education – giving its people the skills and aspirations to succeed. Inner Blackpool will be transformed into a place offering a mix of aspirational and affordable housing within mixed, attractive neighbourhoods, with access to quality local services.

In order to achieve this vision and deliver sustainable regeneration and growth, the Task Force has developed a new Action Plan that builds upon the existing Blackpool Masterplan, the ReBlackpool Business Plan and other initiatives underway in Blackpool, highlighting new opportunities in the town and wider Fylde sub-region. It must be reaffirmed however that this Action Plan requires greater levels of public expenditure and support than previous plans. Regional casino-led regeneration would have minimised the public expenditure required and maximised the private investment available; only under the regional casino scenario could Blackpool become a truly world class resort destination.

Private sector investment is critical to achieving a sustainable step change in economic growth. The implementation of the Action Plan will help to create the conditions to unlock significant private sector investment within Blackpool. Furthermore, it will form part of an integrated approach, with complementary enabling measures to ensure that the economic benefits created are accessible to Blackpool's most deprived communities. Sustainable development is an underpinning principle of the Action Plan.

The Action Plan has three integrated programme areas:

- revitalising business and enterprise;
- transforming access, infrastructure and the environment; and
- creating sustainable communities.

### 3.2 Revitalising business and enterprise

The regeneration of Blackpool will require the creation of a robust and sustainable economy that maximises the opportunities for growth both within the town and across the wider Fylde Coast sub-region. The approach proposed is one that combines delivering a revitalised resort and sub-regional centre within a more diverse Fylde economy. The following actions are required to deliver economic growth and achieve economic inclusion:

#### Resort regeneration

- **Conference Leisure Quarter** – current research has identified significant potential for Blackpool as a renewed niche conference destination. Attracting this market will help to broaden the visitor base and significantly extend the season. It can also provide a catalyst for high quality hotel and other leisure and retail development. We propose that a new conference facility is developed at the centre of a mixed-use leisure development including hotels and attractions. It is essential that pump priming public investment be provided immediately.
- **Additional attractions** – new leisure attractions are essential to help sustain and broaden the visitor economy. Public investment is vital to prepare sites for release to private investors as part of public/private partnerships

### 3 New plans

between Blackpool and the leisure industry. An early potential addition to Blackpool's attractions may include the possible location of the Victoria and Albert National Theatre Museum. The Masterplan identifies a number of sites and land assembly has begun.

- **Events strategy** – an expanded programme of events will be needed to attract and retain visitors to the resort, create new commercial opportunities for existing tourism infrastructure and widen Blackpool's market appeal.
- **Seafront transformation** - major improvements to Blackpool's sea defences are underway. This has provided a significant opportunity to transform Blackpool's Seafront, one of its major assets, to improve the visitor experience and provide a step change in the quality of Blackpool's urban landscape and environment through a programme of public and private projects. The ambition to create a "People's Playground" on the new Promenade is the subject of a bid to the Living Landmarks Lottery.
- **Illuminations** - Blackpool Illuminations, along with the Tower, are iconic features that remain a major attraction for Blackpool but they are in urgent need of renewal and investment.
- **World Heritage Site designation** – Blackpool was the world's first seaside resort for the masses and is working to preserve and capitalise on its heritage through a bid for World Heritage Site status.
- **Accommodation sector** – the upgrading of Blackpool's holiday accommodation is vital to the delivery of a total quality experience. ReBlackpool will pioneer area-based initiatives that will lift quality both internally and externally through exemplar projects.

#### Sub-regional centre and economic diversification

- **Town centre development** - the Talbot Gateway development will transform the north of Blackpool town centre and assist in re-establishing Blackpool's status as the sub-regional centre for the Fylde Coast. The project will also include a transport interchange centred on Blackpool North railway station. Current new private sector investment in the Houndshell Shopping Centre will substantially strengthen the retail offer. There is an opportunity to enhance and accelerate the development of the town centre through infrastructure and public realm improvements.
- **Second Gate** - there is the potential to unlock significant new development opportunities at Second Gate, within the central seafront area. This requires site preparation and the relocation of the Illuminations Depot. A further linked key strategic acquisition is the purchase and relocation of the Police Headquarters, which will consolidate the public sector's ownership and control of the Conference Leisure Quarter.
- **Enterprise development** - Blackpool is already making use of Local Enterprise Growth Initiative (LEGI) funding to promote a positive enterprise culture. However, LEGI funding is only confirmed for the first two years. Year 3 needs to be confirmed and the programme agreed for the full ten years. In addition, the Programme itself should be broadened to include the Fylde Coast and cover additional activities. Blackpool should also be accorded full Assisted Area or special Enterprise Zone status, and receive enhanced ring fenced European structural funds.
- **Business development** – Blackpool and the other Fylde Coast local authorities will work with the new regional business support model to identify how best to target activity that will support business growth locally, particularly in relation to opportunities arising from resort regeneration and potential growth sectors such as creative and digital industries.
- **Sector development** - additional investment is needed to support the development of new business sectors. It is proposed to create a business incubator; particularly to target the creative and digital sector.
- **Employment land portfolio** – support to bring forward a portfolio of employment sites and premises across the Fylde to strengthen the growth of both employment and housing.

## 3 New plans

### Skills and economic inclusion

- **Skills strategy** - ensuring high levels of educational and skills attainment is critical. Blackpool has been making significant improvements in this area, but more remains to be done. The Task Force recommends the creation of a series of skills academies for the Fylde Coast, including a Basic Skills Academy and a new Aviation/Aeronautical Academy linked to the growth of Blackpool Airport and the civil/military aerospace cluster in the Central Lancashire City Region. This will reinforce the work begun under LEGI.
- **Intermediate Labour Market** – Given the labour market issues facing the area, it is recommended that Blackpool and the Fylde Coast is awarded “City Strategy” status in order to strengthen joint working with the LSC and Job Centre Plus. We need to build upon the existing pathways to work programme funded by the Northern Way and support ILM activities to provide “bridges” back to work. This will also reinforce the work begun under LEGI.
- **HE/FE development** – Higher Education (HE) expansion is already proposed at an existing facility in Blackpool. There is an additional opportunity to relocate the existing FE College (c. 7000 FT students) with the potential to greatly boost town centre regeneration.
- **Building Schools for the Future (BSF)** – the planned BSF programme must be approved in order to address continuing poor levels of attainment and aspiration. The programme could be enhanced to allow for the creation of new facilities within inner Blackpool, which would link with housing and neighbourhood improvements to create the physical infrastructure required to deliver sustainable communities within the town's most deprived areas. In addition, there is also the opportunity to create a ‘Studio School’ in conjunction with business sponsors, which will realise the talents of young entrepreneurs within a practical working environment.
- **University Enterprise Centre** – a dedicated incubator centre should be created for key growth sectors linked to the proposed new HE/FE campus.

### 3.3 Transforming access, infrastructure and the environment

There are a number of transport and infrastructure projects that are critical to regenerating the resort and wider sub-regional economy. These will help to improve the economic performance of the town and importantly provide an integrated transport solution. The specific projects are:

- **Blackpool Tramway upgrade** – a package of improvements has been developed for the existing Tramway system, which is designed to support economic growth and serve both visitors and local residents. This scheme has been put forward through the Regional Funding Allocation process and is awaiting approval from the Department for Transport. It is essential that this investment is confirmed at the earliest opportunity. In addition, a Fylde Coast Transport Strategy linked to the wider sub regional opportunities for economic growth will establish the potential for the tramway to further improve accessibility both within Blackpool and across the Fylde Coast. This should also increase connectivity to Central Lancashire in the longer term; potentially delivered through connection of the Tramway and South Fylde Railway Line.
- **Blackpool Airport** - Blackpool Airport has been expanding rapidly and can be a catalyst for further economic growth. Further expansion of the airport and adjacent business park developments should be encouraged.
- **Rail infrastructure** – enhanced rail infrastructure is essential to enable economic growth and sustainable tourism development. Improvements to services and remodelling of Blackpool North train station should be brought forward as a priority, together with necessary enhancements to the sub-regional rail interchange at Preston.
- **Road access** – Measures to address problems on the A585 are vital in supporting Fylde Coast regeneration and releasing key employment sites. It is essential that measures are brought forward earlier than currently

### 3 New plans

programmed (post 2021). There is consensus among the three Fylde authorities that the “Blue Route” for the Fylde Coast Easterly Bypass is preferred. As this is dependent upon a new junction with the M55, we recommend that the Highways Agency gives serious consideration to this requirement.

Blackpool is also ideally placed to benefit from renewable wind and wave energy. Much has already been done with, for example, the development of the Solaris centre (which incorporates high-levels of sustainability), and wind turbines installed on parts of the seafront. More generally, the Task Force believes there is an opportunity to develop Blackpool as a world model of an environmentally sustainable resort. This could potentially be aligned with the Government’s eco-towns initiative.

The specific actions proposed are as follows:

- **Renewable energy, energy conservation and recycling** – it is proposed that Blackpool should be a leader in the use of sustainable energy and become an exemplar sustainable tourism resort. Consequently, further resources will be required to promote the development of renewable energy, energy conservation, heat storage and recycling projects. ReBlackpool is developing a visionary plan which seeks to link all of these as integral components of the tourism appeal of the town in a way that delivers exciting year-round ‘weather independent’ attractions.
- **Town centre and gateway environmental improvements** – there is growing evidence that high quality, well-designed public realm can add significant economic, social and environment value. The Task Force proposes a programme of town centre and gateway environmental improvements primarily funded by the public sector; including funding secured through Section 106 agreements.
- **Business Improvement District (BID) extension** – the BID has been successful in significantly improving the management and appearance of parts of the town centre. It is proposed to extend the BID to include all of the central Blackpool sea front.

#### 3.4 Creating sustainable communities through housing-led regeneration

Ensuring the local community benefits from future economic growth is fundamental to the success of this plan. The following actions are required to deliver social regeneration and create sustainable communities:

- **Strengthening Inner Neighbourhoods** - The inner areas have extremely high (and growing) levels of poor quality private rented housing, including some 3,500 HMOs, failing holiday accommodation, and little diversity of tenure within a highly unattractive environment. Blackpool Council with English Partnerships, the Housing Corporation and other local partners are currently developing a strategy and programme for intervention, designed to create mixed communities and support economic growth. The Task Force believes that funding this work is essential and recommends a two phase programme over a 10 year period with an initial 3 year first phase. This needs to be prioritised by Government and programmed as an area of housing growth where new high quality and affordable homes will be delivered in line with the principles set out in the Homes for the Future Green Paper. Linked to this, and in view of the complex and inter-related socio-economic problems faced by specific neighbourhoods, it is proposed that Blackpool’s innovative and successful approach to Neighbourhood Management is further supported under the new NRF arrangements.
- **Establish a Multi Area Agreement (MAA) for the Fylde Coast** – It is essential that the success of Blackpool’s Local Area Agreement is built upon and extended to cover a broader Fylde-wide MAA which will provide the foundation for a Fylde Coast Growth Strategy.

## 3 New plans

### 3.5 Costs and benefits

Table 3.1 below shows the proposed additional funding and timescale of the Action Plan.

TABLE 3.1: NEW PLANS					
PROJECT	ADDITIONAL PRIVATE SECTOR FUNDING (£M)	ADDITIONAL PUBLIC FUNDING (£M)	SOURCE	ADDITIONAL TOTAL PROJECT COST (£M)	TIMESCALE
<b>REVITALISING BUSINESS &amp; ENTERPRISE</b>					
<b>RESORT REGENERATION</b>					
Conference facilities Additional attractions and leisure developments	£290m	£160m	NWDA/ERDF/CLG	£450m	0 – 10 years
Events Illuminations Marketing		£20m	NWDA/BC	£20m	0 – 5 years
World Heritage site designation		£0.2m		£0.2m	0 – 5 years
Accommodation sector	£45m	£20m	NWDA/EP	£65m	0 – 5 years
<b>SUB-REGIONAL CENTRE AND ECONOMIC DIVERSIFICATION</b>					
Town centre development Second Gate	£190m	£60m	NWDA/BC	£250m	0 – 10 years
Enterprise development – confirm Blackpool LEGI beyond Yr 3 Extend LEGI to cover broader area		£20m £30m		£20m £30m	4 – 10 years 0 – 10 years
Business development Sector development		£10m	NWDA/ERDF	£10m	0 – 10 years
Employment site portfolio	£125m	£25m	NWDA	£150M	0 – 5 years
<b>SKILLS AND ECONOMIC INCLUSION</b>					
Skills academies		£5m	DCSF/DUIS/NWDA	£5m	0 – 5 years
HE development	£25m	£25m	DCSF/DUIS/NWDA	£50m	0 – 10 years
FE Development		£90m	Blackpool & Fylde College, LSC	£90m	0 – 5 years
Building schools for the future		£80m	DCSF	£80m	2 - 10 years
University Enterprise Centre		£5m	NWDA	£5m	0 – 7 years
City Strategy/ILM Initiative		£25m	NWDA, DWP, LSC	£25m	0 – 5 years
<b>TRANSFORMING ACCESS, INFRASTRUCTURE AND THE ENVIRONMENT</b>					
Environmental and energy sustainable tourism project(s)	£150m	£50m	DEFRA/ CLG	£200m	0 - 5 years
Blackpool Airport	£4m	£2m	NWDA	£6m	3 – 10 years
Town Centre and gateway environmental improvements		£20m	NWDA/ERDF	£20m	0 – 5 years
Townscape Heritage Initiative further scheme		£1.25m	HLF, BC, NWDA	£1.25m	0 – 5 years
BID extension	£1m			£1m	0 – 5 years
<b>CREATING SUSTAINABLE COMMUNITIES THROUGH HOUSING-LED REGENERATION</b>					
Housing market revival – initial programme	£65m	£85m	CLG/EP/HC/BC	£150m	0 – 3 years
Housing market revival – full programme	£585m	£165m	CLG/EP/HC/BC Regional Housing Board	£750m	4 – 10 years
Neighbourhood renewal		£35m	CLG	£35m	0 – 5 years
<b>TOTAL</b>	<b>£1,480M</b>	<b>£933.45M</b>		<b>£2,413.45M</b>	

### 3 New plans

By extending the existing activity, the Action Plan will address the problems of Blackpool's most deprived communities and contribute to sub-regional and regional growth. The key outcomes of the combined programme (current and new plans) are set out in Table 3.2.

**TABLE 3.2: COMBINED PROGRAMME – KEY OUTCOMES**

	2007	2017	CHANGE (2007 – 2017)	IMPACT - ADDITIONAL CHANGE ABOVE DO NOTHING 2017 <sup>2</sup>	10 YEAR CUMULATIVE ADDITIONAL CHANGE ABOVE DO NOTHING <sup>2</sup>
Employment	58,940	65,840	+6,900 (+12%)	+11,200 (+18%)	–
GVA (£m, 2007 prices)	1,850	2,510	+660 (+36%)	+470 (+23%)	+2,130
Employment rate	69%	75%	+5% points	+12% points	–

<sup>2</sup> The additional activity (employment, GVA and employment rate) above what is projected to happen without any intervention.

The Task Force considers that this represents the best value for money on public sector investment. However, the growth that is possible under this scenario still falls considerably short of what could be delivered with Regional Casino-led regeneration, will take longer to achieve and provides less of a return for public sector investment.

#### 3.6 Delivering the Action Plan

The three Fylde Coast Authorities have already formed a strategic alliance with a commitment to the Fylde Coast sub regional strategy for economic growth, housing, transportation and sustainability and they are pursuing a Multi Area Agreement (MAA) together with Lancashire County Council. In the light of the Sub-National Review of Economic Development and Regeneration and implementation of Local Government White Paper proposals, the local authorities wish to consider the appropriate structures for governance and delivery building on the current Blackpool delivery mechanisms.

ReBlackpool is ideally placed to continue to lead on key aspects of physical regeneration, with the Council and other partners leading on the delivery of social, economic and neighbourhood regeneration. It is essential that community engagement, particularly through the Local Strategic Partnership, continues to be a key feature of regeneration in Blackpool.

Capacity and current successful partnership capabilities will need to be increased to ensure the successful delivery of the Action Plan. English Partnerships and its successor (the new homes agency) is now becoming a full member of ReBlackpool. Local and regional partners are committed to work together to fully exploit the possibilities outlined in the Housing Green Paper, Sub-National Review and Local Government White Paper to construct the most appropriate delivery arrangements for the implementation of this Action Plan.



## 4 Conclusions & recommendations

The Task Force has created an integrated Action Plan designed to deliver the vision of a New Blackpool as set out in Table 3.1, which builds upon and extends existing activities set out in Table 2.1. We forecast that the Action Plan will lever in private sector investment of £2 billion between 2007 and 2017 and at the same time create about 11,000 net additional jobs. In addition the plans include over 2,000 new homes and 2,500 new local HE students. We believe that these outcomes qualify Blackpool to be considered as one of the country's Growth Points as set out in the new Homes for the Future Green Paper.

The total costs and benefits are set out in Table 4.1 below.

TABLE 4.1: ACTION PLAN – COSTS AND BENEFITS			
	CURRENT PLANS	NEW PLANS	TOTAL ACTION PLAN (2007 – 17)
<b>COSTS</b>			
Private	£540m (58%)	£1,480m (61%)	£2,020m (60%)
Public	£397m (42%)	£934m (39%)	£1,331m (40%)
<b>Total</b>	<b>£937m (100%)</b>	<b>£2,414m (100%)</b>	<b>£3,351m (100%)</b>
<b>BENEFITS</b>			
Gross direct jobs	10,000	19,000	29,000
Net additional Jobs	3,700	7,500	11,200
Net additional Gross Value Added (£m 2007 prices) - 2017	190	280	470
Cumulative GVA increase during the 10 year period			2,130

The Action Plan will create the conditions for growth and result in high quality 'place making'. The evidence from cities, such as Manchester, is that, by creating confidence and improving the supply-side of the economy, substantial private sector investment can be secured. By increasing the quality of the tourism offer and improving access to jobs throughout the Fylde Coast, Blackpool residents can access higher value added employment opportunities.

Many of the programmes and projects will fall to the local and regional partners to deliver and fund. NWDA, English Partnerships, ReBlackpool and Blackpool BC will all continue with their commitments and will also continue to make their financial contributions.

It is critical that Government provides tangible support if there is to be effective delivery of the Action Plan. Many of the suggested initiatives require Government support and commitment but not funding. These include support for Blackpool's bid for **World Heritage Site Status**, the designation of Blackpool as an **exemplar sustainable tourist resort**, awarding of full Assisted Area or special enterprise zone status for Blackpool, approval to potentially extend the URC boundary and support for a **Fylde Coast Multi Area Agreement (MAA)**.

In other areas, there are funding propositions already with Government and its agencies on which decisions in favour of Blackpool are urgently required. These begin with the **Tramway investment**, which has been endorsed by the region and awaits Ministerial approval. It also includes the **social housing investment** and confirmation of **LEGI** funding for the third year of the programme and also for years four to ten. Support for the **Seafront and People's Playground** which is currently awaiting a decision from the Lottery Fund is also critical.

## 4 Conclusions & recommendations

And then there are new plans which are vital to achieving the New Blackpool vision and delivery of a more diversified economy that is no longer seasonally dependent. These include **Conference facilities, FE and HE expansion, a housing market revival programme, City Strategy** status, an extended **Building Schools for the Future** programme and a potentially transformational programme of sustainable **environmental and energy tourism projects**.

To realise the vision and deliver this Action Plan it will be necessary to re-align and re-direct existing resources and programmes, and provide additional public sector investment over and above that currently planned for Blackpool. To confront continuing decline in the resort economy it will be necessary to prioritise the investment programme with early actions and public investment in the projects that will bring contemporary conference and leisure experiences.

Failure to act will create a much greater public burden and social cost in the long term. We stand ready to engage with Government on how to deliver this Action Plan, and turn our vision of a New Blackpool into reality.



