

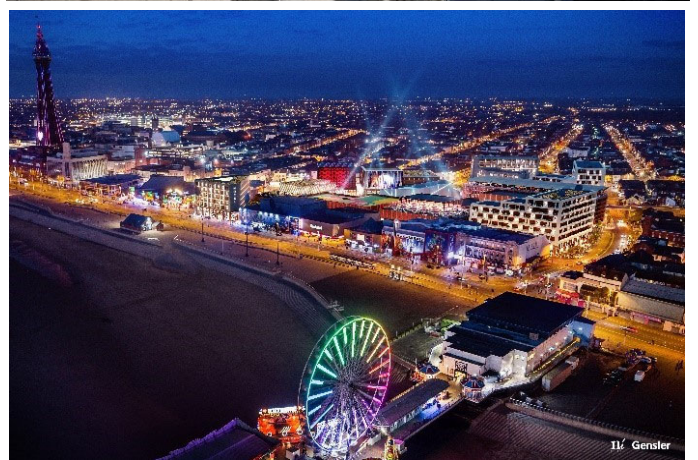
Blackpool Council

Blackpool Town Deal Board

Blackpool Town Investment Plan

Blackpool Town Deal

July 2020



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Compiled by AMION Consulting Ltd, July 2020



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1 Introduction

1.1 Blackpool's Agenda for Action 2030

Blackpool needs little introduction as a mainstream tourist destination. Loved and visited by millions, it occupies a unique place in the hearts and minds of the British people. With a magnificent seafront and the biggest portfolio of visitor attractions outside London, it retains its place as one of the UK's most popular destinations, with over 18 million visitors a year and a tourist economy worth £1.58bn. Nevertheless, the area has huge challenges and concentrations of deprivation that must be addressed if the area is to achieve its longer-term growth ambitions and prosperity for all.

Building on Blackpool's passion, energy and commitment to tackling these challenges, the Council, Blackpool Pride of Place Partnership and Lancashire Local Enterprise Partnership have recently refreshed their Town Prospectus '2030 Agenda for Action' to articulate a collective vision for Blackpool that seeks to build on its existing strengths and maximise the huge economic potential within Town, through the combined resources of all partners (from the public, private, voluntary, community, faith and social enterprise sectors.)

The Town Deal provides Blackpool with a unique opportunity to secure the resource, policy and support needed to deliver its vision. By bringing together existing and new commitments, a Town Deal for Blackpool will enable partners to work with Government to provide a strong, holistic response to the needs and opportunities of one of the country's most deprived, high profile towns and to deliver on its levelling up agenda.

1.2 The Town Investment Plan

The Blackpool Town Deal Board has brought forward this Town Investment Plan which describes the interventions (both underway and planned), the resources (both public and private) and the potential policy, infrastructure and financial changes or 'Asks' that are needed to realise the economic potential of the Town. To achieve the growth ambitions set out in the Town Prospectus, the Board recognise the fundamental importance of stakeholder engagement which has been integral to the development process. Partners welcome the opportunity to further develop a long-term strategic partnership with Government to facilitate action across departments that will develop the economy and tackle entrenched deprivation, leading to reduced pressure on the public purse.

As the Town Investment Plan provides the framework for delivering the whole of the Town Prospectus, it goes substantially beyond just the Towns Fund investment. While this will provide core public sector investment to drive economic regeneration and productivity growth, it will be delivered as part of a wider programme of investment that will include other public funding (e.g. Future High Streets Fund, the Opportunity Area Programme and Affordable Housing Programme) alongside private sector investment.

The Town Investment Plan will support the recovery of Blackpool, which has been severely hit by the COVID-19 pandemic, by bringing forward investment in key projects that will promote clean and inclusive growth in the short and longer term, two key principles within the Town Prospectus. Nine interventions have been prioritised for Town Deal Funding:

- **Blackpool Central** - relocation of Blackpool magistrates court to unlock the site for a £300m private sector development
- **Multiversity** – feasibility work and acquisition of land to create a new university experience that facilitates higher level upskilling, reskilling and lifelong learning within the Town Centre and free up an existing College site for residential development
- **Blackpool Airport Enterprise Zone** – delivery of new road/ access improvements to open up the site. reduce congestion on surrounding access roads and investment to realise the potential of the Aquacomms new trans-Atlantic fibre optic cable
- **Innovation Partnership** – digital technology programme targeted at all sectors but in particular for retail, leisure, and public transport services
- **Southern Quarter/Revoe Community Sports Village** – establishment of a sports village with leisure, education and residential uses including property acquisition/demolition to support private sector development
- **The Edge - Incubation Office Space in Stanley Buildings** – provision of high quality, high tech managed workspace for start-ups and small businesses within the Town Centre
- **Blackpool Illuminations** – modernisation and innovation of one of Blackpool’s key assets to drive visitor numbers
- **Grundy Art Gallery** – feasibility work to scope the capital investment required to transform the cultural venue into a 21st century, sustainable gallery
- **Youth Hub** – repurposing a town centre community hub to provide a focus for skills training and employability support for young people and vulnerable groups outside the labour market

Blackpool’s Town Deal forms a key part of the Lancashire Recovery Plan and the Board will seek to maximise complementarity, add value and ensure that the investment plan aligns with the priorities and projects of the other Town Deals.

Given the potential scale of impact that could be achieved through the transformational projects that Blackpool is seeking to bring forward, and in recognition of the exceptional needs and challenges within the area, the Board has decided to make a Towns Fund submission of £50 million (towards a total Town Deal of £500m). As Blackpool is the main retail, business, service and cultural centre on the Fylde Coast (with c330,000 residents), and one of the UK’s most visited destinations, it is envisaged that the benefits of growth will make a significant contribution to the growth of the wider sub-regional and national economy and contribute to the Government’s levelling up agenda.

1.3 The Town Deal area

The Town Deal area comprises the borough of Blackpool and the Airport Enterprise Zone which is also partly within Fylde.

Figures 1.1-1.3 provide maps to show the Blackpool Town Deal Area; Blackpool within the context of the Fylde Coast and the Town Centre within Blackpool which is referred to throughout the Plan.

Figure 1.1: Blackpool Town Deal Boundary

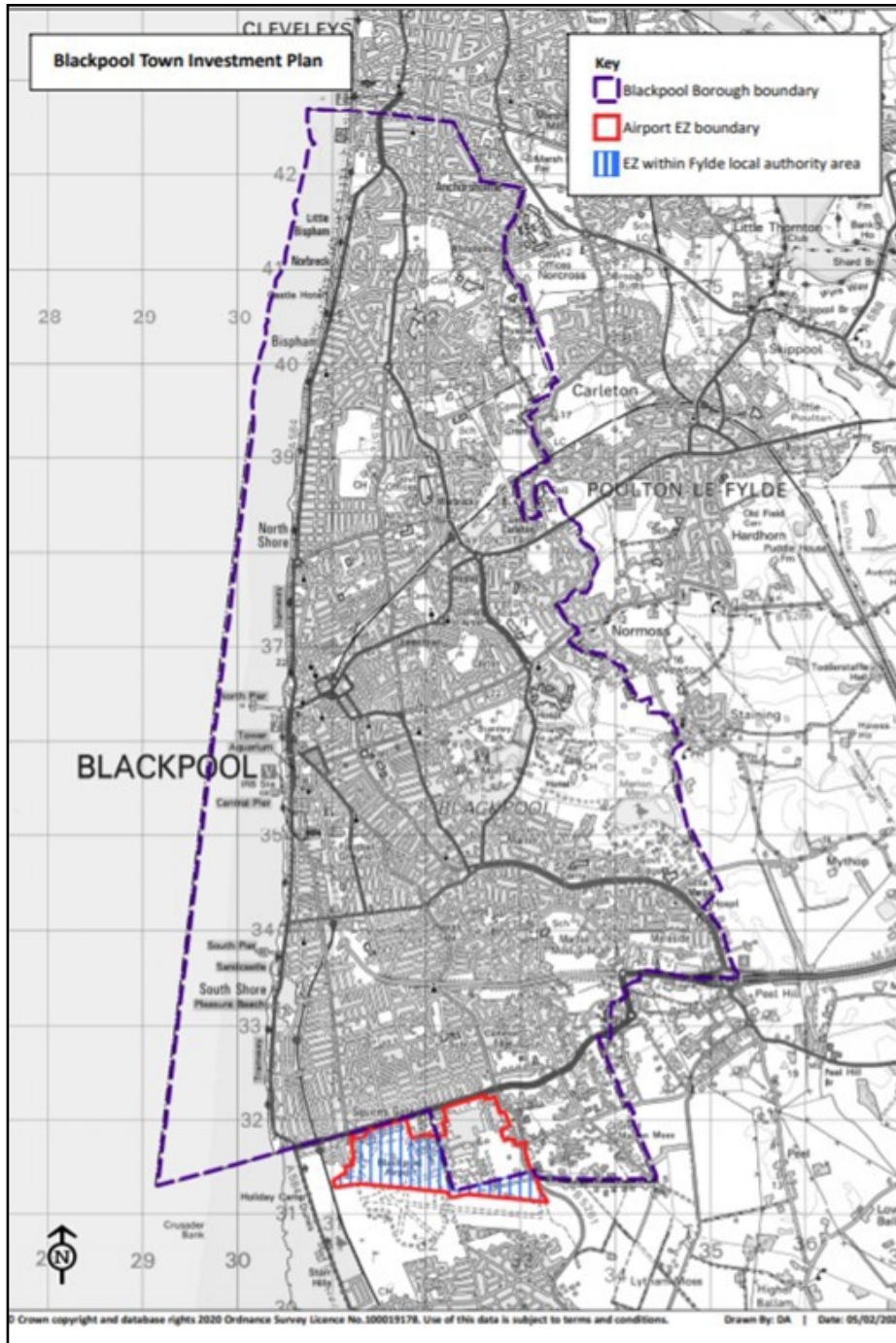
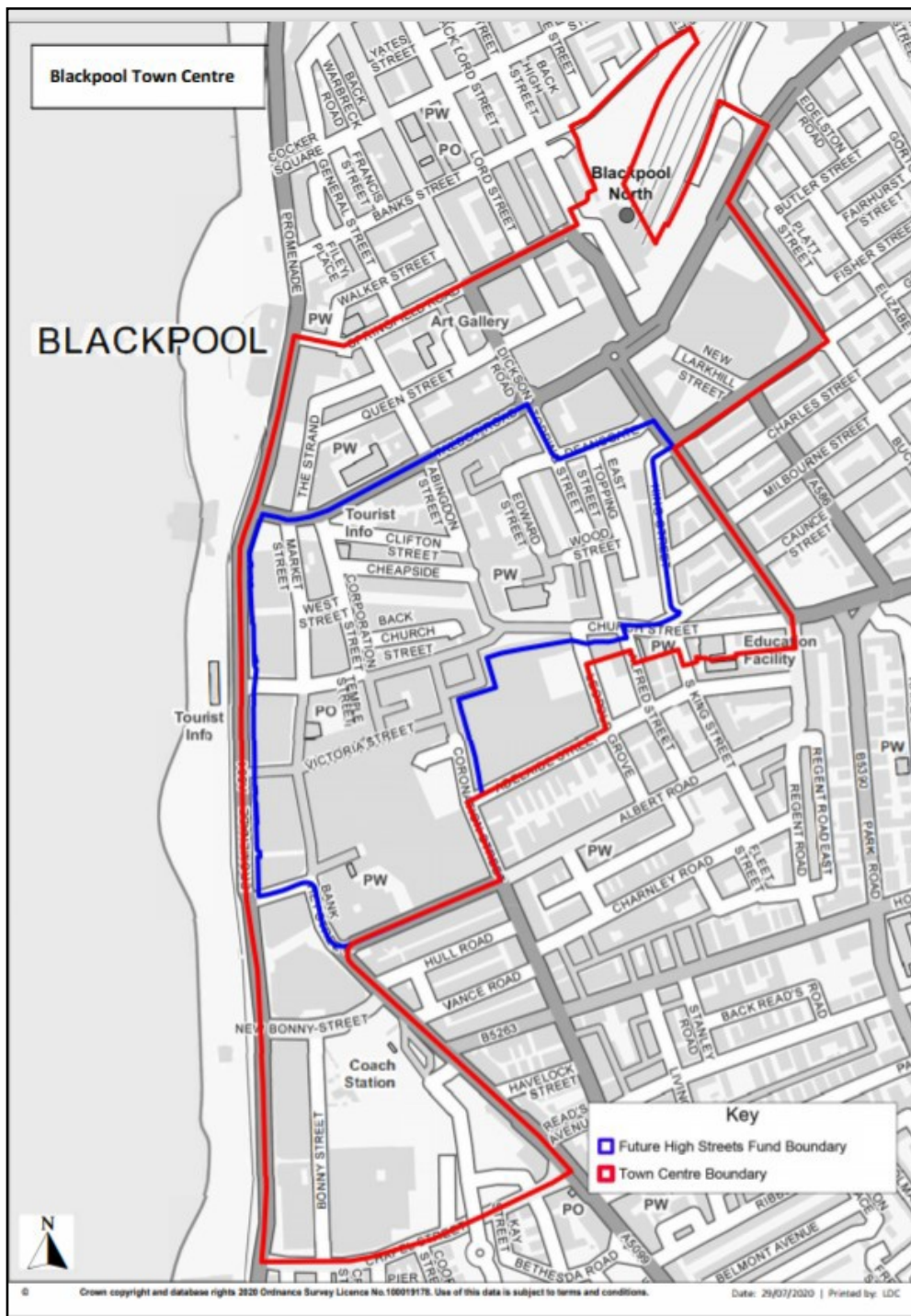


Figure 1.2: Blackpool's position in the context of the Fylde Coast



Figure 1.3: Blackpool Town Centre and FHSF Boundary



2 Context

2.1 Main challenges facing the Town

2.1.1 *Overview*

Blackpool is one of the most densely populated boroughs in Britain, with approximately 140,000 residents in an area of 13.5 sq miles. The 3,740 businesses within the Town provide employment opportunities for 64,000 people and in 2018 the area generated £2.8 billion of Gross Value Added (GVA), 10% of the total economic output for the sub-region which includes other major towns (e.g. Blackburn, Morecambe and Burnley) and the City of Preston.

Blackpool's past and present are inextricably linked with the tourist industry, dating back to the Town's early days as a health resort and holiday destination and the physical transformation brought by the first illuminations in 1879 and opening of the Tramway in 1885. Despite a decline in visitors prompted by the arrival of package holidays in the 1970's Blackpool has retained its unique place in the nation's imagination and is now experiencing growth of the visitor economy again, with renewed interest from 'staycationers'.

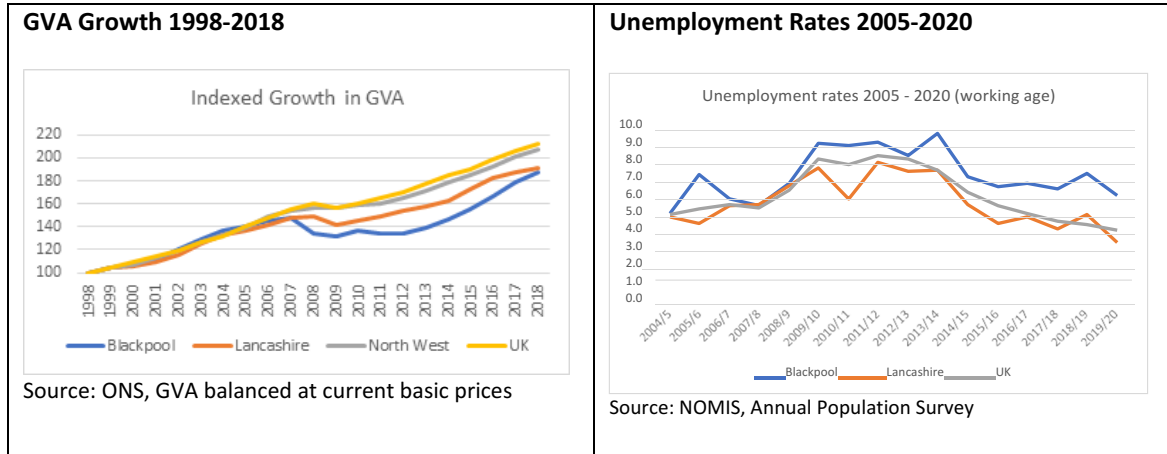
The scale of Blackpool's success, however, has come at a cost. Short stay visits have put pressure on the sector to keep costs and wages low and jobs seasonal – disincentivising longer-term investment. Furthermore, thousands of former B&Bs, turned into housing in multiple occupation (HMOs) are now generating a range of social problems, as the quality of this housing has declined and attracted lower income households and a transient population. Significant deprivation within the area, has led to further economic decline as poor educational attainment, high levels of long-term limiting illnesses, low wages and lower skills have provided little incentive for employers to choose Blackpool as a place for growth. The population has also been declining. Despite these challenges, recent economic performance has been relatively strong.

2.1.2 *Recent trends*

Recent trends in data confirm the overview above e.g., Figure 2.1 demonstrates that Blackpool has been narrowing the gap in GVA growth and rates of unemployment have been falling in line with growth in the number of jobs within the Town, which has increased by 4,000 since 2015. However, Figure 2.1 also demonstrates a widening of the gap in unemployment rates between the Town and the national average, which is consistent with the increasing and significant levels of multiple deprivation within the area.

These issues compounded by the current impact of COVID-19, have to be addressed if the Town is to achieve its longer-term ambitions and capitalise on recent growth and investment.

Figure 2.1: Recent Economic Trends in Blackpool



A more detailed analysis of recent economic trends and socio-economic context of Blackpool is in Appendix B. The remainder of this section highlights the major challenges facing the Town:

2.1.3 The Impacts of COVID-19

COVID-19 has had a disproportionately damaging impact on Blackpool and the wider Fylde Coast given the predominance of employment in tourism, hospitality and retail – the sectors worst hit by the downturn in the economy. Based on the national projections of output losses by sector in Q2 2020, released by the Office for Budget Responsibility it is estimated that the loss of GVA in Blackpool is likely to have been in the region of £180m (26.0%) for the quarter.

Furthermore, the number of people now claiming unemployment benefits is 12.2% of the working age population, an absolute increase of 5% since February 2020 and twice as high as the year earlier (5.7%, June 2019). While the increase in unemployment is in line with national and regional trends, **Blackpool has an unemployment rate almost double the national average (6.3%)**, and in some deprived areas of the Town the rate is over 20% (25.8% Bloomfield; 22.9% Talbot; 22.6% Claremont). **Unemployment among young people is a further concern, as the rate for 18-24yr old's is currently at 16.7%, the highest in the Country.** Addressing rising unemployment and many of the resulting consequences, such as deteriorating mental health, has been recognised as one of the most pressing challenges facing the Town and is a key priority in the Town Prospectus.

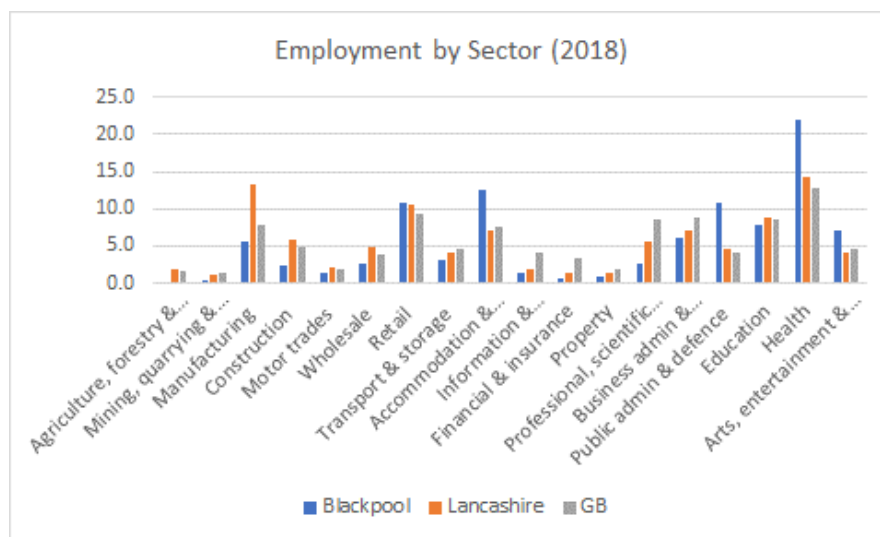
Blackpool Council and partner agencies (including Marketing Lancashire, and the other Local Authorities) have developed two recovery plans to address both the short and longer term impacts of the pandemic for residents and businesses across the area (referenced in section 3.3). It will be imperative for example, as detailed in Marketing Lancashire's submission to the Department for Digital, Culture, Media and Sport that Government accelerates the actions described in the 2019 Tourism Sector Deal, to support the sector in becoming more productive and resilient to future shocks.

In addition, interventions are also required to address the wider diversification of the business base as described below.

2.1.4 Lower skilled, low wage economy

At present Blackpool’s economy is dominated by tourism and the wider visitor economy¹, which accounts for one in five of all jobs within the Town (19.8%) and 12% GVA and employment in Health and Social Work (21.9%). The area also has a higher concentration of jobs within public administration (see Figure 2.2), having benefited from the government’s relocation of offices outside the capital and the establishment of the DWP Digital Hub.

Figure 2.2: Employment structure in Blackpool compared with the sub-region and GB



Source: Business and Employment Survey, BRES, 2018

At present, the concentration of jobs within the visitor economy and the higher volume of jobs in Health, Social Care and Public Administration are contributing towards a relatively high jobs density for the area – with Blackpool’s figure of 0.85 (i.e. the number of jobs for every working age resident) higher than both Torbay and Southend on Sea (0.74, 0.75 respectively). However, a number of these jobs are lower skilled and the area has lower productivity, lower workplace and resident earnings and an under-representation of workers in managerial, professional, scientific and technical occupations (Table 2.1).

¹ Accommodation for visitors; food and beverage serving activities; railway, road, water, air passenger transport; transport equipment rental; travel agencies and other reservation services activities; cultural activities; sporting and recreational activities; and country specific tourism characteristics activities

Table 2.1: Productivity, wages and occupations

	Blackpool	Lancashire	UK	Torbay	Southend-on-Sea
Productivity (2018)					
Per hour	£28.7	£31.3	£35.3	£25.5	£26.5
Per filled job	£42,575	£49,717	£56,387	£37,946	£38,455
Wages (2019)					
Resident – gross weekly pay	£454.6	£552.1	£587.0	£505.1	£614.4
Workplace – gross weekly pay	£480.0	£533.5	£586.5	£483.8	£508.5
Occupations (2019)					
% in SOC 1-3 (Managerial and professional)	36.2%	39.4%	47.1%	38.7%	49.2%

Sources: ONS; ASHE; NOMIS

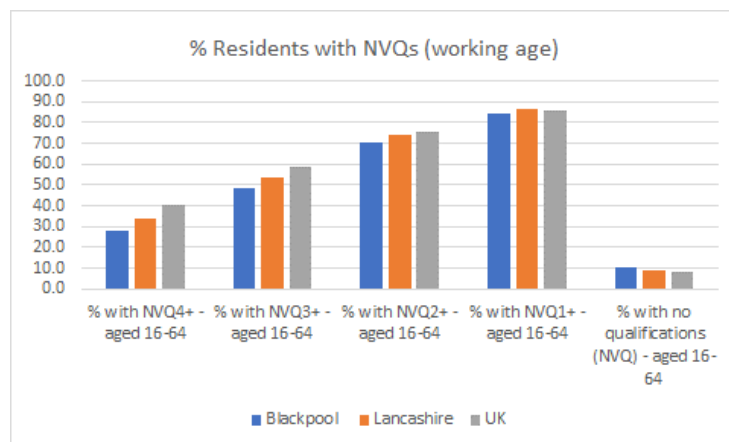
Furthermore, there are low levels of entrepreneurship within the Town, with the proportion of business start-ups in decline (falling from 15.6% to 13.4% over 2017-2018). Businesses in the accommodation and retail sectors report key issues with crime and ASB and the most recent data (year to May 2020) demonstrates that ASB crimes represents 38% of all crimes; compared with 28% in Torbay, 25% in Southend on Sea and 21% nationally. Businesses across all sectors more generally, report the visual appearance, bad press and low skill base within the Town as key barriers to growth – impacting inward investment to the area.

While the tourism industry undoubtedly provides the area with a competitive advantage, which should be maintained through ongoing investment and effective destination marketing, the area is also diversifying the business base and this is identified as a key priority in the Town Prospectus. Interventions within the Enterprise Zone and Talbot Gateway CBD actively seek to attract and support the growth of non-tourism enterprises.

2.1.5 Lower skilled labour force

School leaver educational attainment in Blackpool is currently below the national average and comparator areas, with the average KS4 attainment 8 score (GCSE) at 39.2 compared with 46.9 for England and there is also a higher proportion of 16-17yr olds not in education, employment or training (NEET) within the area. Despite recent improvements in NVQ attainment levels, as demonstrated by the increase in the proportion of residents with NVQ level 4 increasing from 19.3% to 27.7% over the last 10 years, there is still a significant gap with the national average which stands at 40.3% and a higher proportion of residents with no qualifications (Figure 2.3).

Figure 2.3: NVQ attainment



Source: Annual Population Survey, NOMIS, 2019

Low work expectations and aspirations amongst pupils within Blackpool (resulting from deprivation and dysfunctional homes – **Blackpool has the highest rates of children in need and looked after children in the country**) and is identified as a ‘cold spot’ on the social mobility index, with the area currently ranked 313 out of 324 local authority areas.

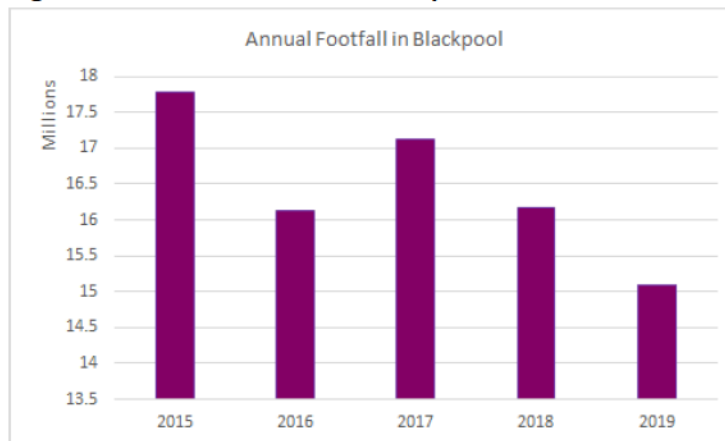
Improving social mobility, attainment levels and skills across Blackpool is a high priority and is currently being addressed through the Opportunity Area Programme (funded by DFE) alongside two other Lottery funded programmes, Better Start and Head Start, to provide an integrated service to improve outcomes. Public sector partners are working alongside the private sector to ensure that high quality work experience and the transition into work is supported. Given the importance of skills in underpinning the competitiveness of the business base, it will be particularly important to ensure that employment and skills projects are aligned with the growth opportunities arising from the Towns Fund interventions.

2.1.6 Declining footfall within the Town Centre

Footfall within Blackpool’s Town Centre has fallen by over 2.7m since 2015 from a high of 17.7m, a drop of 15% and three times the UK average. A decline in the physical condition and vibrancy of the town centre, dilapidated and empty properties, discount shops, poor quality appearance and public realm have all been cited² as key weaknesses contributing to this downfall, alongside the need for investment in the Piers, Illuminations and the hospitality offer.

² Blackpool Town Investment Plan Community Engagement, Locality, July 2020

Figure 2.4: Annual Footfall in Blackpool 2015-2019



Source: Blackpool Council

The Council’s property database substantiates these findings, with 21.5% of all retail and leisure properties estimated to be vacant (115 properties). An assessment of the street scene also found that despite some fringe shopping streets being pedestrianised with high quality streetscaping, the town centre is largely bereft of green spaces. This is currently being addressed through the Quality Corridors programme and the Green and Blue Infrastructure strategy with opportunities to create pocket parks, plant civic trees and improve greenways being explored.

A range of initiatives have been developed to improve the vibrancy of the Town Centre and ensure that it adapts to changing market and consumer behaviours. An ambitious complementary Future High Streets Fund application was submitted in July 2020, for a programme of support to facilitate the creation of high-quality workspace, improve accessibility and connectivity (including digital) and change the offer within the Town Centre to drive increased footfall, growth of jobs and GVA, and long-term sustainability.

2.1.7 Availability of suitable office accommodation

As set out in Appendix I, Blackpool’s commercial property market is characterised by:

- An oversupply of retail space, particularly within the Town Centre as referred to above with regard to the high number of vacancies (which stands at 24% for all properties). In total, retail floor space accounts for 31% of the total for Blackpool compared with 18% nationally;
- A relatively small office market - containing some 0.5 million sq ft of office space (compared with 0.75m sq ft in Preston for example) with a limited supply of new build or comprehensively refurbished office accommodation in recent years to meet demand (the majority of which is for smaller lettings of 100-2,000 sq ft);and
- A Lower proportion of overall industrial floor space (41% of the total for Blackpool, compared with 56% nationally), but availability and cost in line with the wider sub-region

(Blackpool has 7.3%, or 286,076sq ft of industrial space available with average rental levels of £4.76 sq ft, compared with 7.5% and £4.36 sq ft in Lancashire).

The FHSF funding and proposed package of support outlined in the recent application, will seek to address many of the issues currently facing retailers within the Town Centre, however the lack of quality office accommodation, could continue to hinder occupational demand within Blackpool Town Centre if this is not addressed with through public sector intervention, as it is unlikely that the private sector alone will bring forward such accommodation.

2.1.8 *Lack of a high-quality housing offer*

The quality and availability of housing within Blackpool is one of the biggest challenges facing the borough and the social issues and consequences of attracting low income households. There is significant variation in house prices between different parts of Blackpool (ranging from £49,950 in Claremont to £212,475 in Stanley) and between the local authority average and properties in the town centre (£113,375 compared with £70,875) which means that housing development in some parts of the Town is often not viable.

There are a number of outstanding planning consents (sufficient for 1,508 new dwellings, as at March 2019) which suggests developers are therefore exerting considerable control over the development and release of houses. This is a reflection of market demand (see Appendix x) and the potential viability issues of many schemes, particularly within the inner area of the Borough.

Blackpool's average house price is currently less than half the national average of £235,000, and while this results in more affordable properties, the area attracts a transient population, and a higher proportion of families and residents from low income socio-economic groups (62.9% compared with 35.4% in GB)³ with reduced spending power to support businesses across the area. The housing problem as described earlier, is also compounded by a high proportion of dilapidated HMO's and private landlords with a poor track record of maintaining properties, despite high levels of housing benefits which also draw vulnerable people from other areas. This influx of low income households has led to extreme pressure on local public services.

Blackpool Housing Company (BHC), a company owned by the local authority, was established in 2016 to address the significant housing issues within the Town. Tasked with improving standards within Blackpool's private rented sector, they aim to develop 80-100 new private rental homes every year for the next eight to ten years, primarily utilising existing building stock. BHC sits alongside Blackpool Coastal Housing, another of the Council's wholly-owned companies, which fulfils the traditional role of providing social housing options locally.

2.1.9 *Increasing deprivation*

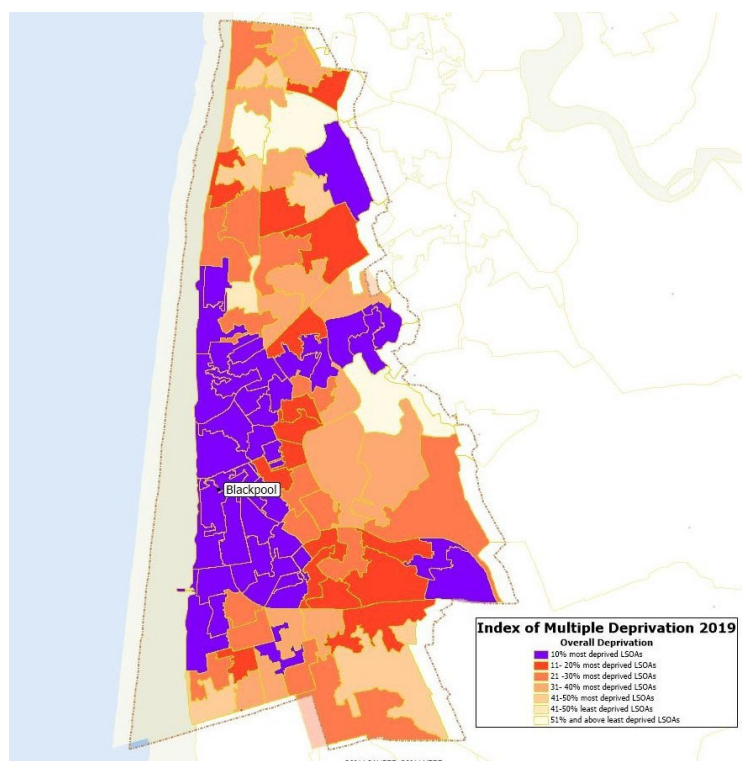
Deprivation in Blackpool is significant and increasing with the most recent Index of Multiple Deprivation (IMD 2019) indicates that **Blackpool is currently the most deprived in the Country**, and six of the seven measures within the index⁴ have deteriorated since 2015. The overall deprivation ranking for Lower Level Super Output Areas (LSOAs) in Blackpool (shown in Figure

³ Low income groups defined as those where over 40% of households in the group have an income of less than £20,000 (Mosaic Demographic Profiling Tool – Low income groups include F, L, M, N, O)

⁴ IMD domains - income, employment, education, housing, living environment, crime and health

2.5) highlights the large number of LSOAs in the worst 10% nationally (shaded purple). In total, this represents over 40% of all LSOAs in the Town.

Figure 2.5: Overall Deprivation within LSOAs in Blackpool (2019)



Closer analysis of the IMD domains and data from other sources highlights the complexity of issues within the area including high levels of unemployment, poor physical and mental health (which includes high rates of lung disease and cancer from high rates of smoking, drug and alcohol deaths and higher suicide rates), higher levels of crime and higher levels of fuel poverty (Table 2.2).

Partners in Blackpool welcome the opportunity to work collaboratively with the Government to address these issues, through for example the establishment of a Housing Action Zone for inner Blackpool and a task force to address the growing mental health problems facing the population as outlined in the Town Prospectus.

Table 2.2: Deprivation Indicators					
	Blackpool	Lancashire	UK	Torbay	Southend-on-Sea
Unemployment rate	12.2%	6.7%	6.3%	7.7%	7.8%
Fuel poverty (% of households)	15.2%	12%	10.3%	10%	9.3%
Life expectancy - males	74.5	78.5	79.3	78.6	79.1
Life expectancy - females	79.5	82.2	82.9	82.3	78.6
Preventable mortality rates (per 100,000 pop)	267	179 (NW)	144	178	148

Recorded crime (per 1000 pop)	175	99	89	85	115
ASB Crimes (% of all crimes 19/20)	37.7%	37.9%	20.5%	27.6%	24.6%

Sources: NOMIS; PHE; UK Crime Stats

2.2 Assets and strengths

Notwithstanding the challenges highlighted above, Blackpool has many strengths and key assets which have the capacity to generate additional growth and level up the disparities that currently exist. Examples are provided below and have been drawn from both secondary data sources and primary research undertaken by Locality as part of the stakeholder engagement described in Section 4.1.



Place, Infrastructure and the Environment

- Coastal location and coastal plain – Blackpool is an attractive place to live and work, with good supporting travel connectivity and development opportunities across the borough.
- Important visitor and tourist destination – in addition to its iconic attractions (e.g. Blackpool Tower; Illuminations; The Pleasure Beach; Blackpool Zoo; Sandcastle Water Park) that attract over 18 million visitors’ p.a., Blackpool has a unique and developing critical mass of cultural organisations. The Grundy Art Gallery and Grand Theatre are Arts Council National Portfolio Organisations with ambitious plans for their buildings and their engagement programmes. With investment they will continue to grow, offering skilled jobs and opportunities for freelance creatives. They enhance the visitor offer and attract different types of visitors to the resort. They play a key role in engaging local communities, developing skills and pride in the town. For example, Blackpool has led the way nationally with one of the first Arts Council funded Creative People and Places programmes ‘LeftCoast’ established by the Council in partnership with Blackpool Coastal Housing.
- Transport – Blackpool is relatively well connected with recent investment in rail infrastructure including the £255m electrification of the mainline to Preston, close proximity to the national road infrastructure including the M55 and M6, together with its tram network and airport (though the latter is not currently open to commercial passenger flights). Within the Town Centre there are a number of pedestrianised walkways and good transport provided by the tram.
- Excellent communications infrastructure – in particular through the Aquacomms new trans-Atlantic fibre optic cable, which is to come ashore at Blackpool as a node connecting America and Europe in less than 60 milliseconds with the potential to attract high-tech and green businesses to the area. Blackpool also has a £3m DCMS funded Local Full Fibre Network in place circling the town centre and along the full length of the promenade to the EZ. Overall, this infrastructure will enable Blackpool to be one of the best-connected places in the world.


Economy and Enterprise

- Major employment location and focal point/civic centre of the Fylde Coast – Blackpool provides 64,000 job opportunities for residents across the Fylde Coast and beyond.
- Positive economic performance in recent years – Blackpool has experienced steady growth in economic output (GVA) over the last 10 years and jobs have increased by 4,000 since 2015,



assisted by the establishment of the Airport Enterprise Zone which has attracted 73 businesses to date and over 1,400 jobs.

-  Diversification and growth in non-tourism sectors –Blackpool is gaining prowess in growth sectors such as aerospace and advanced engineering, advanced materials technologies, food manufacturing and digital technologies – many of which are based at the EZ. (See Experian forecasts in section 2.4,).
-  Pro-active Council - willing to take risks, undertake acquisitions and investment (e.g. the Tower, Winter Gardens and Houndshell Shopping Centre), and address deep-rooted social issues and housing problems across the Town

Skills and Education

-  Outstanding further education – Blackpool and The Fylde College offers some of the best post 16 provision in the country as demonstrated by the National Achievement Rate Tables and achieving the highest possible gold rating in the Government’s Teaching Excellence Framework in its most recent assessment. The College offers a comprehensive range of technical and professional education and training for employer partners, adults and school leavers, from T-levels, apprenticeships through to Degree-level provision with professional accreditation. The College works collaboratively with employers, e.g. the recently established Lancashire Energy HQ situated at the EZ which is training the next generation of energy engineers and technicians.
-  Higher Education – Blackpool and The Fylde College has been delivering higher education provision in the Town since the 1960s. It has a strong 30 year relationship with Lancaster University, consistently in the top 10 of universities in England, University of the Year and International University of the Year and linkages with other local universities such as the University of Central Lancashire, based in Preston. Proposals are currently being developed with the College and Lancaster University regarding the establishment of the Multiversity within the Town Centre.

Communities

-  Blackpool’s Community – residents are renowned for their pride and passion, mutual support networks, and there is a strong ethos of partnership working particularly among the VCFSE sector and the business community, with Business In The Community’s projects connecting organisations and people to place. The Stakeholder Engagement Strategy (see 4.1 and Appendix G) shows how we will use and build on these, with other work planned in the near future including a participatory budgeting exercise for the delivery of third sector grants, and extending our “adopt an alleyway” scheme from residents to include businesses and charities.
-  Community assets – in addition to the range of cultural and tourism venues, the area is home to Stanley Park and Blackpool Football Club, amongst approximately 600 other community assets identified by Locality (Appendix H).

2.3 Evidence of need, relevant to proposed projects

In line with the Town Deal guidance and focus on urban regeneration, planning and land use; skills and enterprise infrastructure; and connectivity all interventions currently underway or proposed in Blackpool have been mapped against the following five themes within the Investment Plan:

- Place,
- Enterprise,
- Skills and Education,
- Communities and Health, and
- Infrastructure and the Environment.

The inclusion of communities and health, whilst not a specific focus for the Towns Fund, has been included to reflect the importance of tackling deprivation alongside economic growth as set out in the Town Prospectus.

Table 2.3 summarises the proposed projects that Blackpool aim to deliver, to address the challenges and exploit economic opportunities. This does not include activity currently underway, although the linkages and a description of the breadth of projects is provided in Section 3.2 and in the Project List in Appendix C. Only projects highlighted in bold will be submitted for Towns Funding and indications of other funding sources that will be accessed to support projects within each theme are also shown.

Table 2.3: Rationale for Intervention – proposed projects

Theme	Projects	Evidence of need/rationale for the projects	Alignment with other funding
Place	<ul style="list-style-type: none"> • Blackpool Central Courts Relocation • Talbot Gateway Phase 3 • Future High Streets Fund • Blackpool Housing Co • Grundy Art Gallery Extension • Foxhall Village 	<ul style="list-style-type: none"> • Strengthen the night-time economy and broaden the tourism/hospitality offer - to provide year-round events and attractions and promote off-season tourism • Creation of jobs and training opportunities (inc Young People) • Improve accessibility and sustainability of entertainment venues • Improve cultural and education offer for residents and grow cultural tourism offer to broaden range of visitors to the resort • Increase town centre living through a quality housing offer • Increase footfall and expenditure • Address poor quality townscape – public realm • Strengthening a strategically important sub-regional cultural asset 	FHSF Heritage Action Zone Affordable Housing Programme ACE (Arts Council England)
Economy and Enterprise	<ul style="list-style-type: none"> • Blackpool Airport EZ – inc transatlantic loop cable • The Edge Incubator (Stanley Buildings) • True Innovation Partnership • Digital Marketplace 	<ul style="list-style-type: none"> • Diversification of the business base - attraction of non-tourism businesses and higher value added jobs • Low wages and low levels of productivity • Lack of career opportunities to attract/retain young people with higher skills (reverse brain drain) • Provision of innovation/digital support to strengthen the retail and leisure industries • Increase footfall and expenditure • Limited supply of good quality workspace for start-ups and small businesses in the town centre • Low levels of entrepreneurship and business start-ups 	EZ Business Rates Relief & Enhanced Capital Allowances DCMS/ACE Freeports
Skills and Education	<ul style="list-style-type: none"> • Multiversity • Youth Hub • Extension of the Opportunity Area 	<ul style="list-style-type: none"> • High levels of unemployment • Low skills, qualifications and aspirations • High levels of employment and income deprivation • Higher level of NEETs • Low aspirations and social mobility • Need for a tailored/appropriate venue to engage young people 	Opportunity Area Fund DFE – skills capital

Table 2.3: Rationale for Intervention – proposed projects

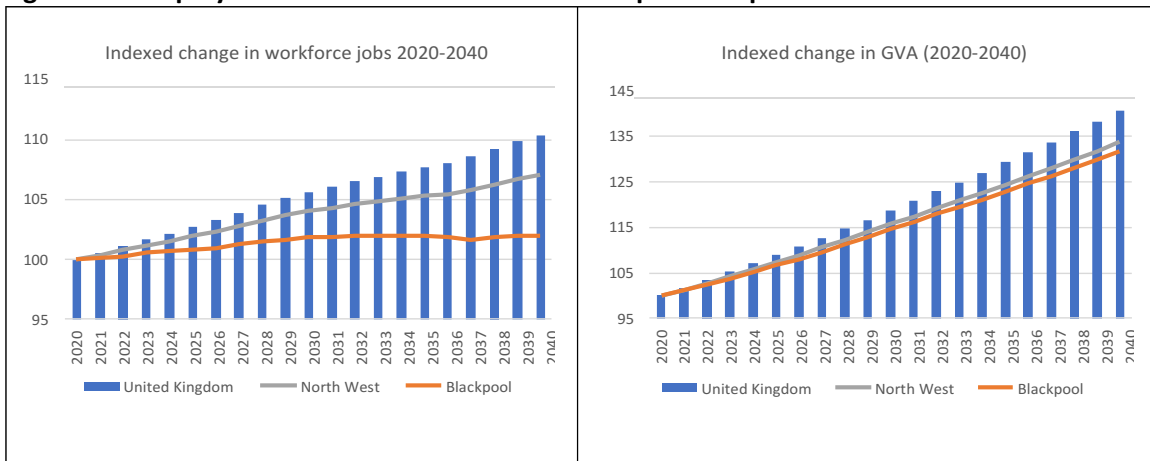
Theme	Projects	Evidence of need/rationale for the projects	Alignment with other funding
		<ul style="list-style-type: none"> • Regeneration within the Town Centre – increasing footfall • Strengthen business/education collaboration – to improve productivity • Retention of higher skilled individuals 	
Communities and Health	<ul style="list-style-type: none"> • Claremont Neighbourhood Pilot • Blackpool Youth Zone • Blackpool Library Service • Southern Quarter/ Revoe Community Sports Village • South Beach Retail Academy; Heritage in the Community; Sculpture 	<ul style="list-style-type: none"> • High levels of unemployment and youth unemployment (12.2%; of which 18.7% are 16-24yr olds) • Significant and multiple deprivation - 40% of all LSOAs in worst decile nationally • Lack of good quality youth facilities and services (community feedback) • Engagement of young people in physical activity and learning - knock on improvements to longer term mental health and employability • High level of NEETs • Improved residential/housing needed 	DCMS/ACE
Infrastructure and the Environment	<ul style="list-style-type: none"> • Blackpool Illuminations • Fylde Coast Tram/Rail Loop • Net Zero Carbon • All Electric Bus Town Fund 	<ul style="list-style-type: none"> • Opportunity to grow contemporary digital commissions working in collaboration with universities (e.g. Lancaster) and creatives piloting new technologies with a large audience • Investment needed in Piers, Illuminations and other key assets – to retain competitive advantage • Declining footfall and negative perceptions of the area • Poor connectivity across parts of the Fylde Coast • More investment in sustainable transport - cycling and walking infrastructure; trams; electric buses • Council Climate Emergency and commitment to achieving net zero carbon by 2030 	DfT ACE

2.4 Key opportunities

2.4.1 Overview

Economic forecasts for Blackpool (Experian, pre-COVID) indicate that employment and GVA are projected to grow over the next 20 years, with workforce jobs expected to increase by 2.0% (compared with 10.4% nationally) and GVA forecast to increase by 31.9% (compared with 40.8% for UK). As jobs and GVA increase, productivity levels are also expected to rise (by 29.4% compared with 27.5% nationally), however they will still remain well below the levels for both the North West and the UK. By 2040, GVA per workforce job for Blackpool is expected to reach £50,366 compared with £58,207 for the North West and £66,783 for the UK.

Figure 2.5: Employment and GVA forecasts for Blackpool compared with NW and UK 2020-2040

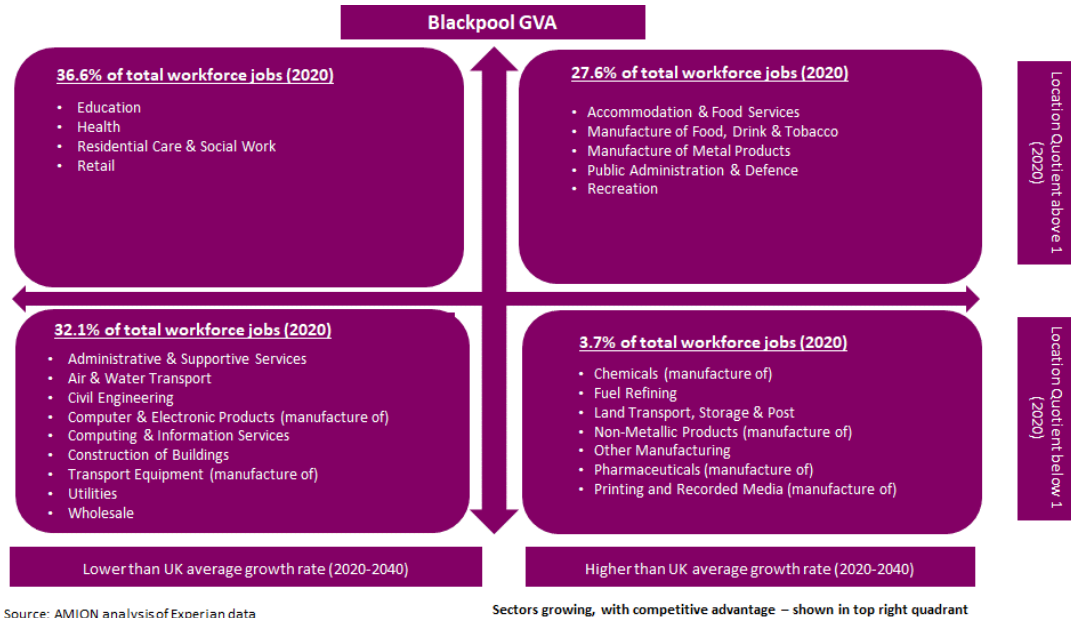


Source: Experian Forecasts (Pre-Covid)

Closer analysis of the sector projections highlight employment growth in Residential Care and Social Work; Land Transport, Storage and Post; and Accommodation and Food Services and GVA growth in Pharmaceuticals manufacturing; Health; Administrative and Support Services; and the manufacture of Non-Metallic Products.

The area is expected to retain a competitive advantage in the manufacture of food and drink and non-metallic products, public administration and defence, based on the level of jobs; and a competitive advantage in accommodation and food services, recreation, manufacture of food and drink, metal products and public administration and defence based, on GVA (Figure 2.6).

Figure 2.6: GVA competitiveness analysis for Blackpool 2020-2040



2.4.2 Key Economic Growth Opportunities

In order to accelerate growth within Blackpool, retain the area’s existing competitive advantage and drive sustainable, inclusive growth to reduce the differentials that are still projected by 2040, there are a number of major regeneration schemes and other opportunities that have the potential to stimulate growth and bring forward the much-needed transformational change required across the Town.

The Towns Fund will be critically important in providing the catalyst for a number of these projects with investment that will deliver impacts at a local, regional and national level. If the Town is to achieve the vision set out in its Prospectus, it will be imperative that the benefits of this growth are accessed by all communities. This will require for example, investment in revenue projects that will improve the supply of a suitably skilled labour to meet the needs of businesses growing in the area. Effective and ongoing stakeholder engagement will be required to ensure that projects being taken forward are designed to maximise these opportunities and deliver growth that is not only inclusive, but sustainable too.

The economic priorities identified by the Board and other partner agencies engaged in developing the Investment Plan, are:

(i) Blackpool Central

Inspired by the Chariot of the Gods, ‘Blackpool Central’ will feature a range of indoor attractions including the UK’s first flying theatre, a virtual reality experience, new hotels, restaurants, food market, event square, residential apartments and multi-storey parking.

The development is expected to attract 600,000 additional visitors a year with a combined annual spend of £75m; create 1,000 new jobs for people living in the Blackpool area; and secure £300m private sector investment - the biggest single investment in Blackpool for more than a century.

Town Deal funding is being sought for the relocation of Blackpool magistrates' court to unlock the site for development.

(ii) Blackpool Airport Enterprise Zone

The Enterprise Zone, one of the largest in the UK, was established in 2016. Over its 25-year lifespan it will transform the economic structure of the Blackpool and Fylde Coast business base, and position itself as a premier location in the North West. Blackpool Council, as the accountable body and the majority landowner, has allocated £28.8m over the first four years to deliver essential infrastructure to help unlock sites, kick start development and attract investment to meet increasing occupier demand. This ambitious project is expected to generate 5,000 new jobs and attract in excess of £300m private sector investment over its lifetime.

Towns Deal funding will be used to upgrade the road infrastructure and promote access that will increase development opportunities through enhanced physical and digital connectivity.

(iii) Talbot Gateway – Central Business District

Talbot Gateway improvements – along the main route into the Town Centre – are being delivered in phases. Phase 2 is now underway to improve transport links, with a new £23.4m tramway extension connecting directly with the train station via a new underpass, the Promenade and visitor leisure attractions.

Phase 3 will seek to provide more office accommodation in the Central Business District, enabling the creation of a Civil Service Hub (subject to Government agreement) to consolidate Fylde-based civil service jobs in central Blackpool, bringing vitality and footfall in a highly sustainable location.

Phase 4 will include the establishment of the Multiversity (for which Town Deal funding is sought) to create a new university experience that facilitates higher level upskilling, reskilling and lifelong learning within the Town Centre and free up an existing College site for residential development.

(iv) Tourism and the Visitor Economy

Blackpool has, and will continue to invest in major projects to improve and strengthen the Town's established reputation and profile as one of the most important visitor destinations in the Country. The town is currently developing proposals for a second Business Improvement District focused solely on Tourism businesses which will help drive the post-Covid recovery.

Other recent projects include the new £26m Conference Centre at the Winter Gardens, expanding its capacity by an additional 2,000 delegates to 7,000 alongside a range of hotel projects to complement the new facility. Construction is underway for the 5-star Sands Resort Hotel (to include Blackpool's Showtown museum), a 4-star Holiday Inn, a Premier Inn and others planned include the conversion of the listed Post Office to a boutique hotel (subject to a FHSF bid and another adjacent to the Conference Centre).

This increased capacity will help strengthen the quality of the tourism offer and attract additional expenditure, driving sustainable jobs within the sector.

Several priority projects within the Town Investment Plan have the capacity to strengthen the Town's tourism offer including investment in creative technology and innovation of the Illuminations and refurbishment of the Grundy Art Gallery, recognised as the leading visual arts gallery in Lancashire and one of the Arts Council's flagship projects.

Given the current limitations and restrictions being imposed in relation to international travel, as a result of the COVID-19 pandemic, Blackpool is currently very well placed to take advantage of the potential growth opportunities arising in the domestic holiday market and the shift towards 'staycations' and changing consumer behaviours. It is therefore vital that the Town continues to invest in infrastructure and projects that will help to maintain this competitive advantage and attract increased expenditure from new/additional visitors.

(v) Town Centre Regeneration (FHSF bid)

Blackpool Council has recently submitted an ambitious programme that seeks to consolidate and build on the platform the Council has created to strengthen and develop the town centre in recent years through strategic interventions including the acquisition, investment and management of the key assets of Blackpool Tower, the Winter Gardens Conference Centre and Houndshell Shopping Centre.

The programme will deliver a rationalisation of the footprint of the town centre, reduce vacancy, improve the quality of the built environment, attract more investment, diversify and make the commercial offer more competitive and sustainable whilst working to Clean Growth principles wherever possible. It will combine traditional, with new retail models and expanded/improved provision alongside the re-purposing of redundant buildings. Funding of £25 million is sought towards a total programme of £59.5m for completion by March 2024.

While the Town Deal funding isn't being sought to support the FHSF package, there are significant opportunities to complement activities within the Town Centre to achieve the overall objectives within the Town Investment Plan and the vision within the Prospectus. These include for example, the Edge Incubation Office Space in Stanley Buildings, which will provide high quality and high tech managed workspace for start-ups and small businesses and the repurposing of a Town Centre community hub – the Youth Hub - to provide a focus for skills training and employability support for young people and other vulnerable groups outside the labour market.

(vi) Digital connectivity

Blackpool aspires to be a Smart Resort using the latest digital technology for the benefit of residents, businesses and visitors alike. Blackpool is at the centre of the North Atlantic ultra-high speed data cable (connecting New York, the U.K. and Northern Europe) and, positioned at the EZ, the network is designed to support the needs of cloud-based networks, internet service providers and global media.

The transatlantic cable presents an ideal opportunity to attract businesses that need access to high speed connectivity (e.g. data centres, fintech, electronic gaming and shared business services) to relocate to the area. Investment in digital skills training will also ensure that new and growing technology businesses have access to a highly skilled labour market from the local area. Furthermore, Blackpool is also one of the first locations to benefit from 5G technology with fibre optic cables that run the length of the Promenade. The Innovation Partnership project is an

example of a project that will use this infrastructure for the benefit of businesses in the retail, leisure, and public transport services sectors.

Blackpool's local cooperative fibre network provides cheap direct access to high speed internet and is at the heart of the regeneration of the town. Digital transformation is fundamental to reviving Blackpool Town Centre to create an enhanced experience for residents, visitors and businesses. Smart transport will improve connectivity within the town and increase footfall into stores and local attractions.

(vii) Clean Growth

In June 2019, Blackpool Council declared a Climate Emergency and has committed to making the Council's activities net-zero carbon by 2030, with 100% clean energy across the Council's full range of functions by the same time. Council Scrutiny Committees will now consider the impact of climate change when reviewing all policies and strategies. Furthermore, it has been requested to convene a Citizens' Assembly to involve the wider population in the process, as well as setting up a Climate Change Partnership group to consider Council actions and strategies.

All proposals within the Town Prospectus and the Town Investment Plan will contribute towards achieving this aim, including initiatives such as establishing an all-electric bus fleet by 2025; improving public transport (including the Fylde Coast Tram/Rail Loop) and sustainable travel infrastructure (e.g. cycle routes and walkways) and interventions such as the establishment of the Multiversity which aims to be 'the country's first carbon negative university centre'. The existing site has buildings that range between 10 to over 100 years old and the new building will look to achieve carbon reduction targets against the current 600tonnes CO₂e pa.

The templates provide further details of the contribution to Clean Growth that all projects seeking Town Deal funding aim to achieve.

(viii) Inclusive growth

The Town Prospectus is focused on developing the economy and tackling complex patterns of deprivation. It is important therefore that the opportunities arising from the interventions in the Town Investment Plan are accessed by residents most at need in the area, with a comprehensive and open approach to engagement being fundamental to ensuring this. As part of the business case development stage therefore, it is proposed that all projects are requested to outline measures that will be taken to promote the uptake of jobs, training, and supply chain opportunities by residents and businesses from Blackpool and the sub region.

Within the Town Prospectus, Claremont has been identified as a priority neighbourhood that will receive targeted assistance to tackle the entrenched levels of deprivation with a particular focus on housing. Given the very high levels of deprivation across Blackpool, there are many similar neighbourhoods within the Town that will need to adopt a similar approach if the area is to lift itself out of the most deprived decile in the country. The proposed Southern Quarter/Revoe project aims to establish a sports village with leisure, education and residential uses – using the Town Deal Fund for property acquisition and demolition. In doing so, it will be able to test an alternative approach to the holistic regeneration of the area, which if successful will provide best practice that can be transferred to other areas.

3 Strategy

3.1 Town vision and headline outcomes

Blackpool has a clear vision to be a thriving coastal community by 2030, as laid out in the Town Prospectus published by the Blackpool Pride of Place Partnership in June 2020. Starting from a fresh, inspirational vision and narrative, the Prospectus identifies the issues to be addressed, the regeneration journey to date and sets out aspirational projects which require input and investment from a range of partners. These are presented alongside a series of 'Asks' – i.e. the policy, infrastructure, and other financial changes needed – to outline a path towards a new, flourishing Blackpool with a healthier economy and thriving community.

The Town Prospectus vision is that:

'Blackpool will be a buzzing, attractive town that residents are proud of, where business is thriving and there are career opportunities for all. It is a 21st century year-round leisure destination that appeals to everyone, from visiting conference delegates and high income tourists staying in the award-winning 5-star hotels, to a younger, hipper crowd in search of a weekend away full of partying, music and fashion festivals. Families will enjoy the rejuvenated promenade, markets and attractions. This is a green town which is carbon neutral and enjoying the cleanest air in the country.

The town centre has been transformed with extensive covered walkways and an abundance of open, recreational space and all-weather activities. This has attracted new businesses and increased footfall. There are innovative family entertainment offerings, new and exciting independent retail shops as well as kids' activities, a cinema/music venue and fun food options.

Sub-standard buildings have been replaced and Blackpool's further education has been expanded with a city centre campus. There are a number of flexible workspace centres for SMEs and graduate entrepreneurs, attracted by Blackpool's 'Silicon Sands' reputation built on its future thinking town-wide digital infrastructure, connected to the transatlantic loop from New York. There is high-quality, affordable accommodation, with well-resourced support centres for adult training, education and drug/alcohol rehabilitation, including specialist help for children coming out of the care system. Local schools are well resourced and flourishing, whilst crime levels have been reduced.

Blackpool remains the mecca for all ballroom dancing fans, and a year-round dance school attracts new and repeat visitors young and old, as well as feeding into the healthy living ethos for the ageing population'.

In order to measure the success of the partnership in realising this vision, four headline target outcomes have been set:

Blackpool Town Prospectus headline outcomes for 2030 include:

- The creation and safeguarding of at least 10,000 jobs, where the economy will grow by £1 billion through a combination of tourism, building on existing and emerging economic strengths, and innovation.
- The concentration of deprivation in the inner area will be tackled, helping to raise the area out of the bottom decile, with 3,000 new quality homes created.
- Top quartile employment rates are to be achieved for 16-24-year olds compared to other Lancashire Local Authorities through a particular focus on health and well-being and work readiness.
- The national perception of Blackpool is to be established as a 'can do' place with a buzz, attracting graduates, families and business visitors, recognised as an established and credible business investment location, with increased local pride.

Alongside the request for £50m from the Towns Fund, the Town Deal Board would like the Government to agree a long-term strategic partnership with Blackpool to further develop the economy and tackle complex patterns of deprivation; ultimately creating a stronger community as well as reducing pressure on the public purse. As the plans are compatible with both the civil society and Industrial Strategy, in addition to the capital funding a series of further 'asks' to complement the economic, social, and environmental priorities are outlined:

Blackpool Town Deal – Asks of Government

- *£500m in Town Deal funding for Blackpool to turbo charge the economy, create jobs and to tackle deprivation in inner Blackpool, which would involve selective clearance, remodelling of existing properties and the creation of green spaces*
- *Ensure a Civil Service Hub is created in the town centre which would deliver a major boost to the High Street economy*
- *Support the economic potential of Blackpool's ultra high speed data cable connection to New York as part of the North Atlantic Loop*
- *Extend the Opportunity Area programme and funding until 2030*
- *Invest in building a new university campus in the town centre in conjunction with Blackpool and The Fylde College and Lancaster University*
- *Extend the deadline to 2026 for both business rates relief and enhanced capital allowance in Enterprise Zones to ensure that growth is consolidated*
- *Invest in and support the Fylde Coast Tram Loop*
- *Pilot an intensive neighbourhood approach in Claremont Ward which co ordinates Public Service interventions and ensures that lessons are learned which can be rolled out more widely*
- *Work with the town to rebuild the economy, reduce unemployment and tackle mental health following the Covid 19 crisis*

3.2 Strategy, objectives and priorities

3.2.1 Strategy and objectives

The Town Prospectus sets out the overall vision for the town and a number of objectives to ensure this is realised. These objectives, activities (both underway and planned), and outcomes are presented in the following section, in line with Town Investment Plan framework and the 5 themes agreed by the Town Deal Board as set out in 2.3 with further detail in Appendix A (Town Prospectus) and Appendix C which contains a full list of all projects being delivered in Blackpool and projects that are planned. It should be noted at the outset, that the key objectives/priorities will be delivered through a wider package of support that the Towns Fund and includes other public and private sector investment. The projects are well aligned to the current strategic and policy context (including the Local Plan) and support the achievement of partners' broader objectives as described in section 3.4.

(i) Place and Housing

Key priorities relate to:

- Realising the potential of the Town Centre and key growth areas, such as the EZ

- Raising the profile and perception of the area – through destination marketing
- Refreshing and turbo-charging the tourism offer – facilitated by the creation new quality hotel rooms
- Creating a housing offer that supports community stability and aspiration – by reducing the number of transient renters in the inner area
- Delivering a wider mix of family homes for mixed income groups

The outcomes include - raising the national perception of Blackpool as a 'can do' place with a buzz, attracting graduates, families and business visitors, recognised as an established and credible business investment location, with increased local pride; and delivering 3,000 new mixed tenure eco homes by 2030, with a reduction in the number of transient renters in the inner area of Blackpool (down from 74% to the average for Blackpool - c. 22%).

Activities underway: Showtown Museum; Destination Marketing; Tourism BID; Blackpool Housing Company (improving standards in the private rented sector); High Street Heritage Action Zone; Houndshill Shopping Centre; Quality Corridors; Talbot Gateway Phase 1 and 2; Winter Gardens Conference Centre; Hotels (Premier Inn Talbot Road; Boulevard; Hampton by Hilton; Sands) Adrenalin World adventure park; Access Fylde Coast Project; Foxhall Village Blackpool, Queens Park Estate Development.

Planned initiatives: Blackpool Central; Grundy Art Gallery; UK City of Culture 2025; Blackpool Housing Company Housing Action Zone; Foxhall Village; Talbot Gateway Phase 3.

(ii) Economy and Enterprise

Key priorities relate to:

- Promoting economic diversification and innovation – by supporting inward investment and business growth with better targeted marketing and a focus on the EZ and the Talbot Gateway CBD; and
- Encouraging business start-ups and supporting innovation – through new high-tech managed workspace in the Town Centre.

The plans set out in the Prospectus aim to grow the economy by £1bn by 2030 and create 10,000 new and safeguarded jobs. This will be delivered by 500,000 sq ft of new office space (which will contribute to retaining 4,000 office jobs over the longer-term) and new incubator space.

Activities underway: Blackpool Airport Enterprise Zone & Airport; Inward Investment Business Marketing Campaign; Blackpool Council Business Loans Fund

Planned initiatives: Stanley Buildings Incubator; Talbot Gateway CBD; Enterprise Zone Developments; Future High Streets Fund; True Innovation Partnership; Blackpool digital marketplace

(iii) Communities and Health

Key priorities relate to:

- Reducing the concentration of deprivation and tackling the inner core of Blackpool – through intensive neighbourhood approaches particularly in the Claremont Area
- Integration of health and education programmes – Better Start; HeadStart; and the Opportunity Programme
- Delivery of community-level multi-agency hubs – including Integration 2020

Outcomes include reducing the concentration of deprivation so that Blackpool is no longer in the worst 10% of local authorities nationally.

Activities underway: Building community resilience and reducing social isolation; Early intervention; Tackling Substance misuse (alcohol, drugs and tobacco); Voluntary, Community, Faith and Social Enterprise Sector Leadership Group; Community Engagement consultation Outcomes.

Planned initiatives: Claremont Pilot; Blackpool Youth Zone; Opportunity Area Programme extension; Blackpool Library Service and Ambition Plan; South Beach Retail Academy, Heritage in the Community; Sculpture.

(iv) Skills and Education

Key priorities relate to:

- Nurturing resilience and preparing young people for jobs – with support from the new Careers Hub and a focus on work readiness
- Improving social mobility – through the opportunity programme
- Improving transitions – from primary to secondary; and secondary to College/work

Top quartile employment rates are to be achieved for 16-24-year olds compared to other Lancashire Local Authorities and there is also an aspiration to ensure local residents can access higher paid jobs; raise educational attainment levels; ensure all schools achieve the 8 Gatsby benchmarks (Careers advice) and expand FE and HE in the Town Centre.

Activities underway: Better Start; HeadStart; Fulfilling Lives; Opportunity Area; Strategic Education and Skills Partnership; The Fylde Coast Health and Social Career Academy (HSCCA); Blackpool Tourism Academy; Blackpool Adult Learning; More Positive Together; Journey2-Work; Individual Placement and Support Drug and Alcohol Trial.

Planned initiatives: Multiversity; Youth Hub (Blackpool Works); Southern Quarter, Revue Community Sports Village.

(v) Infrastructure and the Environment

Key priorities relate to:

- Improving connectivity across the Fylde coast – through investment in the Tram/Railway Loop
- Improving access routes to the EZ and reducing congestion on A583
- Becoming a green town with the cleanest air in the country and being carbon neutral by 2030
- Investment in digital connectivity to become a Smart Resort – using the North Atlantic ultra-high-speed data cable to support cloud-based networks, internet providers and global media

The trans-Atlantic (Aquacomms) Cable presents an ideal opportunity for businesses to relocate to Blackpool, which need access to high speed connectivity as previously referenced. Investment in digital skills training will improve the skills base for businesses and the area is also one of the first locations to benefit from 5G technology. Digital transformation is fundamental to reviving Blackpool Town Centre. Smart transport will improve connectivity within the town and increase footfall into stores and local attractions.

Activities underway: Trans-Atlantic cable; Full Fibre Network; Electrification of the mainline from Blackpool North to Preston; Land Release Fund.

Planned initiatives: Blackpool Illuminations Modernisation; Fylde Coast Tram Loop; Net Zero Carbon; All Electric Bus Town Fund; realising the potential of the Aquacomms Trans-Atlantic Loop Cable.

3.2.2 Spatial Strategy

The spatial focus for investment in Blackpool is based on key areas of opportunity and need with the main priority areas being the Town Centre, major tourism assets/opportunities, priority neighbourhoods (including Revoe and Claremont), and the EZ. The location of the current and proposed projects (including those identified for Towns Fund support) are set out in Appendix C.

3.2.3 Prioritising projects for Towns Fund Support

As part of the mapping exercise to identify gaps and align current and proposed interventions with the themes of the Town Investment Plan, a long list of potential projects that could benefit from Town Deal funding support was identified. The future projects included in Appendix C (Part B) were assessed against a range of criteria (shown in Table 3.1) to prioritise the interventions that would be taken forward.

Table 3.1: Criteria for prioritising interventions for Towns Deal Funding

Criteria	Factors considered
Alignment with Towns Fund Objectives	<ul style="list-style-type: none"> • Overall focus – economic and productivity growth • Eligible outputs • Early impact on the economy in response to COVID 19 • Clean growth
Strategic fit (Blackpool Town Prospectus)	<ul style="list-style-type: none"> • Developing the economy and tackling deprivation (inclusive growth) • Focus on key objectives/priorities
Benefits	<ul style="list-style-type: none"> • Additional benefits • Clear Theory of Change/logic model • Environmental benefits
Deliverability	<ul style="list-style-type: none"> • Available skills and resources (including revenue support) • Project deliverability • Risks, dependencies and constraints
Affordability/leverage	<ul style="list-style-type: none"> • Match Funding availability • Leverage • Cost Certainty
Fit with Community Priorities	<ul style="list-style-type: none"> • Alignment with results of community engagement process

The results from the assessment process are in Appendix D. As referenced, projects have also been assessed as to how well they align with the priorities highlighted through the community engagement process, namely to:

- reconfigure the local housing market – by bringing empty homes into use, improving the quality of private rented accommodation, providing housing for families and vulnerable people
- create new high quality jobs and provide skills and employment support to adults and young people
- modernise Blackpool’s tourism offer
- improve the “street scene” and to develop more green spaces and green public realm in the town centre and other urban areas
- improve transport connectivity and passenger experience – tram and rail particularly, as well as re-establishing international air travel
- investment in youth facilities and services, mental health support and support for the most vulnerable (particularly homeless people)
- reinvigorating the town centre – improving the street environment, developing a vibrant, high-end café and bar culture and supporting the night-time economy

- an ambition that resident’s needs should be prioritised over tourists

The list of projects that are submitted for Town Deal funding is in Table 3.2. All projects are seeking capital funding only and at this stage none of the projects are considered ‘shovel ready’ – they are all at the early stages of the Business Case Development process.

Table 3.2: Projects to be submitted for Towns Funding	
Theme	Projects
Place	<p>Blackpool Central - relocation of Blackpool magistrates court and wider infrastructure works to unlock the proposed site for development</p> <p>Grundy Art Gallery – feasibility work to scope the capital works required to transform the cultural venue into 21st century, sustainable gallery</p>
Economy and Enterprise	<p>Blackpool Airport Enterprise Zone – delivery of new road/ access improvements to open up the Enterprise Zone site and reduce congestion on surrounding access roads and investment to realise the potential of the Aquacomms new trans-Atlantic fibre optic cable</p> <p>Innovation Partnership – digital technology strategy for the retail and leisure services sector</p> <p>The Edge: Incubation Office Space in Stanley Buildings – provision of high quality and high tech managed workspace for start-ups and small businesses within the Town Centre</p>
Skills	<p>Multiversity – feasibility work and acquisition of land to establish a University Centre within the Town Centre</p> <p>Youth Hub – repurposing of a community hub to provide a focus for skills training and employability support for young people and other vulnerable groups outside the labour market</p>
Communities	<p>Southern Quarter/Revoe Community Sports Village – establishment of a sports village with leisure, education and residential uses</p>
Infrastructure	<p>Blackpool Illuminations – modernisation and innovation of one of Blackpool’s key assets</p>

In addition to the main Towns Fund investment, the Government has written to Blackpool Council offering a grant of £1million now to fund capital projects that can be delivered by March 2021. This grant will be used to support capital expenditure within the intervention framework set out in the Towns Fund Guidance and this Town Investment Plan for a contribution to two projects:.

- Site clearance at Southern Quarter/Revoe and acquisition of properties; and
- Devonshire Road former Hospital site acquisition to support the Blackpool Courts relocation.

3.2.4 Summary Logic Model for the Town Investment Plan and proposed projects

A logic model for the overarching Town Investment Plan is summarised in Figure 3.1, and Table 3.3 for the projects. Theories of change for each of the projects highlighted above are set out in the project templates that comprise the second part of the Town Investment Plan (Tip 2).

Figure 3.1: Logic Model for the Blackpool Town Investment Plan



Table 3.3: Logic models for the proposed projects

Project description	Towns Fund Request	Rationale	Alignment with the intervention framework	Outputs	Outcomes /indicators
Blackpool Central	£10m	<ul style="list-style-type: none"> Significant infrastructure and regeneration project that will strengthen and improve the quality of the tourism and hospitality offer within the town – providing year-round events and attractions to promote off-season tourism Improvement of the townscape – making it more attractive and accessible for residents, visitors, businesses Delivery of residential appts to improve the quality of housing within the town 	Urban regeneration and land use Arts, Culture, Heritage	<ul style="list-style-type: none"> Land remediation Employment site 1,000 jobs created 600,000 increased visitor numbers per annum £300 million private investment 	<ul style="list-style-type: none"> Perceptions of the place by residents/businesses/visitors Land values
Blackpool Airport Enterprise Zone	£10m	<ul style="list-style-type: none"> Diversification of the business base - attraction of non-tourism businesses to the area Attract higher level jobs, increase wages, increase productivity levels Provision of career opportunities to attract young people and higher skilled individuals to the area 	Urban regeneration and land use Enterprise infrastructure	<ul style="list-style-type: none"> 12 businesses locating on the EZ 32,000 sq m high quality commercial floor space 600 indicative new jobs created 15 hectares inaccessible land now available for development 1.5 km metres of new road access created 	<ul style="list-style-type: none"> Vehicle flow – additional 2,888 vehicles per 24 hours (baseline) 12 new enterprises utilising high quality, affordable and sustainable commercial spaces 12 businesses accessing and using internet
Blackpool Youth Hub	£700k	<ul style="list-style-type: none"> High levels of unemployment Low skills and qualifications High levels of employment and income deprivation Delivery of outreach provision (hub and spokes) Reduction in NEETs 	Skills infrastructure Arts, Culture, Heritage (community hub)	<ul style="list-style-type: none"> Increase in capacity and accessibility with 1 new and improved skills facility Increase in the breadth of the local skills offer for 500 learners that responds to local skills needs Increased and closer collaboration with 500 employers 	<ul style="list-style-type: none"> 1000 learners gaining relevant experience/being 'job ready' (as assessed by employers) 500 new learners assisted

Project description	Towns Fund Request	Rationale	Alignment with the intervention framework	Outputs	Outcomes /indicators
Incubator/ Office Space	£4.5m	<ul style="list-style-type: none"> Limited supply of good quality workspace for start-ups and small businesses in the town centre Low levels of entrepreneurship and business start-ups Diversification of the business base and attraction of high-tech enterprises Attraction and retention of higher skilled young people (to address the 'brain drain') 	Enterprise infrastructure	<ul style="list-style-type: none"> 4,365 sqm of high quality, affordable commercial floor space 1 shared workspace/ innovation facility Promotion of enterprise and business productivity/growth Infrastructure to support full fibre connectivity 	<ul style="list-style-type: none"> 150 enterprises utilising high quality, affordable and sustainable commercial spaces per year 36 start-ups and/or scaleups utilising incubation/acceleration/co-working spaces per year Perceptions of place by residents/visitors
Blackpool Illuminations	£4.5m	<ul style="list-style-type: none"> Dilapidation of current infrastructure – need for investment in key assets Build on existing strengths and retain competitive advantage in Tourism Increase visitor numbers/perceptions/expenditure 	Arts, Culture, Heritage	<ul style="list-style-type: none"> Upgraded electrical infrastructure New promenade illuminations features New light art installations created in conjunction with recognised artists 	<ul style="list-style-type: none"> Perceptions of the place by residents/visitors Numbers of visitors to arts, cultural and heritage events and venues
Southern Quarter/ Revoe Community Sports Village	£7.5m	<ul style="list-style-type: none"> Lack of good quality youth facilities and services (community feedback) Engagement of young people in physical activity and learning – knock on improvements to longer term mental health and employability Reduction in NEETs Improved residential offer 	Arts, Culture, Heritage	<ul style="list-style-type: none"> Redevelopment of 1 abandoned site 1 new community sport facility Increase in commercial floor space Increase in breadth of local skills 	<ul style="list-style-type: none"> Perceptions of the place by residents/businesses/visitors Land values
Multiversity	£10m	<ul style="list-style-type: none"> Regeneration within the Town Centre – increasing footfall Address underperformance in skills and education Improve social mobility and raise aspirations among young people Strengthen business/education collaboration – to improve productivity Retention of higher skilled individuals 	Skills infrastructure	<ul style="list-style-type: none"> Increase in breadth of the local skills offer that responds to local skills needs (30 courses?) Increased and closer collaboration with 120 employers Increased benefit for public education over the long term 	<ul style="list-style-type: none"> Perceptions of the place by residents/visitors 1,020 new learners assisted % of working age population with qualifications

Project description	Towns Fund Request	Rationale	Alignment with the intervention framework	Outputs	Outcomes /indicators
				<ul style="list-style-type: none"> Increase in capacity and accessibility to new or improved skills facilities 	
Innovation Partnership	£2m	<ul style="list-style-type: none"> Provision of innovation/digital support to strengthen the retail and leisure industries – improving longer term sustainability Increase footfall and expenditure in the high street – stores and local attractions 	Digital connectivity	<ul style="list-style-type: none"> Provision of specialist digital technologies to meet the needs of the retail sector Scheme to support enterprises and business productivity/growth. 	<ul style="list-style-type: none"> Perceptions of the place by residents/businesses/visitors
Grundy Art Gallery	£100k	<ul style="list-style-type: none"> Strengthen the gallery's role as the lead agency in Lancashire for the contemporary visual arts sector Increase footfall within the Town centre Improve the accessibility of the venue for visitors and residents – strengthening the visitor economy and critical mass of events/attractions and venues Improve the cultural/educational offer for residents Improve the longer-term sustainability of the venue 	Arts, Culture and Heritage	<ul style="list-style-type: none"> New and upgraded Museum and Art Gallery 	<ul style="list-style-type: none"> 100,000 visitors to arts, cultural and heritage events and venues Perceptions of the place by residents/visitors/businesses

3.3 Response to COVID-19

3.3.1 Overview

The Town Prospectus recognises that COVID-19 already has, and will continue to have a long-lasting effect on people and businesses within Blackpool, particularly those in poverty who have been the most excluded during lockdown and given the importance of sectors such as accommodation, food services, and retail.

Despite these challenges and by working with the Government, the Town Deal Board believe Blackpool can make a significant contribution to economic renewal within the UK. One of the 'key asks' of Government in the Prospectus is to work with Blackpool to rebuild the economy, reduce unemployment and tackle mental health following the COVID-19 crisis.

3.3.2 Recovery Plans

Partners across Blackpool and Lancashire have welcomed the opportunity to influence the national recovery plans (e.g. Marketing Lancashire's submission to the DCMS Select Committee in June 2020) and have been pro-active in developing a collaborative recovery plan for the sub-region 'Redefining Lancashire'. This sets out policies and programmes that will support the rebuilding of the economy over both the short-term (i.e. next 12 months) responding to the immediate risks facing the economy, and the longer-term, highlighting more transformational project aspirations.

Blackpool Council has also produced a recovery plan which describes the measures being taken to support local people and businesses in the aftermath of the pandemic. The plan has the flexibility to respond to changing guidance, advice and legislation and complements the Tourism Recovery Strategy that has been prepared separately, given the vulnerability of the sector and importance to the economy of Blackpool.

Details of all plans and the action being taken by the Council and partner agencies can be found in Appendix E. Blackpool Council's plan in particular describes the timetable changes and knock-on impacts associated with a number of the projects set out in the Town Investment Plan and actions being taken to address the growing unemployment in the area.

3.3.3 Importance of the Towns Fund

All projects outlined in the Town Investment Plan will to a greater or lesser extent support the town's response to COVID-19 through a wide range of approaches to support economic growth – including the development of new infrastructure schemes, housing, employment and skills.

The Lancashire Recovery Plan specifically references the Towns Fund bid for Blackpool and the other towns and notes the importance of the £300m Blackpool Central scheme given the projected number of jobs that the project will create (1,000) and visitors attracted (600,000 p.a). The catalytic funding provided to support this project will therefore be of major importance to the Town's recovery.

Similarly, the proposed access schemes into the EZ will also be strategically important in attracting businesses to the site, which also benefits from state of the art digital infrastructure (e.g. the trans-Atlantic fibre optic cable). Alongside the DCMS full-fibre programme, Blackpool is positioning itself as one of the best-connected places in the world proving a very attractive option for all industries seeking a competitive digital advantage. The Lancashire Recovery Plan specifically references the importance of the EZ and the need to be able to flex benefits to allow an extension to the retained business rates and other fiscal benefits for businesses.

The proposals in the Southern Quarter of Revue with Blackpool Football Club and the local community for a sports complex and the proposed new stand with community educational and business facilities will clearly have direct benefits to all post-COVID.

The Multiversity in the Town Centre will not only make a significant impact on the skills agenda but will also provide substantial footfall providing a sustainable economic boost to the Town Centre over the long term.

The Board are confident that the priority interventions set out in the Town Investment Plan remain deliverable, as:

- they are underpinned by expert advice that incorporates views on local markets and the repercussions of COVID-19;
- there is a broad programme which spreads risk and can respond to changing conditions; and
- elements of the 'anchor' projects including Blackpool Central, can be implemented immediately and on a phased basis.

There is substantial partner support for the proposals, not just from the Board but from prominent private sector businesses and organisations investing in the area too. Blackpool is looking to take advantage of the opportunities presented to develop a sustainable course for its long-term growth. While there may be a case for mitigating the impacts of the crisis on key sectors and parts of town in the short-term, Blackpool is committed to interventions and support that will address the longer-term growth of the area.

3.4 Strategic fit

The Vision for Blackpool and interventions within the Town Investment Plan will make a significant contribution towards the achievement of priorities set out in a number of local, sub-regional and national policies and plans. This alignment and strategic fit is summarised in Table 3.4 (see also Appendix F).

Table 3.4: Strategic Fit with local and national policies

Policy/Strategy	Strategic fit
National Industrial Strategy	<ul style="list-style-type: none"> • Visitor, cultural and heritage sectors have the potential to support future growth and the creation of jobs and GVA • The Blackpool Town Investment Plan themes align well with the 5 foundations of productivity – innovation, business, skills, place, infrastructure • Interventions have the capacity to support the Grand Challenges related to Clean Growth and the Ageing society
Arts Council England 'Let's Create'	<ul style="list-style-type: none"> • The Grundy Gallery and the Illuminations have previously received ACE support. ACE have expressed interest in continuing their funding, as further investment in these projects will help people to develop creativity, create culture for communities, and shape the places where people live. • The Youth Zone and development of Stanley Buildings offer opportunities for future development of the arts and creative industries in Blackpool. • Investment in arts and culture in Blackpool via the Town Deal will help to address public funding imbalances in England which the ACE is working activity to change.
Lancashire Local Industrial Strategy	<ul style="list-style-type: none"> • The innovation and technology initiatives contained within the Town Prospectus will contribute towards the emerging LIS which builds upon the wider UK strategy and will contain priorities such as harnessing supply-chain strengths and energy opportunities. • Education and work-readiness programmes will contribute towards the LIS priorities related to creating an agile workforce and more business start-ups.
Lancashire and Blackpool COVID Recovery Plans	<ul style="list-style-type: none"> • Projects centred around tourism, leisure and hospitality within the Blackpool Town Prospectus are directly referenced within the Lancashire Authorities Recovery Plan ('Redefining Lancashire'), which sets out an approach to recovery based on four key components – the urgent and immediate, insight on impact, accelerate capital infrastructure and develop a response programme. • Projects within the Town Prospectus which recognise the importance of the tourism industry in Blackpool means that there is also strong alignment with the Blackpool Council's Tourism Recovery Plan, which sets out how the Council is planning to welcome visitors to Blackpool again in the aftermath of COVID-19. • The Tourism Recovery Plan has been released alongside a more general Blackpool Council Recovery Plan – this contains an Action Plan for retail, the general economy, growth and prosperity programmes, and skills and employment. Projects within the plan specifically include Town Prospectus initiatives such as Talbot Gateway, Blackpool Central and the Enterprise Zone.
Lancashire Cultural and Investment Strategy	<ul style="list-style-type: none"> • Strategy features a number of Blackpool's key projects such as the Winter Gardens Conference Centre, Grundy Art Gallery, and Blackpool Illuminations working on digital projects with Lancaster University and Lightworks becoming a design lab for creatives.
City of Culture 2025	<ul style="list-style-type: none"> • Blackpool will be one of four key hubs across Lancashire for the City of Culture and will lead on a programme for the 'Light Coast'. • All the cultural organisations across Blackpool and local communities will contribute to the programme for Lancashire 2025.
Blackpool Council Plan 2019 - 2024	<ul style="list-style-type: none"> • The Blackpool Town Investment Plan projects align with the two key priorities in the Council Plan: The Economy: Maximise growth and opportunity across Blackpool including themes related to Visitor Experience: Tourism and Culture; Infrastructure and Regeneration; Enterprise, Skills and Innovation; Communities: Creating stronger communities and increasing resilience including themes related to Young People, Health and Social Care and Increasing Resilience.

Table 3.4: Strategic Fit with local and national policies

Policy/Strategy	Strategic fit
Blackpool Local Plan 2012 to 2027	<ul style="list-style-type: none"> The projects within the Investment Plan will directly contribute to delivering the Vision, Goals and Strategic Objectives in the Blackpool Local Plan 2012-2027 Part 1: Core Strategy (adopted January 2016). The Investment Plan projects align with strategic policy in the Core Strategy which sets out an overarching spatial focus on regeneration and supportive growth in Blackpool Town Centre, The Resort Core; Neighbourhoods within the Inner Area and supporting growth in South Blackpool. (Policy CS1 – Strategic Locations for Development). The highlighted projects related to the various themes in the Investment Plan also align with specific key policies in the Core Strategy including EC3 – Economic Development and Employment; CS4: Retail and Other Town Centre Uses; CS12: Sustainable Neighbourhoods; CS15: Health and Education; CS17:Blackpool Town Centre; CS20: Leisure Quarter (The Blackpool Central Development Site); CS24: South Blackpool Employment Growth. In addition the Blackpool Airport Enterprise Zone is supported by emerging policy in the Blackpool Local Plan Part 2: Site Allocations and Development Management Policies through policies DM7: Provision of Employment Land and Existing Employment Sites and DM8: Blackpool Airport Enterprise Zone.
Local Transport Plan (Blackpool Council)	<ul style="list-style-type: none"> Infrastructure and Environment projects within the Town Investment Plan focus on improving connectivity and transport in line with priorities in the Lancashire Strategic Transport Prospectus and Blackpool Council’s Local Transport Plan Strategy. Projects in the Blackpool Town Prospectus recognise the key contribution transport can make to productivity and economic growth, aligning with the regional and national transport plans. Transport initiatives within the Blackpool Town Prospectus span across the range of transport modes which are identified in Blackpool Council and Lancashire’s transport strategies.
Energy, sustainability, blue and green infrastructure (Blackpool Council)	<ul style="list-style-type: none"> The Town Prospectus vision for carbon neutrality in Blackpool by 2030 aligns with the Lancashire Energy Strategy, which has set out plans for the movement to a low carbon economy within Lancashire via improvements in energy efficiency and productivity, increased public transport uptake and reduced carbon emissions. Alignment with Blackpool Council’s Sustainability, Energy and Water Strategy is also evident given the support for development of new, cleaner technologies within the Town Prospectus. Housing and public realm initiatives and the vision for the renewal of Blackpool Town Centre in the Town Prospectus align with Blackpool Council’s Green and Blue Infrastructure Policy, which aims to improve the quantity and quality of green space in Blackpool and tackle underlying conditions of poor health.
Climate emergency (Blackpool Council)	<ul style="list-style-type: none"> Similarly to achieving energy and sustainability goals, proposals in the Town Prospectus will help Blackpool Council achieve its 2030 net-zero carbon ambition which it has committed to since declaring a climate emergency in June 2019. Transport projects and improvements which are underway or planned for Blackpool fit with the action plan of implementing renewable energy, providing electric vehicle infrastructure and encouraging public transport take-up.

4 Engagement and Delivery

4.1 Stakeholder engagement and support

4.1.1 Overview

Effective two-way engagement, when considered diligently by the Board to determine priorities and the shape of projects, will result in the most effective solutions for the town. This is also crucial to maintaining public trust and buy-in. The Stakeholder Engagement Plan, (Appendix G), sets out the principles which will ensure that an effective approach is maintained into delivery. It builds on activity undertaken to date, including the work carried out by Locality (see Appendix H). Moving forward it will be vital to ensure that effective engagement continues to influence the design and delivery of projects, building on the use of the 'Fit with Community Priorities' as a key criterion in determining which projects should be prioritised for funding.

Stakeholders will be engaged on an ongoing basis, with tailored marketing and communication channels to reach "seldom-heard" individuals, and in-depth exercises taking place with existing participants. To retain their commitment, participants will receive clear and regular feedback on the impact of their input. Projects will have bespoke engagement arrangements depending on the development stage they have reached. A robust set of output and outcome performance indicators will measure how community buy-in is being achieved.

Engagement will be driven by a dedicated research and consultation team within the Council (the Town Deal Engagement Team), together with expertise from partner agencies. This approach will integrate feedback to and from other engagement activity (e.g. the forthcoming Climate Emergency Citizen's Assembly), minimising 'consultation fatigue'. By using specialist fieldworkers, new participants will be brought into the process on a continuous basis through street survey interviews, roadshows, and liaison with community groups as lockdown measures ease. Further input from BiTC and the Voluntary Sector Leaders' Forum will ensure that a broad range of interest groups are engaged throughout the process.

In addition two core engagement mechanisms are proposed:

- **The People's Panel.** Over 400 people have already signed up for future project updates and further engagement. The Panel will be nurtured with regular communication and newsletters, and as people become more familiar with the projects in the Plan, more detailed engagement will be carried out using social media, online surveys, focus groups and face-to-face discussions (lockdown-permitting). Further communications and outreach will grow membership of the Panel, ensuring its influence increases as respondents become advocates for the schemes they have shaped.
- **The Stakeholder Panel.** Using a map of local community assets developed by Locality, a Stakeholder Panel has been developed to supplement the current governance arrangements. Open to all organisations in the town, it will operate on a similar basis to the People's Panel but with engagement balanced towards open discussions to ensure that the voice of all stakeholders are heard, and to ensure continued development of our productive

relationships. It will link to existing networks and arrangements in place across the private and voluntary sectors, building on existing relationships to ensure a constant influx of diverse views.

In addition, there will be engagement on individual schemes, tailored to the most appropriate stakeholders (Appendix G,); consideration of any further activity undertaken by MHCLG's #mytown campaign; and use of social media to invite tourists to share their views. As this is a resident-led programme, engagement activity will focus primarily on local people, with "sense checking" by visitors through street interviews when required. The Engagement Team will review these processes quarterly and adapt to the evolving demands of the projects, considering the extent to which all parts of the stakeholder community have engaged.

4.1.2 Blackpool Council

The Council's commitment to involving stakeholders at a fundamental level in setting the objectives of major schemes significantly pre-dates the Towns Fund, for example in the development of the Showtown Museum. The Council believes that everyone with an interest in Blackpool's future should be able to contribute towards re-shaping elements of our built environment. The Council continues to strengthen its approach to co-production through the Headstart Resilience Revolution, a lottery-funded programme led by 10-16 year olds, who are encouraging the town to adopt co-production approaches not just with young people, but all parts of the community, culminating in the approval of a "Guide to Co-production and Activism". We will use this to co-produce with young people an involvement method which works for them, to be used across all of the proposed projects.

4.1.3 Private Sector Involvement

The Towns Fund stakeholder engagement work has equally deep roots, through work with BITC since 2017 to promote a Town Deal for Blackpool. This led to the creation of the Pride of Place Partnership (PoPP) and the resultant Town Prospectus, and this strong collaboration provides the basis for our future work. A diverse partnership of public, private and voluntary, community and faith sectors, BITC will continue to bring together civic leaders to develop solution-oriented approaches to addressing issues. Key initiatives include the "Born and Bred" in which Blackpool alumni champion the town, and the Responsible Business Network, which engages businesses on generating social value through their activity. Going beyond existing arrangements, the Engagement Team will connect directly to these projects to link those not involved in the Stakeholder Panel directly to the Board. Together with other structures including the Blackpool Business Leaders' Group, the Town's Business Improvement District, and the involvement of other private sector interests on the Board, private sector stakeholders are fundamental to the direction of Town Deal work.

4.1.4 Public and Voluntary, Community & Faith Sector Involvement

Although the development of the Town Investment Plan is currently being led by Blackpool Council, it is a collective public sector effort, with Council companies, the LEP, the local hospital Trust and the College all participating at Board level, thereby opening up access to other sector

networks and interests. As the Board’s membership also includes the chair of the Third Sector Leaders’ Forum and Together Lancashire’s Volunteer Development Co-ordinator, who act as conduits for the voice of third sector stakeholders, all sectors will continue to be well-represented and involved via Board communications and the engagement mechanisms outlined above.

Locality’s work identified around 600 community assets and organisations across 21 categories all of which have a unique perspective. Regular outreach work and pro-active feedback will gather their views, with “meet and greet” Q&A sessions with the Board arranged to give and receive real time insights into the project.

4.1.5 Public Involvement

Given the context of COVID-19, a significant slice of the capacity-building resources have been used to shift engagement activity online, whilst also building the capacity of the voluntary sector to undertake offline interviews with vulnerable groups and the digitally-excluded safely, making the most of existing community links. In doing so, the engagement activities have framed the Town Deal as a positive step towards re-building local life and have reached a new audience. Over 6,500 individuals have engaged, generating 2,162 contributions from 1,127 respondents. Once funding is confirmed, Commonplace will re-open and focus on the individual schemes for which funding has been approved, with other engagement activity moving back offline as lockdown measures are relaxed. Where outreach activity is delivered, this will focus on diversity and depth of engagement, ensuring the voice of the whole community is represented.

4.2 Private sector investment

A high-level summary of the funding identified for existing and current key projects and programmes is in Table 4.1. Almost £650m of investment has recently been made or is underway.

Table 4.1: Funding allocated to recent and current major projects (Appendix C: Part A)			
Theme	Public	Private	Total
1: Place	£403.0m	██████	██████
2: Economy and Enterprise	£28.9m		██████
3: Skills and Enterprise	£8.8m	██████	██████
4: Communities and Health	£9.9m		██████
5: Infrastructure/Environment	£6.2m		██████
TOTAL	£456.8m	██████	██████

In line with the requirement to demonstrate that the Town Investment Plan will leverage investment and attract match funding, Table 4.2 presents details of the indicative funding for future projects within the Blackpool Town Investment Plan. At this stage, private sector investment of over ██████ is expected towards the total investment of over ██████. As the

scheme proposals move forward, soft market testing, and the greater clarity regarding the levels of private sector investment will be confirmed as part of the Business Case development process.

Table 4.2: Indicative funding for proposed future projects (Appendix C: Part B)

Theme	Public	Private	Total
1: Place	£159.9m	██████	██████
2: Economy and Enterprise	£45.5m	██████	██████
3: Skills and Enterprise	£113.7m		██████
4: Communities and Health	£17.4m	█	██████
5: Infrastructure/Environment	£217.4m	█	██████
TOTAL	£553.9m	██████	██████

The request for Town Deal funding is in Table 4.3 below for each project. This also presents the other public and private sector funding that will be secured to deliver the projects.

Table 4.3: Towns Funding Requested

Project	Towns Fund Request	Public and Private sector co-funding
Blackpool Central Development	£10m	██████
Multiversity	£10m	██████
Blackpool Airport EZ Infrastructure Development	£10m	█
Innovation Partnership	£2m	██████
Southern Quarter/Revoe Community Sports Village	£7.5m	██████
The EDGE (Stanley Buildings)	£4.5m	██████
Illuminations	£4.5m	█
Blackpool Youth Hub	£700k	██████
Grundy Art Gallery Extension	£100k	█
Total	£49.3m	██████

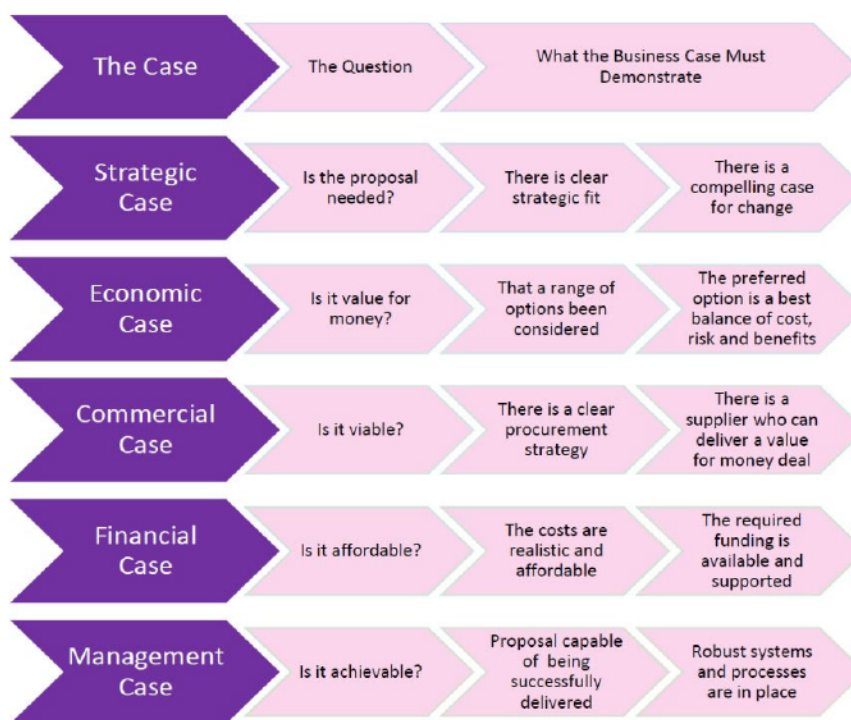
4.3 Business case development and appraisal

4.3.1 Business Case Development

All projects that will be submitted for Town Deal funding will be supported with a robust Business Case that will be developed in accordance with the Five Case Business Case model, outlined in Figure 4.1. This will ensure that they meet the standards required by HM Treasury's Green Book.

Each business case will confirm the strategic context for the proposal; set out a robust case for change; assess a range of potential options as to the best way forward; and consider the deliverability and viability of the options explored. In doing so, it will identify the preferred option that optimises value for money; the financial requirement and project's affordability; the supporting procurement strategy, and the management arrangements for the successful delivery of the project.

Figure 4.1: Five Case Model



The following key issues will be considered under each of the Five Cases:

- **Strategic Case** – this will set out a robust and evidence-based case for the investment, establishing the rationale and fit with national, regional and local policies. Key issues related to need and demand, and evidence gathered from stakeholders will be considered.
- **Economic Case** – the development of this case will involve identification of a long-list of options for assessment against their strategic fit, achievability, affordability and acceptability. A short-

list of options will be selected and taken forward as part the detailed appraisal. The costs and benefits of each option will be compared to determine which option offers the best value for money (using net present public value and benefit cost ratios). The risks associated with each option will also be considered.

- **Commercial Case** – the purpose of this case is to demonstrate that the preferred option will result in a viable procurement and well-structured deal, providing certainty in terms of delivery and minimising risk to the public sector. In close consultation with project partners, the proposed procurement and delivery route will be explored, considering the appropriate strategy and preferred delivery arrangements.
- **Financial Case** – the capital and revenue requirements associated with the project will be set out within the Financial Case. The overall cash flow, its net present value (NPV) and the funding sources will also be set out. In addition, it will be important to identify the forecast annual funding/income for the project and its affordability based on budget provisions.
- **Management Case** – this case will set out how the project will be managed by the lead agency and their partners. It will include identifying the governance arrangements, as well as identifying clear roles and responsibilities.

Blackpool Council's Growth and Prosperity Team will be responsible for overseeing the development and delivery of all relevant business cases for Town Deal funding and ensure that they are appraised in line with HMT Green Book guidance where this is carried out by the Local Accountable Body. To support the business case development process the Council will need to procure technical assistance where this is not available in house.

4.3.2 *Business Case Appraisal*

To support the Business Case Appraisal process, Blackpool Council will draw on the expertise within the LEP (e.g. with regard to the adoption of practices and standards outlined in their Assurance Framework) to ensure that a system is put in place that will provide Government and local partners with assurance that decisions over the allocation of Town Deal funding are proper, transparent and deliver value for money.

If projects are being appraised locally, it is envisaged that a Town Deal Investment Panel will be established, with suitably skilled individuals drawn from relevant partner agencies (e.g. with representatives from the public, private, and community and voluntary sectors) and government, to ensure there is sufficient oversight and scrutiny of the business case proposals brought forward. This panel will in turn report to the Town Deal Board, regarding the allocation of funding and best use of public sector funding.

Where projects are appraised locally, the following process will be implemented:

- **Stage 1:** Projects will be requested to complete an Outline Business Case (using the five-case business model) for approval by the Town Deal Investment Panel.
- **Stage 2:** The Town Deal Investment Panel will undertake an initial review to ensure that the project is in line with the TIP and Prospectus.

- **Stage 3:** If positive, a full business case (with supporting implementation/business plan) will be prepared and submitted to the Investment Panel for consideration.
- **Stage 4:** The Investment Panel will seek an independent evaluation/appraisal of the scheme to ensure that it is Green Book compliant.
- **Stage 5:** Investment Panel decisions will be presented to the Town Deal Board for final approval.
- **Stage 6:** If approved by the Board, a funding agreement (with conditions where necessary) will be negotiated with the project sponsor.
- **Stage 7:** Schemes will proceed once final contracts have been approved by the Accountable Body and project sponsor.

4.4 Delivery Plan

4.4.1 Governance and Project Management

The proposed Towns Fund programme has a clear Governance and Management structure. The Programme will be overseen by the Town Deal Board and managed and delivered by Blackpool Council. The Council will be the accountable body and it will have overall responsibility for the delivery of the programme.

The Town Deal Board is in place and will continue to operate throughout programme delivery. Its role is to:

- develop and agree an evidenced based Town Investment Plan;
- develop a clear programme of interventions; and
- co-ordinate resources and influence stakeholders.

Project Boards will be established to oversee the projects. Project management and delivery support will be provided by the Council in conjunction with partners. A dedicated project manager will manage each project on a day-to-day basis on behalf of the respective project board within the brief and limits specified for the role. They will liaise with the Town Deal Engagement Team to undertake engagement with communities, businesses and organisations.

Risk, issue and change management are fundamental to the control of any project. The Council has in place detailed processes for each. For example, it has established a six-stage change control process. Accountancy practices will be based strictly on CIPFA best practice guidelines. Separate cost codes will be utilised for clear auditing purposes. Prince 2 financial and project management processes are utilised by Blackpool Council to oversee the management of capital projects. Each project will have a dedicated cost code and a financial accountant appointed to oversee it and to support the project manager to ensure scheme delivery to budget. The Council has a Risk Services department which undertakes internal audits of schemes which will add additional probity. There is also a Corporate Delivery Unit which reviews project delivery against key Performance

Indicators (KPI's). In addition, the Council has an established procurement team, that will ensure full compliance with the latest legislation.

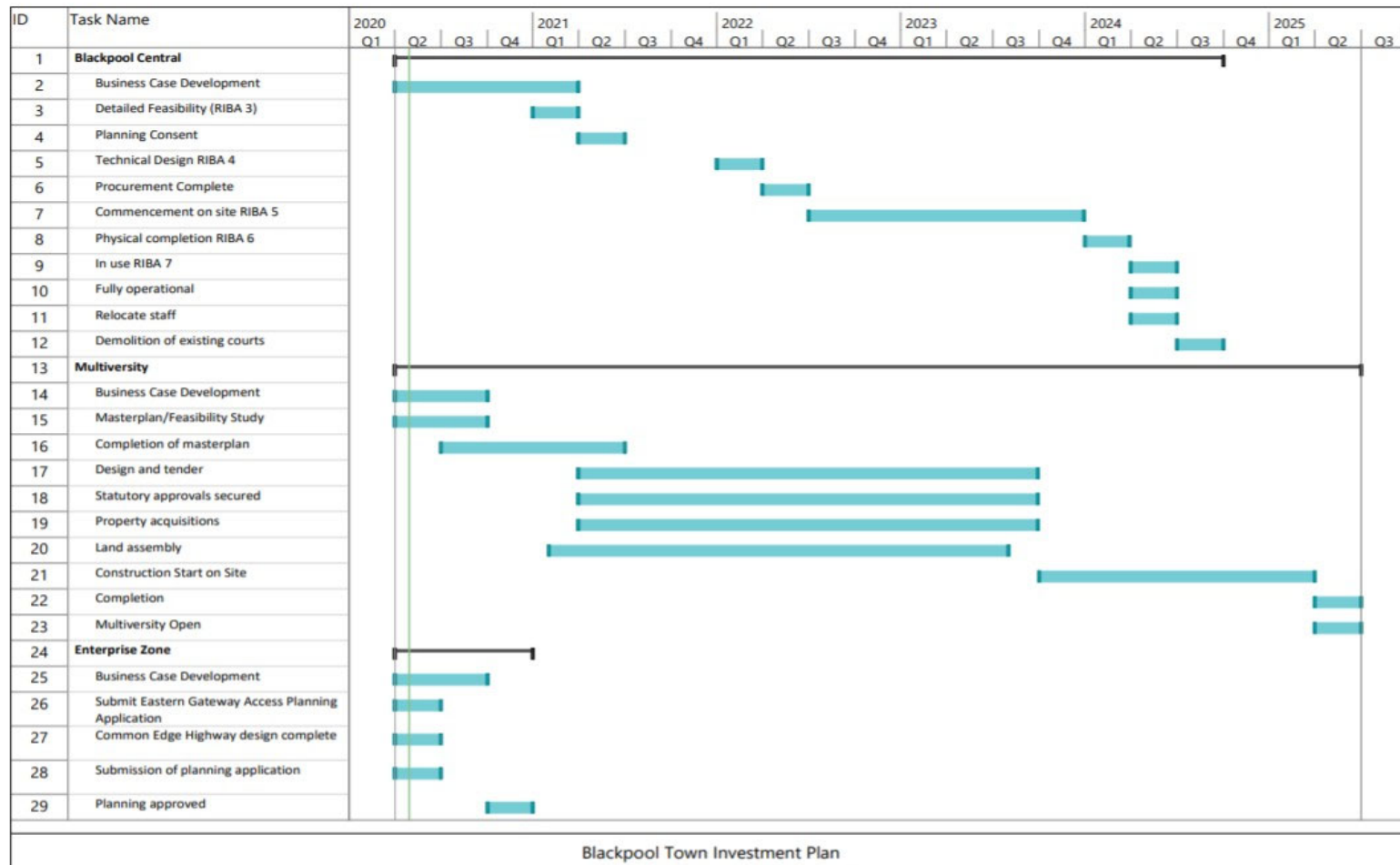
The Council is seeking to maximise Social Value through the Town Investment Plan. Any contractor will be encouraged to make use of local labour through schemes such as Blackpool Build Up (<https://www.blackpool.ac.uk/buildup>).

Blackpool Council has extensive experience in successfully delivering funded schemes from large capital construction schemes, such as: working with Muse Developments on the £70m development of the Central Business District; the 20 year coastal defence strategy, a £62m project transforming Blackpool's promenade and the ongoing £24.9m Conference Centre (including £15m from Growth Deal), through to revenue schemes provided from the Big Lottery or ESF funding.

4.4.2 Project Development and Delivery Milestones

A Gantt chart, outlining indicative key milestones for each project is in Figure 4.2. Detailed timelines will be developed as part of the business case development process.

Figure 4.2: Indicative Project Milestones for Blackpool Town Investment Plan Towns Fund projects



ID	Task Name	2020				2021				2022				2023				2024				2025		
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
30	Property and land acquisition completed				█																			
31	True Innovation	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
32	Business Case Development	█	█	█	█																			
33	Procurement			█	█																			
34	Appointment of a preferred contractor			█	█																			
35	Delivery					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
36	Revoe	█	█	█	█	█	█	█	█															
37	Business case development	█	█	█	█																			
38	Town Fund bid approval			█	█																			
39	Detail masterplan development (sports and communities facilities; CPO orders; Stand Development)					█	█	█	█															
40	Community sports Facilities/pitches									█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
41	Outline design proposals							█	█															
42	Planning permission								█	█														
43	Detailed design proposals									█	█													
44	Contractor appointed											█	█											
45	Construction delivery												█	█										
46	Completion																							
47	BFC - east strand, retail, housing									█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
48	Outline design proposals								█	█														
49	Site assembly									█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
50	Contractor appointed													█	█									
51	Construction delivery																							
52	Completion																							
53	Edge Incubator	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
54	Business Case Development/TIP Approval	█	█	█	█																			
55	Blackpool Council loan agreed																							
56	Planning Permission received																							

Blackpool Town Investment Plan

ID	Task Name	2020				2021				2022				2023				2024				2025		
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
57	JCT Contract developed, tender process begins																							
58	Realistic appraisal of likely total funding scenario																							
59	Contract awarded																							
60	Work begins on site																							
61	Sections of new building start to open																							
62	Work completed on site																							
63	Building formally opens																							
64	Illuminations																							
65	Business Case Development																							
66	Research into new lighting technologies undertaken, conceptualisation of new features and displays																							
67	Illuminations Switch-On for 2020/21 season																							
68	In-house design of new features undertaken, discussions with arts organisations																							
69	End of 2020/21 Illuminations season, funding approved																							
70	Acquisition of partner artists, commencement of design process for headline features																							
71	In-house manufacturing of new headline features																							
72	Upgrading of town centre electrical/lighting pole infrastructure																							
73	Investment in already-identified manufacturing equipment and vehicles																							
74	Promotion of "new" Illuminations by Council and Town Deal partners																							
75	Switch On and re-launch for 2021/22 season, introduction of weekly single-evening traffic closures																							

Blackpool Town Investment Plan

ID	Task Name	2020				2021				2022				2023				2024				2025		
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
76	illuminations season, discussions undertaken with British and international light art festivals																							
77	Grundy	[Timeline bar from Q1 2020 to Q3 2025]																						
78	Business Case Development																							
79	Anticipated funding agreed																							
80	Procurement process - feasibility																							
81	Consultants work on feasibility																							
82	Architectural concept and designs to RIBA Stage 3																							
83	Listed Building consideration																							
84	M&E																							
85	Building condition surveys																							
86	Undertake capital project																							
87	Open to public																							
88	Youth Hub	[Timeline bar from Q1 2020 to Q4 2022]																						
89	Business Case Development																							
90	Procure architects and create a detailed working group to consult and approve a detailed capital scheme (RIBA S3)																							
91	Submit planning application																							
92	Procure contractors																							
93	Build																							
94	Open																							

Appendices

(Please see separate document)