

<h1>Agenda Item No 5</h1>	
Report to:	Blackpool Town Deal Board
Subject :	Developing the Town Investment Plan
Author:	Nick Gerrard, Growth and Prosperity Programme Director and Graham Russell, Chief Executive , Amion Consulting
Date of Meeting:	27/03/2020

Developing the Town Investment Plan

1. Purpose of the report:

To enable the Board to agree the proposed structure and approach to developing the Town Investment Plan

2. Recommendation

The Board is asked to agree to proceed on the basis outlined in this paper, subject to a review in the light of the further Towns Fund guidance that is to be issued by Government

3. Background

At the first meeting of the Town Deal Board it was agreed that once the further guidance from Government was issued Blackpool Council and BITC would work with Amion Consulting to bring initial proposals for the Town Investment Plan back to the Board

No further guidance has yet been received from Government (it wasn't due until April in any event) and it will be unsurprising now if there are not further delays.

In the meantime BITC, Amion and the Council have met to discuss and agree a proposed structure for the Town Investment Plan which will also need to be used in the refresh of the Town Prospectus.

Graham Russell has mapped the existing proposals in the Town Prospectus against this new structure as set out in the Appendix A.

Some of the proposed initiatives set out in the attached were discussed at the last Board – there may well be others that the Board wish to be included.

Once the Board has agreed the proposed structure the Town Investment Plan will be developed further along the lines proposed.

Blackpool Town Deal Board

Developing the Town Investment Plan

Summary

This Paper proposes how the Blackpool Town Investment Plan should be structured, although this will need to be reviewed when further Government guidance is issued. It also summarises the approach underway to develop the Plan

As agreed at the initial Blackpool Town Deal Board, the refreshed Blackpool Town Prospectus will provide the vision and strategic framework for the Investment Plan, with the Plan setting out details of the Investment Programme and how it will be delivered.

It is anticipated that the Investment Plan will include the following content:

- Context;
- Vision and Objectives;
- Progress to Date;
- Investment Programme; and
- Process and Implementation Arrangements.

Based on an analysis of the alignment of the existing Town Prospectus themes and the Government's objectives and focus for the Town Fund it is proposed to structure the Investment Programme as follows:

- Place (including housing);
- Economy and Enterprise;
- Skills and Education;
- Communities and Health; and
- Infrastructure and Environment.

The current key project proposals that could be supported by public investment, in particular through the Towns Fund, would fit well with this structure. The proposed communities and health theme fits less directly with the focus of the Towns Fund Prospectus but is a key priority for the wider successful development and growth of Blackpool as reflected in the existing Blackpool Town Prospectus.

The approach underway to develop the Investment Plan comprises the following six stages:

- stakeholder engagement;
- contextual review;
- mapping existing activities;
- vision;
- project development and review; and
- draft and final reporting.

1. Background

The £3.6 billion Towns Fund has been established to enable towns to address growth constraints through Town Deals. The up to £25 million available for each town will help to increase economic growth with a focus on regeneration, improved transport, better broadband connectivity, skills and culture.

The Town Deal Board will be the vehicle through which the vision and strategy for the town is defined. It will oversee production of the Town Investment Plan (or the Plan), which will be the basis upon which the Town Deal is agreed with Government. The Plan will set out a comprehensive investment programme for each town including private, public and third sector schemes.

Initial guidance¹ was issued by Government which provides information about the two-stage process for agreeing a Town Deal. The first stage involves the preparation of the Town Investment Plan and the second the development of a Towns Fund Business Case based on the selected content of the Plan agreed with government. All towns are expected to have completed their Town Investment Plans by the end of the summer 2020. Further guidance is to be published including about the structure of the Investment Plan, the split between capital and revenue funding and additional details on engagement. Effective engagement, based on a clear stakeholder engagement plan, is expected to be a key factor when government assesses and agrees the Town Deal.

Blackpool already has well developed proposals for the town which are set out in the Blackpool Town Prospectus. Positive discussions were underway with Government officials regarding the Prospectus and it is logical to build on this in developing the Town Investment Plan. Work has already been undertaken to refresh and extend the Town Prospectus.

2. Structure of the Town Prospectus and Investment Plan

In the case of Blackpool, the refreshed Blackpool Town Prospectus will provide the vision and strategic framework for the Investment Plan. The Plan will set out details of the Investment Programme and how it will be delivered.

As noted above, detailed guidance on the structure of the Town Investment Plan has yet to be made available. However, it is anticipated that it would include the following content:

1. Context

The challenges that Blackpool is facing, along with evidence of need and its assets and opportunities.

2. Vision and objectives

¹

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/843843/20191031_Towns_Fund_prospectus.pdf

The overall vision for the town if support is provided through the Town Deal, as well as SMART² objectives, with target outcomes for the next ten years.

3. Progress to Date

Details of those interventions that are already underway including by public, private and third sector partners.

4. Investment Programme

A prioritised list of proposed short, medium and long-term investments, with details of the estimated costs and outputs, as well as indicative value for money and logic models showing how the proposed projects will address the challenges facing Blackpool. Details of the proposed funding sources for the projects/investments, including (but not limited to) the Towns Fund, other public (for example, the Council), private and third sector. Identification of any requests of government in terms of powers, policies or programmes, as well as any dependencies and constraints.

5. Process and Implementation Arrangements

Details of the governance, accountable body and programme management arrangements, as well as the delivery plans for the key projects. Proposals for engagement with the community, private and third sector. A risk register and risk management procedures, arrangements to ensure that the benefits are maximised and details of how the Investment Plan will be monitored and evaluated.

In addition, the Plan would be supported by appendices setting out details of the key Towns Fund investments, along with supporting technical evidence, such as market analyses, details about the governance and delivery arrangements, including membership of key groups, and letters of support.

In terms of the themes within the Investment Programme these will need to align with the objective and requirements of the Towns Fund. The objective of the Towns Fund is to drive the economic regeneration of towns to deliver long-term economic and productivity growth through: urban regeneration, planning and land use; skills and enterprise infrastructure; and connectivity. In addition, the Town Fund Prospectus also identifies the need, for example, to align the Town Deal with the Future High Streets Fund proposals and to support the delivery of policies such as Zero Carbon.

The current Blackpool Town Prospectus is structured around three main themes:

1. Economy and Enterprise: Turbocharging Tourism and Increasing Innovation and Diversity
2. Housing and communities: Tackling the Concentration of Deprivation in Inner Blackpool
3. Health and Education: Nurturing Resilience and Preparing our Young People for Jobs

These themes do not fully fit with the objectives and emphases of the Towns Fund Prospectus (see Appendix A for a mapping of the themes and objectives). For example, there is no direct

² Specific, Measurable, Agreed, Realistic and Time-bound

alignment with the local transport and digital connectivity focus in the Towns Fund. Therefore, in order to ensure alignment and a comprehensive strategic approach to the Town it is proposed to structure the Investment Programme, as follows:

1. Place (including housing)
2. Economy and Enterprise
3. Skills and Education
4. Communities and Health
5. Infrastructure and Environment

This structure would also fit well with the five Local Industrial Strategy³ themes of people, business environment, ideas, infrastructure and place. The proposed communities and health theme for the Investment Programme fits less directly with the focus of the Towns Fund Prospectus, but is a key priority for the wider successful development and growth of Blackpool and engagement with local communities.

Table 2.1 shows how some of the current key project proposals identified in the Town Prospectus that could be supported by public investment, in particular through the Towns Fund, would fit within the proposed Investment Programme structure and their alignment with the areas of focus for Towns Fund investment.

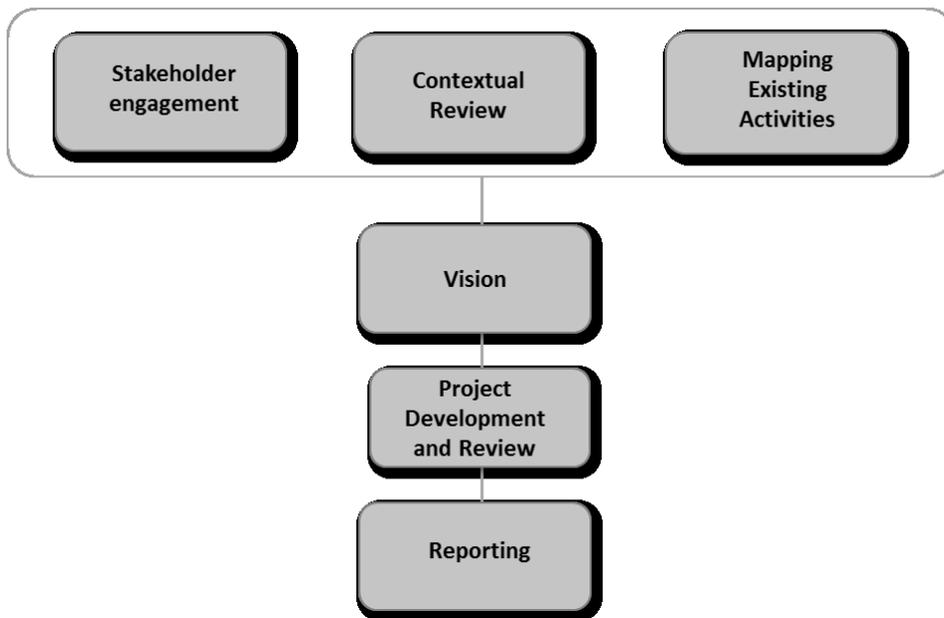
³ **Local industrial strategies** (LIS), led by Mayoral Combined Authorities or Local Enterprise Partnerships, promote the coordination of local economic policy and national funding streams and establish new ways of working between national and local government, and the public and private sectors.

Table 2.1: Investment Programme themes and current key public sector projects		
Investment Plan Theme	Potential public sector funded Town Fund projects	Towns Fund focus
Place	<ul style="list-style-type: none"> • Civil Service Hub - Support for consolidation of existing civil service jobs from peripheral locations into a town centre Hub, delivering an economic boost to the economy and some 3,000 – 4,000 jobs • 'Housing Action Zone' for inner Blackpool - to develop and ensure policy, legislation and finance all combined for sustainable action • Blackpool Airport Enterprise Zone - £300 million investment at Enterprise Zone and its sector targets and an extension to its business rates relief/enhanced capital allowances • Blackpool Central - enabling the release of £300m of private sector investment and creation of over 1,000 new jobs at Blackpool Central through assisting the Ministry of Justice (MOJ) on a court relocation 	Urban regeneration, planning
Economy and Enterprise	<ul style="list-style-type: none"> • Tourism Zone - Supercharge the Visitor economy offer via Tourism Zone designation/Lancashire City of Culture support • Innovative 'full fibre' incubator space within the town centre - to facilitate start-ups and grow on space, in conjunction with Barclays Bank's Eagle Lab initiative 	Skills and enterprise infrastructure
Skills and Education	<ul style="list-style-type: none"> • University Hub Campus – a new hub within the town centre with Blackpool & Fylde College and Lancaster University • Establishment of a Football Academy and training pitches for Blackpool Football Club • Focus on Inclusive Growth via targeted labour market initiatives 	Skills and enterprise infrastructure
Communities and Health	<ul style="list-style-type: none"> • Part of the wider Town Investment Plan/Town Prospectus 	
Infrastructure and Environment	<ul style="list-style-type: none"> • Fylde Coast tram loop - enabling increased frequency and improved connectivity across the Fylde • Net zero carbon - Blackpool Council declaration to make its activities net-zero carbon by 2030 and Blackpool Transport ambition to move to a full electric bus fleet within 5 years. <ol style="list-style-type: none"> 1. Transatlantic Loop Cable - exploit the full economic potential of the AquaComms Transatlantic Loop cable, existing Full Fibre network and Data Centres provision at the EZ creating an accessible digital offer 	Connectivity

3. Approach to Developing the Plan

The approach underway to refreshing the Blackpool Town Prospectus and developing the Town Investment Plan is summarised in Figure 3.1.

Figure 3.1: Blackpool Town Investment Plan – Approach



The process to develop the Investment Plan is as follows:

- (i) **Stakeholder engagement** – a programme of engagement with local stakeholders, based on the engagement plan. This will continue throughout the plan development period and beyond;
- (ii) **Contextual review** – this is building on the substantial existing base of socio-economic and market evidence. It will draw together this data to produce a clear analysis of Blackpool’s Strengths, Weaknesses, Opportunities and Treats.
- (iii) **Mapping existing activities** – the current investments and initiatives underway are being mapped, which will inform an assessment of gaps;
- (iv) **Vision** – this will be developed through the refresh of the Prospectus
- (v) **Project development and review** – the existing and proposed project proposals will be reviewed, and logical models developed. These will show the linkages between the contextual conditions, intervention, inputs, outputs and outcomes. Project profiles, setting out what each project will involve and how it will be delivered, will be prepared. In addition, programme spreadsheet models will be developed by theme to identify the phasing of costs and benefits. Indicative analyses of value for money will be undertaken of the projects proposed for Town Fund support; and
- (vi) **Draft and final reporting** – a draft final report will be produced for review by the Town Deal Board. Following comments and amendments a final report will be prepared.

March 2020

Appendix A: Mapping of existing Town Prospectus planned initiatives and Town Fund Objectives
(nb the wording of these initiatives is as in the existing 2018 Town Prospectus before it has been refreshed and updated so there will be some changes)

	Town Funds Objectives (best fit)		
Town Prospectus themes:	Urban regeneration, planning and land use	Skills and enterprise infrastructure	Connectivity
Economy and Enterprise: Turbo-charging tourism and increasing innovation and diversity	<ul style="list-style-type: none"> • Covered feature and attraction linking the Tower, Winter Gardens, Grand Theatre, Sands Resort Hotel and new Museum, Houndshell Shopping Centre and new IMAX cinema • Blackpool Central (Central Leisure Quarter). • More office accommodation at Talbot Gateway Central Business District to create a Civil Service Hub • 500,000 sqft of new office space alongside new incubator space • New conference centre • 2,000 new high-quality hotel rooms 	<ul style="list-style-type: none"> • Conference centre preparedness group. • Business Improvement District scope is being reviewed; public realm works. • Targeted business investment marketing supported by a business led sounding board and new “Born and Bred” alumni network. • Working with Lancaster University on proposals for an innovation zone, potentially connected to Big Data and new energy technologies. • Business start-up and grow on space expanded in collaboration with Barclays Bank. • Blackpool Enterprise Week expanded to include events all year, supported by Pride of Place Partnership and its Responsible Business Network. • Extend the deadline to 2030 for business rates relief and enhanced capital allowances in the EZ • Clean Growth North West energy coast initiative, proposal for an innovation zone with Lancaster University • Business start-up and grow-on incubator space expansion 	<ul style="list-style-type: none"> • Tram/Rail loop around the Fylde, supported by electric buses and green technologies. • Pedestrian zone/congestion charging scheme for the promenade. • Road improvements to link from the motorway to Hillhouse and the M55 link to St Anne’s. • Use of Integrated and Smart Travel in the network to support use of preferred payment method. • Extension of tram to connect with the railway at Blackpool North • Development of the Airport Enterprise Zone • New access roads onto the Airport Enterprise Zone, upgrading Seaside Way, A585 linking to the Hillhouse Enterprise Zone and M55 linking Lytham and St Anne’s

Housing and Communities: Tackling the concentration of deprivation in inner Blackpool	<ul style="list-style-type: none"> • Double in size the successful Foxhall Village development. • Blackpool Housing Company to acquire and renovate an additional 100 homes annually. • New area plans for place-making and public realm improvements. • Test innovative solutions to provide housing for professionals and retirees and provision of mixed leisure/residential properties. • New coalition of housing providers with a focus on improving the quality and management of housing across the inner area. • Develop a new style 'Housing Action Zone' for inner Blackpool • Pilot changes to public subsidy by working with central government • Deliver 3,000 quality, eco-homes of mixed tenure in the inner area 		
Health and Education: Nurturing resilience and preparing our young people for jobs	<ul style="list-style-type: none"> • Integration 2020 project involves building a new village to improve community health through integrated public, private and voluntary sector provision. • Integration 2020: building a new village to improve community health • Social Innovation Campus of 20 modern flats for young professionals 	<ul style="list-style-type: none"> • Enterprise Advisor Network across all secondary schools built by the LEP and Careers and Enterprise Company. • New Fylde Coast Responsible Business Network to encourage local business engagement with schools. • New Lancaster University Health Innovation Campus will explore new ways of improvising skills in health & social care • Enterprise Advisor Network across all secondary schools • Transition Hub Initiative and Tertiary Transition Initiative – a pilot project to ensure a seamless move through the different stages of education • Fylde Coast Responsible Business Network – partnership between schools and local businesses 	

