# Blackpool Town Centre Strategy

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Blackpool Town Centre Strategy

Part 1 - Introduction

This Town Centre Strategy:

- Outlines a vision for Blackpool Town Centre in 15 years time, supported by six key objectives
- Describes the town centre today and opportunities for change
- Identifies priorities for improvement and management of the town centre in line with the six objectives
- Develops a five-year action plan with delivery mechanisms

Key Aims of the Strategy

- Improve business confidence and encourage quality investment from private and public sectors
- Inform future decision making and co-ordinate town centre initiatives to achieve complementary improvements
- Assist with town centre promotion and marketing

The need for a Town Centre Strategy

The importance of Blackpool Town Centre to the successful regeneration of the resort and the economic prosperity of the Fylde Coast cannot be overstated. The town centre has a pivotal role to play in driving the local economy and providing over 300,000 residents within Blackpool and the wider Fylde Coast a thriving sub-regional centre which meets their needs in terms of retail, business, social and cultural activities.

Over 6,000 people are employed within the town centre and it generates a non-food retail goods turnover of around £316 million from residents of the catchment area. It is a key part of the resort, with the iconic landmarks of Blackpool Tower and Winter Gardens and a host of shops, cafés, restaurants and bars catering for residents and visitors.

However, the town centre’s influence and status, like the wider resort, has declined as it struggles to compete with alternative retail and leisure attractions, a competitive conferencing market and the increasing influence of competing centres outside the Fylde Coast.

Recent investment in the Houndshill Shopping Centre demonstrates that high quality investment does increase footfall and turnover and stimulate the visitor experience. With commitment for sustained improvement through further investment in Blackpool Tower, the Winter Gardens and the Promenade it is hoped that visitor numbers will further increase.
Blackpool Town Centre Strategy

If we are to successfully position Blackpool Town Centre as the first choice shopping destination for Fylde Coast residents and an attractive place to visit and do business, the town centre needs to carve out a high quality retail offer and combine this with a wider positive leisure, cultural and social experience during the day and into the evening.

Exploiting key assets within the town centre – heritage, coastal frontage and popular tourist attractions - and aligning these with new innovative developments can help define a distinguishing offer and achieve an attractive, thriving town centre.

This approach to making town centres a diverse multifunctional destination for shopping, socialising, creativity, working, living and learning is at the heart of The Portas Review (2011). Blackpool is well positioned to create a unique town centre experience unavailable anywhere else.

To achieve this, we need a strategy that will provide a clear direction for the town centre and co-ordinate planning and management activities. This will help deliver positive change and provide a catalyst for further investment.

As acknowledged in The Portas Review, the public sector alone cannot create vibrant town centres; there is also a role that landlords, retailers and businesses must play. Therefore, we need a strong town centre partnership approach to deliver the strategy.

Town Centre Partnership Approach

There are a diverse range of public and private sector bodies which have a stake in the future of Blackpool Town Centre. Whilst Blackpool Council has a key responsibility to enable and manage change, private landowners own the majority of town centre sites and premises and have a responsibility as long-term investors.

A co-ordinated and comprehensive approach to the improvement of the town centre can only be achieved by a strong town centre partnership approach - led by Blackpool Council, supported by investment agencies and working together with private landowners, local businesses, service providers, developers and all other stakeholders.

Town centre partnerships are already established in Blackpool Town Centre, including the Town Centre BID (Business Improvement District) and the more recently formed Town Team. Crucially we need to grow and develop these partnerships effectively if we are to successfully collaborate on implementing the Town Centre Strategy.
Vision

If Blackpool Town Centre is to become an attractive, thriving centre it must have a very clear vision of what it wants to achieve:

*In 2027, Blackpool Town Centre is the thriving heart of Britain’s favourite resort, offering an all year-round high quality shopping, leisure, cultural and entertainment destination.*

*Residents and visitors from all walks of life choose to spend time here throughout the day and into the evening.*

*The revitalised Tower and Winter Gardens are major attractions along with an exciting programme of events and festivals.*

*Blackpool hosts a vibrant outdoor café culture, with attractive streets and spaces providing high quality public realm and strong links between the town centre and the beach.*

*A high quality integrated transport system allows easy access to the town centre and provides a positive arrival experience.*
Blackpool Town Centre Strategy

Objectives

Our vision for Blackpool Town Centre is supported by six objectives:

**Objective 1**
Re-establish the town centre as the first choice shopping destination for Fylde Coast residents.

**Objective 2**
Strengthen the town centre as a vibrant leisure, entertainment, cultural and business tourism destination for residents and visitors.

**Objective 3**
Grow the town centre as a place to do business by creating a Central Business District and creative industries hub.

**Objective 4**
Create a choice of high quality homes within and around the town centre.

**Objective 5**
Improve the quality of buildings, streets and spaces and their maintenance and management.

**Objective 6**
Provide convenient access to the town centre by all modes of travel and enable easier pedestrian movement.
Wider Town Centre Policy Context

The policy framework

The Town Centre Strategy aligns with the following Council plans and strategies:

- Blackpool Planning Policy Framework
  - Blackpool Core Strategy 2012-27 (being prepared)
  - Talbot Gateway Planning Brief SPD (2006)
  - Former Central Station (Leisure Quarter) site Development Brief SPD (2011)
- Blackpool Local Transport Plan 2011-16 (2011)

The Strategy has also been informed by:

- North West Regional Spatial Strategy (expected to be abolished imminently)
- Fylde Coast Retail Study (2011)

Blackpool Town Centre studies:

- Town Centre Health Check (2011)
- Business Appraisal (2009)
- The Portas Review (2011)

What the policies say

To support resort regeneration, the town centre is identified as a key focus for future economic growth, development and investment, in order to address past decline and successfully position it as the first choice shopping destination for Fylde Coast residents and an attractive place to visit and do business.

The emerging Core Strategy defines the town centre boundary and a principal retail core which includes the main shopping streets and the majority of large multiple retailers (see Figure 1). It identifies the town centre as the focus for major new retail development in the Borough, and contains a number of planning policies supporting town centre development which:

- Strengthens the retail offer, with the principal retail core being the main focus for major retail development
- Introduces quality cafes and restaurants
- Enhances the quality of buildings, streets and open spaces and connects the different areas of the town centre to improve pedestrian movement
- Utilises key heritage assets and complements these with new innovative development
- Grows an office sector
- Improves access to the town centre
- Introduces quality homes in the long term

Policies support Council assistance in site assembly where required to facilitate major redevelopment.

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1 It is a non-statutory document and does not directly form part of the Council’s Planning Policy Framework.

2 A key planning document for Blackpool currently being prepared and expected to be adopted in 2013.
Blackpool Town Centre Strategy

Three key town centre sites are identified in the Core Strategy: the Central Business District, Winter Gardens and former Central Station site (see Figure 1). Developing each of these sites will help to transform the role and status of the town centre and adjoining resort core.

Saved policies SR6 and SR7 in the Blackpool Local Plan 2001-16 identify a retail / cafe zone and a mixed-use zone, which contain more diverse uses such as small, independent and specialist retail, professional services, civic, leisure and cultural facilities.

Saved policy SR8 identifies the Promenade frontage between Springfield Road and New Bonny Street as a leisure zone. This area will continue to be promoted as the main town centre location for visitor attractions, leisure retail and drinking establishments. Comprehensive enhancement and redevelopment which introduces quality buildings and higher-end leisure uses will be supported.

Figure 1 illustrates the town centre boundary and the distinctive areas and key sites contained within it, as identified above.
Figure 1: Distinctive areas and key sites within Blackpool Town Centre as identified in planning policy

**A Principal Retail Core**
The principal retail core contains the main shopping streets of Church Street, Victoria Street, Bank Hey Street and the Houndshill Shopping Centre. Marks and Spencer, Debenhams, Primark and BHS are the anchor stores that create the highest footfall and a strong draw for shoppers.

**B Winter Gardens**
The Council purchased the Winter Gardens in 2010 and is actively looking to secure medium-long term investment to facilitate major refurbishment and re-establish the complex as a multi-purpose, year round entertainment, leisure and conference venue in the heart of the town centre.

**C Central Business District (CBD)**
The CBD is an important site for a new gateway development in the north-east of the town centre. Redevelopment and enhancement of the area will create an attractive commercial hub and welcoming arrival experience, anchored by new Council offices, Blackpool North railway station and a major new food store. Blackpool Council is currently working in partnership with Muse to deliver Phase 1 of the CBD.

Scale: NTS
Promenade Frontage (Leisure Zone)
This Promenade stretch includes the iconic Blackpool Tower at the heart of Blackpool’s Golden Mile and is a key gateway to the town centre from the seafront. Leisure uses are dominant, although these are mostly low-end seasonal and transient uses, which create a negative image and discourage visitors entering the town centre from the seafront.

Former Central Station site
The Council is promoting comprehensive redevelopment of this site for major leisure development of national significance, which would broaden the resort appeal and provide a compelling new reason to visit Blackpool.

Retail / Café Zone and Mixed Use Zone
This area houses an eclectic mix of small retail shops, professional services, civic and cultural activities and a growing café culture around Cedar Square and Birley Street.
St John’s Square has been remodelled to create an attractive public space for hosting events and festivals; and is centrally located to connect surrounding streets including Topping Street, Edward Street and the top end of Church Street, which have grown as a small business hub.
Key buildings include the Town Hall, Central Library, Grundy Art Gallery, St John’s Church, Abingdon Street Market and the Post Office.
Blackpool Town Centre Strategy

Part 2 - Blackpool Town Centre Today
This section identifies town centre issues alongside strengths and opportunities for improvement.

Catchment, Visitor Profile and Performance

Issues

■ Whilst the town centre has a large Fylde Coast catchment it struggles to convert residents into shoppers, retaining only 33% of non-food retail expenditure from its catchment\(^1\). This is a slight improvement from 29% in 2008 with the opening of the Houndshill Shopping Centre extension, but remains extremely low for a sub-regional centre.

■ Blackpool’s shopper profile lacks affluent families and young professionals who are drawn to out-of-centre retail parks and competing shopping destinations outside the Fylde Coast.

■ Whilst town centre spend is supplemented by resort visitors this is highly seasonal and has been reduced by the loss of business tourism.

■ Blackpool’s nightlife attracts a dominant youth, alcohol-led and price conscious market. Drunkenness and anti-social behaviour has become a deterrent to a wide cross section of visitors and residents.

■ Zone A rents\(^2\) averaged £115 per square feet in 2009; and remain the lowest when compared to nearby towns such as Preston and Blackburn.

■ Whilst footfall may have increased, expenditure has not done so in a similar manner. The annual non-food retail goods expenditure from residents of the catchment is around £316 million, with a low sales density of £4,879 per square metre sales. Retail units are under-trading and there is an oversupply of poor quality floor space.

Strengths and Opportunities

■ Part of what makes the town centre unique is the provision for tourists within its core, boosting non-food retail expenditure by an estimated £75 million per annum (on top of an estimated £316 million from residents of the catchment). Tourism expenditure would support a stronger representation of personal and leisure goods retailers and catering operators.

■ The town centre must claw back current expenditure leakage from its Fylde Coast catchment and increase retention figures. A modest increase in market share would support additional comparison goods floor space of 14,000 square metres (sq.m.) net by 2021; and a further 15,500 sq.m. net by 2026\(^3\).

Threats

■ Unless the town centre offer is made more attractive, retail expenditure from the catchment will continue to be captured by competing destinations, undermining regeneration efforts in the town.

■ The town centre is vulnerable to competing out-of-centre provision; and it will be important for the Council to control additional floor space and types of retail in out-of-centre locations, to protect the vitality and viability of the town centre.

■ Current trends in supermarket, out-of-centre and on-line shopping are expected to leave traditional town centres fighting for a shrinking share of retail expenditure.

\(^1\) Rounded figure (2010). In 1998 this was 43% (rounded), representing a fall of 10% in 12 years

\(^2\) “Zone A” is the first 20 feet from the shop window and considered the most valuable space

\(^3\) Rounded net figures (2011) calculated on basis of 75% of gross figures. This is over and above the existing planning approval at the Central Business District
Blackpool Town Centre Strategy

Figure 2. Current town centre catchment area (Fylde Coast Retail Study, Roger Tym and Partners 2011)
Blackpool Town Centre Strategy

Retail and Service Provision

Issues

- Retail and service provision is focused towards the middle and lower-end of the retail spectrum and does not provide the quality or range necessary to attract Fylde Coast residents. The town centre needs a stronger representation of higher-end national and independent retailers and a more diverse range of fashion clothing and footwear, leisure, personal and household goods.

- The introduction of a new Sainsbury’s food store due to open in 2014 means there is no overall need for further convenience goods floor space.

- The traditional indoor market on Abingdon Street sells middle to low-end goods without delivering the wider appeal that other markets across Lancashire have developed.

- In November 2012 the town centre vacancy rate was 18% and 14.5% in the Principal Retail Core. Whilst vacancies have fallen since 2009, many recently occupied vacant units in the retail core have been taken up by discount retailers and charity shops, reducing the quality of the offer.

- Apart from Houndshill, retail units do not generally meet modern occupier requirements in terms of unit floor space and flexibility, with many retailers under-spaced in comparison to their national average store size.

- Church Street provides a key link between the Seafront and the Winter Gardens. The decline of buildings and loss of retailers along here is of particular concern.

- Peripheral streets lack critical retail mass. Units are generally small, in poor condition and lack drawing power. Many are vacant, suggesting that Blackpool should consolidate the retail core.

- Early evening shopping is limited, with the Houndshill closing its doors at 6pm. Blackpool’s nightlife may be a barrier to this.

1 Rounded figures obtained from the Council’s own vacancy survey. The town centre figure is somewhat higher than the UK average in October 2012 (11.3%).

Strengths and Opportunities

- Key development sites present opportunities to enhance convenience and comparison retail and service provision and complement qualitative improvements to the existing retail stock. It will be important to ensure this new provision does not undermine the existing town centre offer.

- Phase 1 of Central Business District will introduce a major Sainsbury’s food store providing 5,400 sq.m. of net retail floor space, and retail units on the ground floor of the Council office building and Talbot Road multi-storey car park providing 3,100 sq.m of net non-food retail floor space. Further complementary retail space is planned for future phases.

- Phase 1 development of the Houndshill has strengthened Blackpool’s retail core by attracting new national retailers and providing a quality shopping environment. The Tower Street block (phase 2) and the south-west block bounded by Adelaide Street West, Bank Hey Street and Albert Road (phase 3) each have potential capacity for 3,000 sq.m of net retail floor space.

- The Winter Gardens has potential capacity for 5,000 sq.m of net retail floor space, subject to how this would support a future business model.

Threats

- The significant number of empty shops in the town centre suggests a symptom of deeper issues in the retail industry than just the current recession or recent relocations into Houndshill Shopping Centre.

- Blackpool has a 47% higher concentration of financially ‘unhealthy’ retailers than similar towns. This suggests more closures and prolonged difficulties in filling vacant premises.

- Investor and developer confidence in Blackpool is limited unless it is supported by large levels of public sector pump priming.
Figure 3. Principal Retail Core

- Church Street
- Victoria Street
- Bank Hey Street
- Houndshill Shopping Centre
Leisure, Entertainment, Culture and Business Tourism

Issues

■ The Winter Gardens has suffered from a lack of investment with significant levels of under-used floor space. Once a major conferencing venue, it is struggling to compete with larger, more modern venues in the major cities.

■ Both the Grand Theatre and Blackpool Tower have experienced a reduction in visitor numbers in recent years.

■ The Grundy Art Gallery stages popular exhibitions and the adjoining Central Library has recently undergone a £3m refurbishment, although both are peripheral to the main shopping area.

■ Many day-trip visitors to the illuminations choose not to venture beyond the Promenade. To capture their spending potential, there is a need to draw visitors into the town centre.

■ An over-supply of older hotels and guest houses are prevalent on the edge of the town centre, with the majority offering budget accommodation. There are limited hotels within the defined town centre boundary.

■ Whilst there is a healthy representation of restaurants, cafés, coffee bars and takeaways, there is a notable absence of quality dining experiences and family-orientated national chains. The introduction of Heathcotes, Nandos and Pizza Express is starting to address this gap.

■ The evening/night-time economy is based on a heavy drinking culture, which is a deterrent to many visitors and residents. There needs to be a shift towards more family-orientated evening activities, particularly within and adjacent to the principal retail core.

■ The town centre lacks some of the large entertainment uses to draw visitors in, including a cinema and ten pin bowling facility.

Strengths and Opportunities

■ In 2010 Blackpool Council secured European and Government funding to purchase Blackpool Tower and the Winter Gardens. Now in the Council’s ownership, we are able to secure investment and control future uses.

■ There has been considerable investment in the Winter Gardens since 2010, including improvements to public areas and the introduction of two quality Heathcotes dining experiences. In the medium-long term the complex offers opportunities to improve conferencing facilities and locate year-round leisure uses and cultural activity in the heart of the town centre.

■ Merlin Entertainments are managing the operations of new attractions at Blackpool Tower, which is currently undergoing a major development programme of restoration and refurbishment to bring it into the 21st century and increase visitor numbers.

■ The former Central Station site has the potential to deliver a new major leisure development as iconic as Blackpool Tower and the Winter Gardens.

■ Key sites provide opportunities for new, quality leisure development, including national hotel and restaurant chains, within and on the edge of the town centre.

■ Annual events such as the Illuminations, Showzam, Dance Festival, Airshow and Firework Championships highlight the potential that events and festivals provide for increasing town centre footfall and expenditure. St John’s Square and the Tower Festival Headland (on the Promenade on the edge of the town centre) present further opportunities for outdoor events and festivals.
Blackpool Town Centre Strategy

Office Space

Issues

■ The town centre is an important administration centre but is not an established office location, with the market heavily out-of-centre based. It currently does not offer the right opportunities to attract new offices into the town centre.

■ The majority of office employment is government and public sector based; with Blackpool Council accounting for over 75% of office workforce in the town.

Strengths and Opportunities

■ Some success has been achieved in nurturing small businesses in dedicated creative industry space at FYCreatives and Eighty-one Central on Church Street. There is an opportunity to build on this by developing alternative new business start-up space and providing advice and training.

■ The relocation of Council satellite offices into Central Business District will bring over 900 workers into the town centre. Together with further office space planned for future phases, this development could provide the foundation to attract new offices into the town centre.

Housing

Issues

■ Few people live within the town centre boundary, and those that do largely occupy poor quality, rented accommodation.

■ Until the town centre offer improves there are no incentives for developers, or those in search of quality accommodation, to look to the town centre.

■ There is a need to balance the residential offer across Blackpool and provide better quality housing in the inner area which would contribute towards town centre regeneration.

Strengths and Opportunities

■ Up to 400 new, high quality, aspirational homes are planned to be built in the Tyldesley Road / Rigby Road area, south of the town centre and within walking distance. This would help to attract people with higher disposable incomes into the primary town centre catchment area.

■ In the long term, once the town centre has begun to re-establish itself as a thriving sub-regional centre and a renowned cultural, leisure and business destination, this will help to create a demand for high quality homes within the town centre, including the conversion of vacant upper floor accommodation.
Blackpool Town Centre Strategy

Quality of the Environment

Issues
- The town centre’s environmental quality is mixed. St John’s Square and surrounding streets have benefitted from recent public realm investment and Houndshill provides a pleasant shopping environment, however there are still many areas which are run down and unattractive, with Bank Hey Street in particular need of attention.
- Successive waves of public realm investment has created confusion about Blackpool’s identity, with inconsistent colour schemes and design styles.
- There are limited trees and no green spaces in the town centre, largely as a result of Blackpool’s difficult micro-climate.
- With the exception of shopfront improvements through the Townscape Heritage Initiative, many streets are plagued by poor quality, badly maintained shops at ground floor and upper floors, particularly those which have fallen vacant.
- Drinking venues within, and adjacent to, the retail core conflict with family based shopping activity. Shoppers have little desire to venture far beyond the Houndshill Shopping Centre.
- The dilapidated nature of many seafront shops and gateway buildings portray a tired image and do not encourage visitors to venture into the town centre.
- Many streets are exposed to the seafront and the elements, discouraging movement along them.

Strengths and Opportunities
- The town centre is rich in heritage, boasting landmark buildings which provide positive focal points and a conservation area.
- Public realm improvements along Birley Street, Church Street and Abingdon Street encourage increased footfall and support a vibrant outdoor cafe culture.
- The pedestrianisation of St John’s Square has created an attractive public space in the heart of the town centre. A Townscape Heritage Initiative has introduced quality shopfronts and a cafe culture has emerged, complementing this space. The development of an events programme at St Johns Square will help to create a vibrant space.
- Major investment to rebuild 3km of the seafront providing coastal protection and environmental enhancement was completed in 2012. This has significantly improved the quality of public space and links between the town centre and seafront. There is an opportunity for the town centre to capitalise on the anticipated increase in footfall and to secure investment in town centre buildings along the Promenade.
- Proactive management and maintenance of the town centre will be critical, particularly in making the most of the new public spaces.

Threats
- Without additional intervention, recent public realm investment is unlikely to change current perceptions of the town centre and improve the commercial performance of occupiers or the quality of the building stock.
Figure 4. Town centre buildings and public realm
Blackpool Town Centre Strategy

Figure 5. Key vehicular and pedestrian routes into, and within, the town centre

Key
- Buildings in town centre area
- Pedestrian areas
- Main routes into town centre
- Main route, one-way
- Main pedestrian routes

Scale: NTS

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Access and Movement

Issues

- The town centre needs to achieve a more cohesive pedestrian layout with identified routes to key shopping streets and an obvious retail circuit which is easier to navigate.
- Measures are needed to encourage and enhance movement between the Principal Retail Core, Winter Gardens, Blackpool Tower and Central Business District as the key investment sites.
- Signage is often badly positioned, inconsistent and poorly maintained. Road signs are confusing, advanced directional signage for parking needs improvement, and pedestrian signs are difficult to spot, unreliable and lacking in quantity.
- Blackpool lacks quality information boards to encourage visitors to move around on foot and to assist them to find key places of interest.
- The arrival experience onto Talbot Road from Blackpool North railway station is poor.
- A significant proportion of existing car parking is provided by extensive areas of surface car parks, which have been established in a piecemeal manner and some of which are only temporary.
- Crime and fear of crime deter people coming into the town centre in the evenings and from using peripheral car parks and Talbot Road multi storey.
- Town centre car parks are pay and display which do not provide the same flexibility as pay on foot, are difficult to use with limited payment methods, and central car parks close overnight.
- Some bus services don’t penetrate the retail core due to stops relocating from Corporation Street and St John’s Square, and buses terminating in Talbot Road. There is no bus priority system and a reduced service provision in the evenings.
- Coach reception facilities are poor and include a temporary facility on New Bonny Street.
- Whilst the introduction of cycle lanes and hire cycles in the town centre has aimed to improve cycle access, there is generally a lack of cycle parking.

Strengths and Opportunities

- A Signage Strategy has been completed and a Wayfinding Strategy is being developed, which will ensure future programmed improvements to traffic and pedestrian signing are targeted to optimum effect.
- The Central Business District redevelopment presents opportunities to enhance the arrival experience from Blackpool North railway station; improve links between Talbot Road and the wider town centre; and remodel and refurbish existing car parks to create more attractive, efficient and user friendly parking facilities.
- A Parking Strategy is being developed which will seek to make the most efficient and effective use of Blackpool’s existing parking resources, including future management.
- Actual and perceived barriers between the town centre and seafront have been addressed by remodelling the Promenade to make it more pedestrian friendly and opening up Blackpool Tower between the Promenade and Bank Hey Street.
- Upgrading the Blackpool-Fleetwood tramway has provided Fylde Coast residents with a quality, frequent and convenient public transport option into the town centre. There is an opportunity to promote this mode of travel to maximise its usage; and improve integration with other modes of travel, including extending the tramway to Blackpool North train station.
- Development of the former Central Station site presents an opportunity to consider a long term solution for coach facilities.
- Network Rail has committed to electrify the line between Blackpool North and Manchester, which would allow faster, more frequent trains and the potential to establish a direct line between Blackpool North and other major cities including London and Glasgow.
Blackpool Town Centre Strategy

Part 3 - Priorities for Intervention

This section identifies priority measures to address the issues identified in Part 2. The priorities are arranged into six themes which are colour coded to match the six key objectives.

Re-establish the town centre as the first choice shopping destination for Fylde Coast residents

We will achieve objective 1 by focusing on a strong retail offer in the town centre retail core...
- Encouraging new core retail operators to expand the retail offer and improve quality, particularly in clothing and footwear, convenience, leisure, personal and household goods categories
- Retaining and supporting existing retailers
- Reducing vacancy levels and the number of units occupied by discount retailers and charity shops on short-term leases by creating more attractive retail space
- Further phased development and enhancement of the Houndshill Shopping Centre
- Developing a complementary retail offer at the Central Business District and in the Winter Gardens (subject to this supporting the business model)
- Developing specialist markets at St Johns Square to broaden the retail offer

A vibrant leisure, entertainment, cultural and business tourism destination for residents and visitors

We will achieve objective 2 by enhancing existing attractions and creating new reasons to visit...
- Enhancing key town centre venues including the Winter Gardens, Blackpool Tower complex and Grand Theatre as year-round, family orientated leisure, entertainment and cultural venues
- Developing an enhanced conference and business tourism offer
- Encouraging national chain restaurants, cafes and coffee bars within or adjacent to the main shopping streets to increase shopper dwell time
- Extending the events and festivals programme in newly created public spaces
- Developing new illuminations concepts that encourage linked trips into the town centre
- Co-ordinating activity to develop the town centre evening economy
- Developing a high quality hotel offer
- Continuing to work with interested developer(s) to secure major leisure development on the Former Central Station site
- Securing major leisure uses e.g. town centre cinema
Grow the town centre as a place to do business by creating a central business district and creative industries hub

We will achieve objective 3 by...

- Relocating the Council’s satellite offices to the Central Business District, which will grow the town centre based public sector workforce and provide an anchor for future office development
- Encouraging and promoting speculative office development within the Central Business District
- Providing additional accommodation within the town centre to attract and retain starter businesses
- Identifying wider requirements for business/office floor space to ensure that town centre accommodation remains available
- Exploring with Government and other public sector agencies any opportunity to relocate offices and employment in the town centre
- Relocating the Police and Law Courts to enable comprehensive redevelopment of the former Central Station site

A choice of quality homes within and around the town centre

We will achieve objective 4 by...

- Ensuring that new residential accommodation created through conversion or sub-division of properties is of a high quality
- Supporting new residential development on the edge of the town centre and within inner Blackpool which contributes to wider resort and town centre regeneration

In the longer term once the town centre offer improves...

- Encouraging new residential development within the town centre, including the use of upper floors for residential use
Blackpool Town Centre Strategy

Improve the quality of buildings, streets and spaces and their maintenance and management

We will achieve objective 5 by focusing on the main shopping streets...

- Streetscape improvements along Bank Hey Street, Victoria Street and Adelaide Street West including consistent public realm branding and street cleanliness
- Improvements to buildings and shopfronts to complement public realm investment and the refurbishment of key buildings
- Improving external frontages of the Houndshill Shopping Centre and improve integration with adjacent shopping streets
- Encouraging high quality development on key vacant sites e.g. the former Yates's site and Post Office building
- Continuing to monitor drinking venues and reducing conflict between drinking venues and shopping streets; and improving night-time security and public order
- Improving the Promenade building frontage and other town centre gateway buildings
- Improving the arrival experience at Blackpool North onto Talbot Road

Provide convenient access to the town centre by all modes of travel and enable easier pedestrian movement

We will achieve objective 6 by focusing on key arrival points and pedestrian routes...

- Improving navigation into and around the town centre and resort for motorists and pedestrians with better signage and information boards
- Improving and remodelling the highway network at Central Business District
- Improving bus routing and infrastructure
- Continuing to strengthen connections between the town centre and seafront
- Completing a town centre parking strategy and reviewing existing parking facilities, including access and management arrangements
- Refurbishing Talbot Road multi-storey car park and resurfacing Banks Street car park
- Considering long term car and coach parking solutions when redeveloping the former Central Station site
- Developing the upgraded Blackpool-Fleetwood tramway further to improve integration with other modes of travel and maximise its usage
- Electrification of the line between Blackpool North and Manchester
Appendix 1

Town Centre Action Plan

This section outlines a Five-year Action Plan to deliver the priorities identified in Part 3 of the Town Centre Strategy. Those actions marked with a ‘P’ in the first column are considered an immediate priority to be progressed over the next 6 months.

The first column is colour coded to identify which of the six objectives (and priority themes) are being met:

- Re-establish the town centre as the first choice shopping destination for Fylde Coast residents
- A vibrant leisure, entertainment, cultural and business tourism destination for residents and visitors
- Grow the town centre as a place to do business by creating a central business district and creative industries hub
- A choice of quality homes within and around the town centre
- Improve the quality of buildings, streets and spaces and their management and maintenance
- Provide convenient access to the town centre by all modes of travel and enable easier pedestrian movement

The third column identifies what has been achieved over the last eighteen months, since June 2011 when the action plan was first drafted. The fourth column identifies key officers and stakeholders involved in implementing the action, including individuals and groups. The fifth column outlines an estimated timescale.

The Action Plan is a working document and will be monitored and updated on a regular basis by the Town Centre Steering Group, who will meet on a quarterly basis and comprise of the following officers:

John Donnellon (Lead Officer / Chair)
Rob Green
Philip Welsh
Steven Waterfield
Jane Saleh
Paolo Pertica
Peter Cross
Natalie Wyatt

Where separate working groups or project groups are identified in the Action Plan, these will operate as delivery arms of the Steering Group.
<table>
<thead>
<tr>
<th>Action</th>
<th>Part 1: Buildings and Uses</th>
<th>Stakeholders</th>
<th>Timescale</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Establish a working group to focus on buildings in Church Street, Victoria St &amp; Bank Hey St:</td>
<td>Rob Green, Lee Burrell, Soraya Rigby, Dan Alexander, Paolo Perica, Town Centre BID</td>
<td>Ongoing – short term outcome</td>
</tr>
<tr>
<td></td>
<td>Develop intelligence on vacancies, trends and short-term leaseholders and continue regular monitoring</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Establish a dialogue with owners/agents of vacant premises to improve their appearance and work with them to identify suitable long-term tenants</td>
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</tr>
<tr>
<td></td>
<td>Investigate amalgamation development opportunity and work with owner to identify more attractive retail formats</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Investigate means of securing improvements to buildings and shopfronts within the high street through engagement with owners</td>
<td></td>
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<tr>
<td></td>
<td>Liaise with enforcement to consider a programme of concentrated targeting/action, especially in situations where the owner does not engage with the Council</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ongoing – but contains significant longer term outcomes</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Agreement on vacancy definition and survey boundary for mapping vacancies (updated quarterly)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Obtained freehold title data and started to collate property data/database for key blocks</td>
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<tr>
<td></td>
<td>Paper drafted outlining block amalgamation development opportunity</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>New operators in vacant units (Build-a-Bear, The Fragrance Shop, Trespass, Duffer &amp; Vision Express)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>£1.5m investment in HH car park</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2</td>
<td>Continue to build a working relationship with the owners of Houndshill Shopping Centre to:</td>
<td>Rob Green, Alan Cavill, Stephen Waterfield, Waterfield, Stephen Waterfield, Stephen Waterfield, Stephen Waterfield</td>
<td>Ongoing – short term outcome is to fill remaining vacant units</td>
</tr>
<tr>
<td></td>
<td>Help fill long-term vacancies / recently vacated units</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Review options for further phased development and enhancement (i.e. phase 2 dev’t)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Support further investment including improvements to the external frontages and development of the Caroline Street / Thistle Street / Bank Hey Street frontages</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ensure integration of HH car park with wider town centre car parking, access &amp; movement</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop cross marketing with other key operators and the wider town centre</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Note: Tower Street block (phase 2) and the SW block bound by Adelaide St West, Bank Hey St &amp; Albert Rd (phase 3) each have potential capacity for 3,000 sq.m net retail floor space</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Evening economy:** Lead a working group to co-ordinate activity to stimulate the evening economy, and establish a multi-screen cinema & associated leisure offer.
<table>
<thead>
<tr>
<th>Action</th>
<th>Achievement to date</th>
<th>Stakeholders</th>
<th>Timescale</th>
</tr>
</thead>
</table>
| **1.4** | **Winter Gardens** - The existing Project Group / Board will continue to:  
- Determine the future operation of the building when the existing management contract comes to an end  
- Develop and agree a business model for future development and improvement that reflects the current funding environment and which identifies potential private sector investment (derived from the 2012 PIN exercise) | ■ Refurbishment projects including entrances, dome and floral hall  
- Opening of two Heathcotes dining experiences | Alan Cavill  
S Waterfield,  
C Carrington,  
N Wyatt,  
Winter Gardens Trust | Ongoing |
| **1.5** | **Blackpool Tower** - The existing Project Group / Board will continue to:  
- Oversee completion of the external renovation works  
- Evaluate options for the Tower Lounge (TL) e.g. more restricted access from Bank Hey St, make it a more family-based offer and eventually replace it with new leisure uses | ■ Blackpool Tower Eye with 4D cinema and dungeon  
- Improvements to Bank Hey St entrance & façade  
- Some restricted access from TL onto Bank Hey St | Stephen Waterfield  
Merlin,  
Antony Hill,  
Carl Carrington,  
Gary Johnston,  
Tim Coglan | Ongoing - Look to close the TL by 2014 |
| **1.6** | **Grand Theatre** -  
- Align theatre programming to audience research results  
- Facilitate new café and box office facilities adjoining theatre | ■ More varied programme inc. National Theatre productions  
- New status as a National Portfolio Organisation  
- 3yr funding from Arts Council for new dance programme | P Hamilton,  
A Cavill  
Grand Theatre Trust  
Arts Council | Ongoing |
| **1.7** | Identify sites and opportunities for new leisure (including national chain hotels / restaurants), retail and/or office development including:  
- Former Yates’s site - work with the new owner to bring forward high quality development  
- Post Office building - evaluate a range of options for future use & seek potential funding | ■ PP for new building on Former Yates’s site for restaurant, retail & office uses (May ’12) - dialogue ongoing re. conditions | Rob Green  
G Johnston,  
J Saleh,  
C Carrington,  
P Cross,  
S Waterfield | Ongoing - Influenced by delivery of the CBD |
| **1.8** | **FYCreatives** and **Eighty -One Central** (former Ponden Mill building, Church Street):  
- Encourage the dev’t of flexible starter/grow-on office space for new & growing businesses  
- Build on the success of existing office space, by developing alternate low-cost ‘messy’ studio space for artists and creative businesses  
- Ensure quality business advice, training and networking is available that meets the needs of these businesses | ■ Refurbishment of former Ponden Mill to create ‘eighty-one central’ - 12 new office suites for creative businesses | Peter Legg  
Philip Welsh,  
David Pratt | Ongoing |
| **1.9** | Work with holiday accommodation owners within and on the edge of the town centre to improve the ratio of nationally accredited hotels and guest houses | ■ 330 accredited properties in B’pool recorded Nov ‘12 | Natalie Wyatt  
Stay Blackpool, hoteliers | Ongoing |
<table>
<thead>
<tr>
<th>Action</th>
<th>Achievement to date</th>
<th>Stakeholders</th>
<th>Timescale</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.10</td>
<td>17 plg apps approved for COU to residential on the edge of the town centre since 2011</td>
<td>J Saleh, G Johnston, Property owners, hoteliers</td>
<td>Ongoing</td>
</tr>
<tr>
<td>1.11</td>
<td>Dialogue ongoing</td>
<td>G Johnston, J Saleh, Tim Coglan</td>
<td>Ongoing</td>
</tr>
<tr>
<td>1.12</td>
<td>Working group to explore marketing strategy</td>
<td>Mark Marshall, G Johnston, T Coglan, J Saleh, Town Centre BID, Lancashire Police, landlords</td>
<td>Ongoing</td>
</tr>
<tr>
<td>1.13</td>
<td>Initial work to consider resource implications</td>
<td>Mark Marshall, Landlords, G Johnston</td>
<td>Dependent on funding</td>
</tr>
<tr>
<td>1.14</td>
<td>Improvements to Tower, Mr Ts, Palatine Centre &amp; ongoing works to Burger King</td>
<td>T Coglan, D Pratt, G Johnston, R Green</td>
<td>Ongoing</td>
</tr>
<tr>
<td>1.15</td>
<td>Council office construction &amp; highway works started</td>
<td>Stephen Waterfield, Antony Hill, Russell Davies, Peter Cross, Gary Johnston, Paolo Pertica, Neil Mackey, Mike Kirkman, Steve Maher, Muse, Arup</td>
<td>Group established March ’11, Phase 1 completed by 2014</td>
</tr>
</tbody>
</table>

**Part 2: Key Development Sites**

<table>
<thead>
<tr>
<th>2.1 Central Business District</th>
<th>New office accommodation for Blackpool Council (anchor tenant) and the private sector with some ancillary retail at ground-floor</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>New 8000sq.m Sainsbury’s food store with potential petrol filling station</td>
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<tr>
<td></td>
<td>Remodel and refurbish Talbot Road multi-storey car park</td>
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<tr>
<td></td>
<td>Resurface Banks Street surface car park</td>
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<tr>
<td></td>
<td>Supporting infrastructure &amp; public realm improvements including new public square</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Talbot Road multi-storey car park refurbishment &amp; supermarket construction due to commence Nov ’12</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Banks Street to be refurbished Summer ’13</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Stakeholders:**
- J Saleh
- G Johnston
- Tim Coglan
- Mark Marshall
- Nathan interfering
- Steve Maher
- Muse
- Arup
- Stephen Waterfield
- Antony Hill
- Russell Davies
- Peter Cross
- Gary Johnston
- Paolo Pertica
- Neil Mackey
- Mike Kirkman
- Steve Maher
- Muse
- Arup

**Timescale:**
- Ongoing
- Dependent on funding
- 2013
- Ongoing
- Group established March ’11, Phase 1 completed by 2014
### Central Business District

#### 2.2

**Achievement to date**
- Dialogue ongoing with MUSE and key stakeholders to progress a viable second phase (Rob Green)
- Secure levies for funding by 2013

**Stakeholders**
- Town Centre BID
- P. Welsh, N. Wyatt
- P. Cross, R. Ryan

**Timescale**
- Ongoing

**Action**
- Dialogue ongoing with Greenbank & Associates to develop a viable scheme which satisfies the Development Brief & SPD
- Work towards the refurbishment of the Wilkinson building, including condition of exclusivity agreement / promote OJEU compliant procurement
- Discuss relocation of Law Courts
- Establish a development agreement / joint venture agreement
- Help to secure planning permission and related consents
- Complete compulsory purchase order / highway orders and relocation strategy

**Part 3: Events**

#### 3.1

**Achievement to date**
- Develop a specialist outdoor markets and events programme focused on St John’s Square, which capitalises on other events taking place (Elton John, The Wanted)

**Stakeholders**
- Natalie Wyatt

**Timescale**
- Ongoing

**Action**
- Develop a programme of events aimed at increasing footfall within the Winter Gardens and highlighting the town centre’s cultural offer

#### 3.2

**Achievement to date**
- Develop a programme of events which capitalises on events taking place (Elton John, The Wanted)

**Stakeholders**
- Natalie Wyatt

**Timescale**
- Ongoing

**Action**
- Create a marketing campaign and collateral to encourage private-sector led organisers to programme events on the Promenade
- Develop a joint campaign with town centre attractions / businesses to capitalise on organised events taking place (e.g. illuminations, showzam, Dance Festival)
<table>
<thead>
<tr>
<th>Action</th>
<th>Achievement to date</th>
<th>Stakeholders</th>
<th>Timescale</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.5 ■</td>
<td>Develop new illumination concepts that encourage visitors out of their cars and into the town centre</td>
<td>Enhanced illuminated road section in front of Tower “Welcome to Brilliance” gateway on West Street Wider review of illuminations underway</td>
<td>Richard Ryan Town Centre BID, TC operators</td>
</tr>
</tbody>
</table>

**Part 4: Streets, spaces and movement**

### 4.1 Main shopping streets in need of public realm improvement –
- Deep clean and seal Victoria Street, Bank Hey Street & Adelaide Street West
- Standardise signage, litter bins and benches in Bank Hey Street, Victoria Street and Adelaide St West to complement modern street furniture in Church Street
- Introduce soft landscaping into Bank Hey Street e.g. planters
- Resurface Bank Hey Street, Adelaide Street West and bottom of Victoria Street (Estimates: Bank Hey St / bottom of Victoria St £1.2m granite sets; £600k concrete sets; £150k tarmac. Adelaide St West £850k granite sets; £450k concrete sets; £110k tarmac)

- Clean & seal of Bank Hey St, Victoria St & Adelaide St West April ‘12
- Litter bins standardised Apr ’12 & bollards painted
- Talbot Square resurfaced & remodelled with new traffic signals July ‘12

- Paolo Pertica Clare Nolan-Barnes J Evans, P Cross, Town Centre BID, shop owners, Merlin, Groundwork, utilities companies
- Spring 2013 Dependent on funding

### 4.2 Litter control and enforcement -
- Prioritise main shopping streets and public spaces within the town centre and key approach routes into the town centre for regular litter sweeps
- Explore the option of introducing voluntary / non-voluntary litter control notices and varying premise licensing conditions or rates to contribute towards cleaning

- Paolo Pertica Mark Marshall, Jez Evans, Town Centre BID
- Ongoing - dependent on funding

### 4.3 Night-time security / public order -
- Maintain CCTV monitoring levels and engage with individual businesses to improve participation and the use of CCTV at individual venues
- Continue to support the rest/ recuperation and triage facility (Night Safe Haven)
- Maintain taxi stewarding in Queen Street
- Investigate the improvement of night-time car parking access

- Development of Night Safe Haven (shortlisted for a national award)
- Funding secured for 2012-13 to continue taxi stewarding in Queen Street 1-4am

- Paolo Pertica Town Centre BID, Lancashire Police, Primary Care Trust, Taxi operators, Night-time venues
- Ongoing

### 4.4 Complete a Parking Strategy for the town centre and resort core -
- Review existing parking provision (on and off-street) and occupancy levels
- Develop actions to improve the quality and efficiency of parking provision which supports the vitality and viability of the town centre

- Strategy in draft and awaiting decision on how to progress

- Peter Cross Jeremy Walker, Paolo Pertica, Antony Hill, Jane Saleh
- Ongoing
<table>
<thead>
<tr>
<th>Action</th>
<th>Stakeholders</th>
<th>Timescale</th>
<th>Achievement to date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Establish a Transport Group to review and improve key transport networks</strong> 4.5</td>
<td>Peter Cross, Karen Galloway, Will Britain, Jeremy Walker, Carol Bracegirdle, Matthew Edwards, Paulo Pertica, Natalia Wyatt, Highways Agency, Bus / taxi / coach operators, LCC, Sustains, Arup, Network Rail</td>
<td>Implement actions (2011-15 dependent on funding)</td>
<td>Some improved advanced directional signage 1. £1m secured from BBAF (partially spent improving bus stop provision (Coronation St &amp; bus stop provision (Coronation St)) 2. £1m secured from BBAF - improving bus stop provision (Coronation St) 3. Promenade completed with improved crossing points to town centre 4. Ongoing dialogue with stakeholders &amp; councillors re. access and movement issues</td>
</tr>
</tbody>
</table>

| Develop the upgraded tramway further by: 4.6 | Peter Cross, Karen Galloway, Will Britain, Jeremy Walker, Matthew Edwards, LCC, Network Rail | Ongoing dialogue re. potential tram link from a future local Transport Body expected to be formed | Ongoing dialogue re. potential tram link from a future local Transport Body expected to be formed | Peter Cross, Karen Galloway, Will Britain, Jeremy Walker, Matthew Edwards, LCC, Network Rail | Ongoing (could be as early as 2015-16) |

| **Part 5: Promotion, Communication and Information Management** 5.1 | Rob Green, N Wyatt, D Pratt, P Welsh | Establish a retailer support network to market the town centre as a location for retail, food & drink investment (A2011 FSP town centre report identifies potential operators to target) | N Wyatt, D Pratt, Arup, Town Centre BID | Rob Green, N Wyatt, D Pratt, P Welsh | Ongoing |

| 5.2 | Natalie Wyatt | Draft brochure produced | Natalie Wyatt, P Welsh, P Welsh, key hotels, Pleasure Beach, Winter Gardens | | Ongoing |

<p>| 5.3 | Natalie Wyatt | Ongoing | Natalie Wyatt, P Welsh, D Pratt, Winter Gardens | | Ongoing |</p>
<table>
<thead>
<tr>
<th>Action</th>
<th>Achievement to date</th>
<th>Stakeholders</th>
<th>Timescale</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.4</td>
<td>Establish a private sector leisure group and database of major operators (developers and sites)</td>
<td>Small task group formed through the EDC to continue under the Marketing Blackpool umbrella</td>
<td>Rob Green N Wyatt, P Welsh, BBLG, Tourist Board, Visit England, key operators, Greenbank</td>
</tr>
<tr>
<td>5.5</td>
<td>Establish a sound basis for assessing the impact of the visitor economy on the town centre (i.e. spend not footfall/visitor numbers) as part of wider monitoring of the visitor economy</td>
<td>Research being carried out at the Winter Gardens / Tower may give a better insight into patterns of visitor spend</td>
<td>Philip Welsh D Alexander, S Rigby D Jackson, N Wyatt Merlin</td>
</tr>
<tr>
<td>5.6</td>
<td>Develop Marketing Blackpool’s role as an inward investment lead for office development within the town centre and to improve investor confidence in Blackpool:</td>
<td>Ongoing dialogue with some existing Blackpool / Fylde Coast businesses (public &amp; private sector) to establish future requirements</td>
<td>Rob Green J Donnellon, A Cavill, N Wyatt, S Waterfield, S Butterfield, LCC, Wyre BC, Fylde BC, Local/ regional agents, developers, DWP, GPU, LEP, Lancashire County Developments Ltd</td>
</tr>
<tr>
<td>5.7</td>
<td>Continue to engage with Central Government and Network Rail to electrify the line between Blackpool North and Manchester; and maximise opportunities from the electrification including faster, more frequent trains and establishing a direct train line between Blackpool North and other major cities including London and Glasgow</td>
<td></td>
<td>John Donnellon P Cross, N Wyatt, BBLG, Network Rail</td>
</tr>
</tbody>
</table>
Blackpool Town Centre Strategy

Appendix 2

Risk Register

This section contains a risk assessment which has been prepared to identify factors that may hinder the successful implementation of the Town Centre Strategy, along with appropriate mitigation to try and limit the risk.

The risk register is a working document and will be monitored and updated on a regular basis by the Town Centre Steering Group.

<table>
<thead>
<tr>
<th>No.</th>
<th>Description of Risk</th>
<th>Gross Risk Score</th>
<th>Controls &amp; Mitigation</th>
<th>Net Risk Score</th>
<th>Risk Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Further downturn in the economy making new investment difficult to secure</td>
<td>5 4 20</td>
<td>Continue to work with the economy by targeting areas of the economy that are more active</td>
<td>4 4 16</td>
<td>Town Centre Steering Group</td>
</tr>
<tr>
<td>2</td>
<td>Costs to deliver actions underestimated or subject to change in circumstances in the future (e.g. change in budget pressures)</td>
<td>4 4 16</td>
<td>More detailed costs worked up in Business Plans alongside contingency plans</td>
<td>3 3 9</td>
<td>Town Centre Steering Group</td>
</tr>
<tr>
<td>3</td>
<td>Unsuccessful in securing major scheme funding for a tram link to Blackpool North Station</td>
<td>4 3 12</td>
<td>Identify potential alternative funding or develop contingency methods to improve integration of the public transport network</td>
<td>3 3 9</td>
<td>Town Centre Steering Group</td>
</tr>
<tr>
<td>4</td>
<td>Failure to deliver further phases of the Central Business District</td>
<td>5 2 10</td>
<td>Ongoing dialogue with Muse to develop a viable 2nd phase; or develop contingency methods for future development/ improvement of sites which would not undermine phase 1 e.g. improvements to Blackpool North</td>
<td>4 2 8</td>
<td>Central Business District Project Group/Board</td>
</tr>
<tr>
<td>No.</td>
<td>Description of Risk</td>
<td>Gross Risk Score</td>
<td>Controls &amp; Mitigation</td>
<td>Net Risk Score</td>
<td>Risk Owner</td>
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<td>-----------------------------------------------</td>
</tr>
<tr>
<td>5</td>
<td>Failure to secure investment for new development and improvement in the Winter Gardens to support the business model and enable it to fulfil its role as a key leisure and entertainment venue for the resort</td>
<td>5 3 15</td>
<td>Develop a clear, coherent vision, strategy and business plan for the future of the Winter Gardens and maximise engagement/buy-in to the business model from primary and secondary stakeholders</td>
<td>4 2 8</td>
<td>Winter Gardens Project Group / Board</td>
</tr>
<tr>
<td>6</td>
<td>Current developer chooses not to pursue redevelopment of the former Central Station site</td>
<td>4 3 12</td>
<td>Promote and market the site to an international audience. Identify interim measures to improve the site’s appearance</td>
<td>3 3 9</td>
<td>Town Centre Steering Group</td>
</tr>
<tr>
<td>7</td>
<td>Ability to retain staff responsible for delivering on actions and staff resources to meet timescales</td>
<td>4 4 16</td>
<td>The Town Centre Steering Group will monitor implementation and ensure the right staff / resources are in place or alter the programme accordingly</td>
<td>3 4 12</td>
<td>Town Centre Steering Group</td>
</tr>
<tr>
<td>8</td>
<td>Uncoordinated delivery of actions as a result of poor communication</td>
<td>4 3 12</td>
<td>Communication Plan produced by Steering Group and circulated to all officers involved in delivery or working on linked pieces of work/projects</td>
<td>4 2 8</td>
<td>Town Centre Steering Group</td>
</tr>
<tr>
<td>9</td>
<td>Difficulty engaging with key stakeholders / businesses</td>
<td>4 3 12</td>
<td>Use existing mechanisms to engage (e.g. the Business Liaison Group, Town Centre BID, Town Team or Council’s Enforcement Team) and circulate a Communication Plan if necessary</td>
<td>4 2 8</td>
<td>Town Centre Steering Group</td>
</tr>
</tbody>
</table>
## Blackpool Town Centre Strategy

<table>
<thead>
<tr>
<th>No.</th>
<th>Description of Risk</th>
<th>Gross Risk Score</th>
<th>Controls &amp; Mitigation</th>
<th>Net Risk Score</th>
<th>Risk Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>Opposition to actions by town centre businesses, operators or the general public</td>
<td>4 3 12</td>
<td>Consult and engage with key stakeholders when delivering actions as appropriate</td>
<td>4 2 8</td>
<td>Town Centre Steering Group</td>
</tr>
<tr>
<td></td>
<td>(community buy-in)</td>
<td></td>
<td>and use different engagement methods as appropriate</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Securing planning consent</td>
<td>5 2 10</td>
<td>Early involvement of colleagues in Planning as appropriate</td>
<td>3 1 3</td>
<td>Town Centre Steering Group</td>
</tr>
<tr>
<td>12</td>
<td>Difficulty with tracing / contacting property owner(s) to fulfil legal requirements</td>
<td>3 2 6</td>
<td>Title info is available for most town centre premises and is mapped. Regular review will help keep records up-to-date</td>
<td>3 1 3</td>
<td>Town Centre Steering Group</td>
</tr>
<tr>
<td>13</td>
<td>New legislation may be introduced which allows commercial properties to change to</td>
<td>4 3 12</td>
<td>Depending on the announcement made (and the consequences on town centre premises),</td>
<td>3 1 3</td>
<td>Planning Dep’t</td>
</tr>
<tr>
<td></td>
<td>residential use without the need for planning permission (and without any restrictions on permitted changes e.g. location or size of property)</td>
<td></td>
<td>look to implement an article 4 direction to retain some control over change of use</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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