

Blackpool Council

12 November 2014

To: Councillors Benson, Mrs Callow JP, D Coleman, I Coleman, Doherty, Elmes, Galley, Mrs Henderson MBE, Hunter, Mrs Jackson, M Mitchell, Smith, Stansfield and L Taylor

The above members are requested to attend the:

SCRUTINY COMMITTEE

Thursday, 20 November 2014 at 6.00 pm
in Committee Room A, Townhall, Blackpool

A G E N D A

1 DECLARATIONS OF INTEREST

Members are asked to declare any interests in the items under consideration and in doing so state:

- (1) the type of interest concerned; and
- (2) the nature of the interest concerned

If any member requires advice on declarations of interests, they are advised to contact the Head of Democratic Services in advance of the meeting.

2 MINUTES OF THE LAST MEETING HELD ON 16TH OCTOBER 2014 (Pages 1 - 6)

To agree the minutes of the last meeting held on 16th October 2014 as a true and correct record.

3 PUBLIC SPEAKING (Pages 7 - 10)

To consider any applications from members of the public to speak at the meeting.

4 EXECUTIVE AND CABINET MEMBER DECISIONS (Pages 11 - 16)

To consider the Executive and Cabinet Member decisions taken since the last meeting of the Scrutiny Committee.

5 FORWARD PLAN (Pages 17 - 22)

To consider the content of the Council's Forward Plan, issue number 10/2014.

6 PROSPEROUS TOWN THEME REPORT 2014/15 (Pages 23 - 68)

The Committee to receive current performance information against the following Council priorities; 3, 5, 6 and 9.

7 CHILD POVERTY FRAMEWORK (Pages 69 - 86)

To consider a report which updates on progress on implementing the multi-agency Child Poverty Framework and related issues and activity.

8 SCRUTINY PANEL UPDATE (Pages 87 - 92)

To consider progress updates on the appointed Scrutiny Panels including verbal updates from Lead Members.

9 COMMITTEE WORKPLAN (Pages 93 - 98)

To consider the Scrutiny Workplan, together with any suggestions that Members may wish to make for scrutiny review topics.

10 DATE OF NEXT MEETING

To note the date of the next meeting as Thursday 22nd January 2015, at 6.00pm.

Venue information:

First floor meeting room (lift available), accessible toilets (ground floor), no-smoking building.

Other information:

For queries regarding this agenda please contact Steve Sienkiewicz, Democratic Services Team Leader, Tel: (01253) 477123, e-mail steve.sienkiewicz@blackpool.gov.uk

Copies of agendas and minutes of Council and committee meetings are available on the Council's website at www.blackpool.gov.uk.

Present:

Councillor Mrs Taylor (in the Chair)

Councillors

I Coleman	Mrs Henderson MBE	Galley	Mrs Jackson
D Coleman	Stansfield	L Taylor	
Elmes	Doherty	Hunter	

In Attendance:

Karen Smith, Deputy Director of People (Adult Services)
Peter Charlesworth, Designated Safeguarding Manager for Adults
Lynn Gornall, Principal Social Worker and Head of Safeguarding Adults
Clare Nolan Barnes, Head of Coastal and Environmental Partnership Investments
Chris Kelly, Senior Democratic Services Advisor

Councillor Fred Jackson, Deputy Leader of the Council and Cabinet Member for Urban Regeneration

Councillor Ivan Taylor, Cabinet Member for Children's Services

Councillor John Jones, Cabinet Member for Highways, Transport and Equality and Diversity

Also Present:

Councillor Robertson BEM

1 DECLARATIONS OF INTEREST

There were no declarations of interest on this occasion.

2 MINUTES OF THE LAST MEETING HELD ON 11TH SEPTEMBER 2014

The Committee agreed that the minutes of the Scrutiny Committee meeting held on 11th September 2014 be signed by the Chairman as a correct record.

3 PUBLIC SPEAKING

The Committee noted that there were no applications to speak by members of the public on this occasion.

4 EXECUTIVE AND CABINET MEMBER DECISIONS

The Committee considered the decisions taken since the last meeting of the Scrutiny Committee by the Executive and Cabinet Members.

A question was raised in relation to decision number EX/47/2014 'Community Trigger Thresholds', with regards to how the community trigger would be publicised. As the

MINUTES OF SCRUTINY COMMITTEE MEETING - THURSDAY, 16 OCTOBER 2014

relevant Cabinet Member was not in attendance at the meeting, Mr C Kelly, Senior Democratic Services Adviser, advised that an answer would be sought for Committee Members.

The Committee agreed to note the Executive and Cabinet Member Decisions.

5 FORWARD PLAN

The Committee considered the items contained within the Forward Plan, issue number 09/2014.

A question was raised in relation to decision reference 21/2014 regarding proceeding to phase two of the redevelopment of the Queens Park Estate. Further information was sought on details of the proposed budget for the redevelopment. As the relevant Cabinet Member was not in attendance at the meeting, Mr C Kelly, Senior Democratic Services Adviser, advised that an answer would be sought for Committee Members.

The Committee agreed to note the Forward Plan items.

6 SAFEGUARDING ADULTS AT RISK, FINDINGS AND SERVICE RESPONSES

Ms Lynn Gornall, Head of Adult Safeguarding and Principal Social Worker (Adults) presented the Year End Alerts and Referrals Analysis Report covering 1st April 2013 to 31st March 2014, together with the Alert and Referral Analysis and Practice Update for Quarter One 2014.

It was reported that in 2013/2014 Adult Social Care Services had actively supported 4,844 individuals out of a population of approximately 113,000. It was noted that 3,324 of those individuals supported were aged 65 and over. However, the Safeguarding Adults Framework was accessible to all individuals aged 18 and over, if they had been harmed or were at risk of harm and unable to protect themselves.

Ms Gornall advised the Committee that 771 safeguarding alerts had been raised with the Council in 2013/2014 relating to adults thought to be at risk. Of those, 402 were deemed to be 'not safeguarding' or 'incident only' issues and 328 were referred for investigation. It was explained that of those cases referred for investigation:

- 89 were not substantiated
- 67 were partly substantiated
- 79 were substantiated; and
- 30 were inconclusive due to insufficient evidence available.

Members of the Committee were also provided with details of the types of alerts received, of which the main types cited were neglect or mistreatment, institutional abuse, financial abuse, emotional abuse and physical abuse. Often alerts could cite more than one type of abuse. Details regarding the location of the abuse were also provided and it

MINUTES OF SCRUTINY COMMITTEE MEETING - THURSDAY, 16 OCTOBER 2014

was noted that of the 464 abuse types, 304 had occurred in residential or nursing care settings, 116 in a person's own home and eight in a hospital.

It was reported to the Committee that Adult Services had provided training to staff and managers in more than 50 residential and nursing homes in Blackpool and that the Service had worked in partnership to ensure consistency. Safeguarding information leaflets had also been produced to help widen publicity regarding adult safeguarding.

The Committee was also presented with details regarding service developments ahead of a Local Authority Peer Review of Blackpool Council Safeguarding Adults activity, which was scheduled to take place at the end of January 2015. It was reported that an advocacy agency (Empowerment) had been commissioned to carry out a series of Listening Reviews to identify where changes in the service could be made to improve people's experiences.

It was also reported that from March 2014, changes had been made to the way in which the recording of safeguarding alerts, referrals and actions taken to protect individuals were made. The stated aim for making the changes had been in order to improve analysis of the statistics in the future and subsequently improve outcomes for individuals.

Members queried how those in care in private homes were monitored. Ms Gornall reported that, whilst this issue presented difficulties, domiciliary care contracts were being reviewed to improve safeguarding procedures and a domiciliary care survey was undertaken every year.

The Committee also discussed how Adult Services worked in partnership with mental health services to provide appropriate care for those individuals with mental health needs.

The Committee agreed to note the report.

Background Papers: None.

7 FLOOD RISK MANAGEMENT AND DRAINAGE

Mrs Clare Nolan Barnes, Head of Coastal and Environmental Partnership Investments, provided the Committee with a progress report on Flood Risk Management and Drainage.

The Committee was provided with a progress report on recommendations from the Flood Risk Management Scrutiny Panel. Mrs Nolan Barnes reported that an annual report on the Flood Risk Management Strategy would be produced at the end of October and provided Members with an overview of progress and performance to date.

Mrs Nolan Barnes reported that the Council had been working in conjunction with Lancashire County Council to address the responsibilities under the Flood and Water Management Act and proposed guidance. Members considered the draft Flood Investigation Policy and noted that it was due to be submitted to the Executive for its approval.

The Committee was also provided with details of the work undertaken regarding the Flood Risk Management Scrutiny Panel's recommendation to establish a working group to ensure that a mapping system was kept up to date and the Council continued to meet its

MINUTES OF SCRUTINY COMMITTEE MEETING - THURSDAY, 16 OCTOBER 2014

statutory obligation to maintain a register of assets and designate third party assets. It was explained that the Council had established a Corporate Water Management Team and invited United Utilities and the Environment Agency to attend, in order to ensure a collective approach was taken to delivering the Council's duties.

The Committee discussed the issues relating to another of the Flood Risk Management Scrutiny Panel's recommendations to undertake a piece of work to consider the risks and potential costs of the responsibility of the Council to maintain new drainage systems. Mrs Nolan Barnes advised that the relevant section of the Flood and Water Management Act had yet to come into force, but that the Department for Food, Environment and Rural Affairs had recently sent out consultation papers in respect of the issue.

A question was also raised with regards to drainage on Mere Farm. Mrs Nolan Barnes reported that the Council had been successful in obtaining funding for a drainage project and was currently in the process of starting investigations before installing a proposed wet well and new water pumps.

The Committee agreed to note the content of the report

Background papers: None.

8 EDUCATION SCRUTINY REVIEW PANEL

Councillor Stansfield, Lead Member for the Education Scrutiny Panel presented an update report, summarising the work undertaken by the Panel since its last report to the Committee.

The Committee agreed to note the report.

Background Papers: None.

9 SCRUTINY PANEL UPDATE

The Committee considered a progress report on the appointed Scrutiny Panels.

Councillor Stansfield reported that, due to a change of career that would potentially involve a conflict of interest, he would no longer be able to take part in the Scrutiny Members' Visits to Care Homes.

The Committee agreed to note the report.

Background Papers: None.

10 COMMITTEE WORKPLAN

The Committee considered its Workplan for the remainder of the Municipal Year.

MINUTES OF SCRUTINY COMMITTEE MEETING - THURSDAY, 16 OCTOBER 2014

The Committee agreed to note the Workplan.

Background papers: None.

11 DATE OF NEXT MEETING

The Committee agreed to note the date of the next meeting as Thursday 20th November 2014, at 6.00pm.

Chairman

(The meeting ended 6.55 pm)

Any queries regarding these minutes, please contact:
Steve Sienkiewicz Democratic Services Team Leader
Tel: (01253) 477123
E-mail: steve.sienkiewicz@blackpool.gov.uk

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Report to:	SCRUTINY COMMITTEE
Item number	3
Relevant Officer:	Steve Sienkiewicz, Scrutiny Manager.
Date of Meeting	20 th November 2014

PUBLIC SPEAKING

1.0 Purpose of the report:

1.1 The Committee to consider any applications from members of the public to speak at the meeting.

2.0 Recommendation(s):

2.1 To consider and respond to representations made to the Committee by members of the public.

3.0 Reasons for recommendation(s):

3.1 To encourage public involvement in the scrutiny process.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council's approved budget? N/A

3.3 Other alternative options to be considered:

None.

4.0 Council Priority:

4.1 N/A

5.0 Background Information

5.1 At the meeting of full Council on 29th June 2011, a formal scheme was agreed in relation to public speaking at Council meetings. Listed below is the criteria in relation to meetings of the Scrutiny Committee.

5.2 General

5.2.1 Subject as follows, members of the public may make representations at ordinary meetings of the Council, the Planning Committee, the Scrutiny Committee and the Health Scrutiny Committee.

With regard to Council, Scrutiny and Health Scrutiny Committee meetings not more than five people may speak at any one meeting and no persons may speak for longer than five minutes. These meetings can also consider petitions submitted in accordance with the Council's approved scheme, but will not receive representations, petitions or questions during the period between the calling of and the holding of any election or referendum.

5.3 Request to Participate at a Scrutiny Committee or Health Scrutiny Committee Meeting

5.3.1 A person wishing to make representations or otherwise wish to speak at the Scrutiny Committee or Health Scrutiny Committee must submit such a request in writing to the Head of Democratic Services, for consideration.

The deadline for applications will be 5pm on the day prior to the dispatch of the agenda for the meeting at which their representations, requests or questions will be received. (The Chairman in exceptional circumstances may allow a speaker to speak on a specific agenda item for a Scrutiny Committee or Health Scrutiny Committee, no later than noon, one working day prior to the meeting).

Those submitting representations, requests or questions will be given a response at the meeting from the Chairman of the Committee, or other person acting as Chairman for the meeting.

5.4 Reason for Refusing a Request to Participate at a Scrutiny Committee or Health Scrutiny Committee Meeting

5.4.1

- 1) if it is illegal, defamatory, scurrilous, frivolous or offensive;
- 2) if it is factually inaccurate;
- 3) if the issues to be raised would be considered 'exempt' information under the Council's Access to Information Procedure rules;
- 4) if it refers to legal proceedings in which the Council is involved or is in contemplation;
- 5) if it relates directly to the provision of a service to an individual where the use of

the Council's complaints procedure would be relevant; and
6) if the deputation has a financial or commercial interest in the issue.

Does the information submitted include any exempt information?

No

List of Appendices:

None.

6.0 Legal considerations:

6.1 None.

7.0 Human Resources considerations:

7.1 None.

8.0 Equalities considerations:

8.1 To ensure that the opportunity to speak at Scrutiny Committee meetings is open to all members of the public.

9.0 Financial considerations:

9.1 None.

10.0 Risk management considerations:

10.1 None.

11.0 Ethical considerations:

11.1 None.

12.0 Internal/ External Consultation undertaken:

12.1 None.

13.0 Background papers:

13.1 None.

Report to:	SCRUTINY COMMITTEE
Item number	4
Relevant Officer:	Steve Sienkiewicz, Scrutiny Manager.
Date of Meeting	20 th November 2014

EXECUTIVE AND CABINET MEMBER DECISIONS

1.0 Purpose of the report:

1.1 The Committee to consider the Executive and Cabinet Member decisions taken since the last meeting of the Scrutiny Committee.

2.0 Recommendation(s):

2.1 Members will have the opportunity to question the Leader of the Council or the relevant Cabinet Member in relation to the decisions taken.

3.0 Reasons for recommendation(s):

3.1 To ensure that the opportunity is given for all Executive and Cabinet Member decisions to be scrutinised and held to account.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council's approved budget? N/A

3.3 Other alternative options to be considered:

None.

4.0 Council Priority:

4.1 N/A

5.0 Background Information

- 5.1 Attached at Appendix 4 (a) is a summary of the decisions taken, which have been circulated to Members previously.
- 5.2 This report is presented to ensure Members are provided with a timely update on the decisions taken by the Executive and Cabinet Members. It provides a process where the Committee can raise questions and a response be provided.
- 5.3 Members are encouraged to seek updates on decisions and will have the opportunity to raise any issues.
- 5.4 It should be noted that the scrutiny of any decisions relating to finance or budget are normally undertaken by the Council's Finance and Audit Committee.
- 5.5 In respect of Ward and Area Forum budget decisions, the Scrutiny Committee has agreed that as those decisions were taken on a ward and area basis, they would not be required for consideration by the Committee.

5.6 Witnesses/representatives

- 5.6.1 The following Cabinet Members are responsible for the decisions taken in this report and have been invited to attend the meeting:

- Councillor S. Blackburn
- Councillor J. Jones
- Councillor F. Jackson
- Councillor I. Taylor
- Councillor C. Wright

Does the information submitted include any exempt information?

No

List of Appendices:

Appendix 4a. Summary of decisions taken.

6.0 Legal considerations:

- 6.1 None.

7.0 Human Resources considerations:

- 7.1 None.

8.0 Equalities considerations:

8.1 None.

9.0 Financial considerations:

9.1 None.

10.0 Risk management considerations:

10.1 None.

11.0 Ethical considerations:

11.1 None.

12.0 Internal/ External Consultation undertaken:

12.1 None.

13.0 Background papers:

13.1 None.

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APPENDIX 4a

DECISION / OUTCOME	DESCRIPTION	NUMBER	DATE	CABINET MEMBER
<p><u>HEADSTART BID</u> To agree the in-kind budget commitments attached to this Project of £155,887 as outlined in the financial considerations.</p>	<p>To consider the budget implications for the Council concerning HeadStart.</p>	<p>EX/49/2014</p>	<p>6/10/14</p>	<p>Cllr I Taylor</p>
<p><u>CENTRAL BUSINESS DISTRICT - FOUR STAR HOTEL DEVELOPMENT</u> 1. To approve the terms of the Supplemental Deed Agreement with Muse for delivery of the hotel development as part of the Talbot Gateway Project. 2. To agree in principle the Forward Funding of the hotel development, on the basis of the Hotel earnings covering the Prudential Borrowing costs. 3. To agree to the principle of nominating a Brand to promote a four star hotel with third Party managing the same on behalf of the Council. 4. To delegate authority to the Chief Executive to agree the terms of the supplemental deed. 5. To delegate authority to the Chief Executive to negotiate the terms of management agreement with a Brand and a third party operator and to take any further action as he considers necessary to give effect to the above decisions.</p>	<p>The development of a site within Central Business District as a four star hotel.</p>	<p>EX/50/2014</p>	<p>6/10/14</p>	<p>Cllr S Blackburn</p>
<p><u>ADOPTION OF BUILDINGS OF LOCAL ARCHITECTURAL AND/OR HISTORIC INTEREST</u> To adopt the list of buildings of local architectural and/or historic interest attached at Appendix A on the Local List of Heritage Assets.</p>	<p>Adoption of the list of buildings of local architectural and/or historic interest attached at Appendix A of the report, recommended by the Planning Committee on 11 August 2014 for inclusion in the Local List of Heritage Assets.</p>	<p>PH/87/2014</p>	<p>3/10/14</p>	<p>Cllr C Wright</p>

<p><u>FINAL PAYMENT UNDER COMPULSORY PURCHASE - TUDOR CARS</u></p> <p>1. To make a Full and Final Settlement under Compulsory Purchase Act 1965 with D Graham T/a Tudor Cars in the sum of £120,000.</p> <p>2. To withhold from the final payment the sum of £286.69 in order to cover rent arrears.</p> <p>3. To note that under Advance Payments already authorised, under section 52 of the Land Compensation Act 1973 the sum of £36,858.85 has already been paid.</p> <p>4. To pay £6,500 as the agents' fees.</p>	<p>To consider a proposed final Payment under Compulsory Purchase Act 1965.</p>	<p>PH/89/2014</p>	<p>24/10/14</p>	<p>Cllr S Blackburn</p>
<p><u>138 STONYHILL AVENUE - DISPOSAL OF FREEHOLD INTEREST</u></p> <p>To authorise the Council to accept offer 'A' at £271,000 as detailed in Background Papers, and agree Heads of Terms for a disposal.</p>	<p>To consider the sale of No. 138 Stonyhill Avenue.</p>	<p>PH/90/2014</p>	<p>24/10/14</p>	<p>Cllr S Blackburn</p>
<p><u>OBJECTIONS TO THE BOROUGH OF BLACKPOOL (LAYTON AND PARK) (RESIDENTS PARKING) ORDER 2014</u></p> <p>To withdraw the proposal for residents parking carry out further consultation in Park Ward, and address the results at a later date, as required.</p>	<p>To consider representations received following publication of the proposals to introduce Permit Parking in Layton and Park Wards, specifically to reduce the impact of parking associated with Blackpool Victoria Hospital.</p>	<p>PH/91/2014</p>	<p>31/10/14</p>	<p>Cllr J Jones</p>
<p><u>JOINT MINERALS AND WASTE DEVELOPMENT SCHEME 2014 TO 2017</u></p> <p>That the Minerals and Waste Development Scheme 2014-2017 be adopted and that the scheme will have effect from 31st October 2014.</p>	<p>This report describes the Local Development Scheme (LDS) for the preparation of minerals and waste policy over the period 2014-2017. It contains the timetable for the preparation of the Joint Lancashire Minerals and Waste Local Plan review.</p>	<p>PH/92/2014</p>	<p>4/11/14</p>	<p>Cllr F Jackson</p>

Report to:	SCRUTINY COMMITTEE
Item number	5
Relevant Officer:	Steve Sienkiewicz, Scrutiny Manager.
Date of Meeting	20 th November 2014

FORWARD PLAN

1.0 Purpose of the report:

1.1 The Committee to consider the content of the Council's Forward Plan, issue number 10/2014.

2.0 Recommendation(s):

2.1 Members will have the opportunity to question the Leader of the Council and / or the relevant Cabinet Member in relation to any of the items contained within the Forward Plan.

2.2 Members will have the opportunity to consider whether any of the items should be subjected to pre-decision scrutiny. In so doing, account should be taken of any requests or observations made by the relevant Cabinet Member.

2.3 To note that finance and audit related matters will normally be considered by the Council's Finance and Audit Committee.

3.0 Reasons for recommendation(s):

3.1 To enable the opportunity for pre-decision scrutiny of the Forward Plan items.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council's approved budget? N/A

3.3 Other alternative options to be considered:

None.

4.0 Council Priority:

4.1 N/A

5.0 Background Information

5.1 The Forward Plan is prepared by the Leader of the Council to cover a period of four months and has effect from the first working day of any month. It is updated on a monthly basis and subsequent plans cover a period beginning with the first working day of the second month covered in the preceding plan.

5.2 The Forward Plan contains matters which the Leader has reason to believe will be subject of a key decision to be taken either by the Executive, a Committee of the Executive, individual Cabinet Members, or Officers.

5.3 Attached at Appendix 5 (a) is a list of items contained in the current Forward Plan. Further details appertaining to each item is contained in the Forward Plan, which has been forwarded to all members separately.

5.6 Witnesses/representatives

5.6.1 The following Cabinet Members are responsible for the Forward Plan items in this report and have been invited to attend the meeting:

- Councillor C. Wright
- Councillor S. Blackburn
- Councillor J. Jones
- Councillor G. Campbell
- Councillor F. Jackson

Does the information submitted include any exempt information?

No

List of Appendices:

Appendix 5 (a) – Summary of items contained within Forward Plan 10/2014.

6.0 Legal considerations:

6.1 None.

7.0 Human Resources considerations:

7.1 None.

8.0 Equalities considerations:

8.1 None.

9.0 Financial considerations:

9.1 None.

10.0 Risk management considerations:

10.1 None.

11.0 Ethical considerations:

11.1 None.

12.0 Internal/ External Consultation undertaken:

12.1 None.

13.0 Background papers:

13.1 None.

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EXECUTIVE FORWARD PLAN - SUMMARY OF KEY DECISIONS

(NOVEMBER 2014 TO FEBRUARY 2015)

* Denotes New Item

Page Nº	Anticipated Date of Decision	Matter for Decision	Decision Reference	Decision Taker	Relevant Cabinet Member
1	November 2014	Fylde Coast Highways and Transport Masterplan. This is a Lancashire County Council lead, with Blackpool Council as a partner and signatory.	6/2014	Executive	Cllr Jones
2	November 2014	Formal approval of the Council's contribution to the Museum for Blackpool Project	14/2014	Executive	Cllr Blackburn
3	November 2014	The latest changes to the Draft Affordable Housing Supplementary Planning Document and agree a further round of public consultation.	15/2014	Cabinet Member	Cllr Jackson
4	November 2014	To consider the implications of introducing a mandatory Community Infrastructure Levy and agree a way forward	16/2014	Executive	Cllr Jackson
5	November 2014	Establishment of a wholly owned housing regeneration company.	18/2014	Executive	Cllr Campbell
6	December 2014	The proposed elements of the local Council Tax Reduction Scheme 2015-16 which will apply to working age claimants and the options available to the Council.	19/2014	Council	Cllr Blackburn
7	November 2014	The delivery partnership arrangements for the delivery of Universal Credit in conjunction with the Department for Work and Pensions.	20/2014	Executive	Cllr Blackburn
8	December 2014	Queens Park Estate redevelopment, approval to proceed to Phase 2.	21/2014	Executive	Cllr Campbell
9	December 2014	To adopt a revised claims acceptance policy to reduce the administrative burden associated with processing claims for Housing Benefit and Council Tax Reduction.	22/2014	Executive	Cllr Blackburn

Page Nº	Anticipated Date of Decision	Matter for Decision	Decision Reference	Decision Taker	Relevant Cabinet Member
*10	January 2015	To approve the Built Heritage Strategy	23/2014	Executive	Cllr Wright
*11	February 2015	To approve the adoption of a new town centre conservation area.	24/2014	Executive	Cllr Wright
*12	February 2015	To approve the adoption of the Raikes Conservation Area	25/2014	Executive	Cllr Wright
*13	February 2015	To approve the adoption of the Foxhall Conservation Area	26/2014	Executive	Cllr Wright

Report to:	SCRUTINY COMMITTEE
Item number	6
Relevant Officer:	Ruth Henshaw, Corporate Development Officer
Date of Meeting	20th November 2014

PROSPEROUS TOWN THEME REPORT 2014/15

1.0	Purpose of the report:
1.1	<p>The Committee to receive current performance information against the following Council priorities:</p> <ul style="list-style-type: none"> Priority 3 Expand and promote our tourism, arts, heritage and cultural offer Priority 5 Attract sustainable investment and create quality jobs Priority 6 Encourage responsible entrepreneurship for the benefit of our communities Priority 9 Deliver quality services through a professional, well-rewarded and motivated workforce
2.0	Recommendation(s):
2.1	The Committee is asked to note the content of the report and highlight any areas for further scrutiny which will be reported back to the Committee at the next meeting.

3.0	Reasons for recommendation(s):	
3.1	To ensure constructive and robust scrutiny of the report.	
3.2a	Is the recommendation contrary to a plan or strategy adopted or approved by the Council?	No
3.2b	Is the recommendation in accordance with the Council's approved budget?	N/A
3.3	Other alternative options to be considered: N/A	

4.0	Council Priority:
4.1	<p>The relevant Council Priorities are:</p> <ul style="list-style-type: none"> ▪ Expand and promote our tourism, arts, heritage and cultural offer ▪ Attract sustainable investment and create quality jobs ▪ Encourage responsible entrepreneurship for the benefit of our communities ▪ Deliver quality services through a professional, well-rewarded and motivated workforce

5.0	Background information			
5.1	N/A			
5.2	Witnesses/representatives			
5.2.1	<p>The following persons have been invited to attend the meeting to report on this item:</p> <p>Ruth Henshaw, Corporate Development Officer, Deputy Chief Executive’s Department</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <p>Priority 3 Cllr Graham Cain / Cllr Christine Wright Alan Cavill, Director of Places</p> <p>Priority 6 Cllr Fred Jackson Alan Cavill, Director of Places</p> </td> <td style="width: 50%; vertical-align: top;"> <p>Priority 5 Cllr Fred Jackson Alan Cavill, Director of Places</p> <p>Priority 9 Cllr John Jones Carmel McKeogh, Deputy Chief Executive</p> </td> </tr> </table>		<p>Priority 3 Cllr Graham Cain / Cllr Christine Wright Alan Cavill, Director of Places</p> <p>Priority 6 Cllr Fred Jackson Alan Cavill, Director of Places</p>	<p>Priority 5 Cllr Fred Jackson Alan Cavill, Director of Places</p> <p>Priority 9 Cllr John Jones Carmel McKeogh, Deputy Chief Executive</p>
<p>Priority 3 Cllr Graham Cain / Cllr Christine Wright Alan Cavill, Director of Places</p> <p>Priority 6 Cllr Fred Jackson Alan Cavill, Director of Places</p>	<p>Priority 5 Cllr Fred Jackson Alan Cavill, Director of Places</p> <p>Priority 9 Cllr John Jones Carmel McKeogh, Deputy Chief Executive</p>			
	Does the information submitted include any exempt information?	No		

List of Appendices:

- Appendix 6a: Priority 3 Report
- Appendix 6b: Priority 5 Report
- Appendix 6c: Priority 6 Report
- Appendix 6d: Priority 9 Report

6.0 Legal considerations:

6.1 None.

7.0 Human Resources considerations:

7.1 None.

8.0 Equalities considerations:

8.1 None.

9.0 Financial considerations:

9.1 None.

10.0 Risk management considerations:

10.1 None.

11.0 Ethical considerations:

11.1 None.

12.0 Internal/ External Consultation undertaken:

12.1 N/A

13.0 Background papers:

13.1 None.

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PRIORITY 3

WE WILL EXPAND AND PROMOTE OUR TOURISM, ARTS, HERITAGE AND CULTURAL OFFER

**Lead Members / Lead Officer – Cllr Graham Cain, Cllr Christine Wright,
Cllr Simon Blackburn & Alan Cavill**

In **Priority 3** we say that we will **expand and promote our tourism, arts, heritage and cultural offer**. This means that we will have:

- High levels of engagement in tourism, culture, arts and heritage from all sectors of the local community;
- Improved perceptions of Blackpool’s tourism offer amongst residents and visitors;
- Increased tourism numbers and visitor spend; and
- A clear sense of pride in Blackpool’s heritage.

Challenges 2014/15

Our focus this year is:

- The sustainability of the Illuminations;
- Broadening the cultural offer for residents and visitors; and
- Improving the overall visitor offer.

Current Activity

Sustainability of the Illuminations

A transformation of the current Illuminations offer and an associated fund-raising plan is currently being progressed. The key objective is to make the annual display more compelling and sustainable, with a much greater degree of economic impact.

This year’s Illuminations has seen a number of new features introduced, almost all of which were directly funded by sponsors. Prominent amongst these were the Eviivo section of spinning multi-coloured pylons called Dynamo and Alice’s Garden, a 3D tableau supported by the Hounds Hill Shopping Centre. This was co-designed by Laurence Llewelyn Bowen, the in-house Art team and award winning artist Jo Berry (supported by the Arts Council England). Beaverbrooks also returned sponsoring Bling and KRS continued to support the arches on South Shore. McDonalds also returned as a sponsor. The Bradshaws, a nostalgic look at happy visits in days gone by, was an additional attraction with a special CD sold to boost income on the Promenade. In addition to these, the Illuminations commemorated the anniversary of WW1 with the We Will Never Forget display.

Businesses and the public alike were given opportunities to be a part of the lights via either Logolights or Headlights, all of which raised valuable funds. The Friends of the Illuminations went from strength to strength, assisting in the delivery of many of the sponsorship opportunities and organising events and fundraisers. By far the biggest financial support came from BES of Fleetwood who literally gave the Illuminations its electricity in 2014 with a deal ensuring it would be half price in 2015. The service continued to do third party works to generate income with key contracts secured (against the private sector in open tender) in Sunderland, Chorley and St Annes.

The lights benefited from fabulous weather initially and visitor numbers, especially at weekends, were excellent. The Promenade collections remain strong, although final figures are not available at this time.

Following a successful Stage 1 Expression of Interest to the Coastal Communities Fund (CCF), the Council was invited to submit a full Stage 2 bid for the LightPool scheme, which was completed in October 2014. A decision on the £2.4m scheme (£1.98m from CCF) is expected in January 2015 and some development work will continue in anticipation of a successful outcome. Using advanced lighting technology, the project aims to reinvigorate the Illuminations in the most radical transformation of the show in 50 years. This will, in turn, help to create a long-term sustainable business model that will retain the existing audience, attract new visitors to Blackpool, create new commercial income streams and generate further employment and engagement opportunities for Blackpool residents. The project will also introduce a number of additional new elements providing greater levels of interaction for visitors, as well as further integration into the retail centre of the town. This will provide additional economic benefits for local businesses, beyond the existing seafront-centric Illuminations.

The headline attraction will be digitally mapped projections onto Blackpool Tower, which will be accompanied by bespoke audio provided via in-ear FM receivers. This projection and audio show will work in unison with new digital LED festooning stretching along the Promenade and extending into the town centre. These elements will encourage people to leave their cars and enter into the town centre on foot, creating additional footfall. There will be a direct link into the existing Brilliance light installation on Birley Street, creating an events space following the light and sound theme. Other proposed new features include new gateways at arrival points at the northern and southern ends of the existing Illuminations, as well as in the town's Central Car Park, alongside new illuminated welcome kiosks. The Grundy Art Gallery will also be given over to an artistic light installation during the Illuminations period, opening up the Illuminations to a new demographic group, and providing a daytime attraction.

Alongside the new attractions, new posts will be created to help manage and deliver the innovative changes to the Illuminations. Sixteen resort "Ambassador" roles will be created, to provide a point of contact for visitors across the town. These individuals will receive a range of training and skills development including the renowned WorldHost customer care accreditation. Two new apprentice posts will also be created within the Illuminations team, one focusing on the electrical engineering element of the project, with the other focusing on IT and digital content creation.

Broadening the cultural offer for residents and visitors

Development of a Heritage-Based Attraction:

The Museum for Blackpool Project was successful in its Round 1 grant application to the Heritage Lottery Fund (HLF), which was announced in May. It was one of only six projects nationally which were awarded a major heritage grant and at £1.24m Blackpool received the highest award. We are now in the development stage which we are aiming to complete towards the end of 2015, at which point the Round 2 application to HLF will be submitted.

Eight new posts have been created to support the project including a project director. The new jobs have caused significant interest with in excess of 400 applications being received from across the UK and also internationally. It is anticipated that the full team will be in place by the end of the year.

There are three major contracts to award in the development phase: project management, architect design team and interpretive design team. It is anticipated that the project managers and the architect design team will be procured by Christmas with the interpretive design team being appointed early in the New Year. Smaller commissions to award include business plan support and fund raising advice which will be issued in the next few weeks.

£1.5 million has been earmarked for the Museum for Blackpool project from the Growth Deal, which was announced in July. We are only one of a handful of projects nationally to secure funding for this kind of project. We are also working with Lancashire County Council colleagues to clarify those areas of the Museum for Blackpool project which may be eligible for European funding and assess the realistic success rate. A number of trusts and foundations are being targeted and the project will be engaging a fundraising and income generation expert to provide advice and support.

The key actions for the next few weeks are to complete the staff recruitment and contract procurement processes; review the project board including terms of reference, membership and decision making; begin a community consultation/engagement programme and continue further fundraising.

Developing Blackpool Library Services:

The Library Service, via its network of 8 community library hubs, is working to develop and enhance 5 key areas to improve both the quality and range of the current offer.

- **Digital** - The Library service continues to provide a crucial role in assisting residents with Internet access and online transactions, such as national government e-services. The Library service is represented on the Council's Welfare Reform Board and on the Digital Inclusion sub group. Currently the team are receiving training to enable them to work with benefit claimants to support access to Universal Credit which is due to be rolled out in Blackpool in December. As well as developing people's digital skills, residents are also signposted to other sources of support, such as debt advice, adult learning activities or cultural opportunities to help people rebuild their confidence or learn new skills. Events such as Get on Line Week and the creation of the Digital Charter for Go-On Blackpool, help increasing numbers of Blackpool residents to get online for the first time. Our aim is to increase the basic online skills of people, small businesses and charities by 25% over a 12 month period. Our digital offer also has a creative learning element: two monthly tech clubs were launched at Palatine Library in September.
- **Information** - The Society of Chief Librarians has undertaken a national skills audit to define and clarify the role of libraries and library staff in the assisted digital agenda, and to identify the knowledge, skills and behaviours needed to be effective digital champions. The Tinder Foundation has developed a work skills package, and all library staff are currently undertaking the five modular e-learning courses, to be completed by the end of March 2015. Library staff are working with Public Health, Customer First and a range of other partners to ensure that local people are well informed about the issues and opportunities which affect their lives.
- **Reading** - Save the Children's Get On Read On campaign launched in early September 2014 and celebrates the role of libraries in supporting children's engagement with reading. Blackpool was one of 200 libraries chosen to receive free copies of the popular 'Diary of A Wimpy Kid'. Summer Reading Challenge and BookStart continue to promote and inspire a passion for reading with children and young people. This year's Wordpool Festival, a partnership with Arts Services, was hugely successful with, for example, over 4,000 people participating in the Giant-themed Family Day at Stanley Park. A Micro Festival of Poetry for National Poetry Day was held on the theme of Remembrance. The

day included various workshops and poetry readings, and culminated in the announcement of the Wordpool poetry competition winner, and a drive through the Illuminations to see the winning poem in lights. Blackpool is also leading on a shared reading project with Lancashire libraries.

- **Health** - The Reading Well Books on Prescription scheme has been up and running for 12 months. The book collections focus on subjects relating to low mood, anxiety and depression. Results to date have been extremely encouraging with over 1,200 titles issued in Blackpool in the first year. Plans are currently underway for the national launch of Reading Well Books on Prescription for dementia in January 2015. Public Health is funding the collections of books and associated material, and a day of events is being planned for people with dementia and their carers. To date two thirds of the staff are trained as Dementia Friends and the target is for all staff to be trained by the end of 2014. In addition two staff will be trained as champions. Libraries are increasingly used for community-based health activities including weekly memory screening clinics, mental health information clinics, and blood pressure checks. We are the base for the Arts and Health programme which has seen people referred by mental health services to participate in arts and creative activities. The weekly tea dances are still popular and provide one approach to reduce social isolation.
- **Enterprise** - The Library service has been working with Get Started and the Business Support Team to support more Blackpool residents who are considering starting a business. The aim is to maximise resources and avoid duplication. An action plan has been established to include work around enquiry handling, staff training, promotion to internal and external customers and agencies, and setting up business information collections in the three main libraries.

Creative People and Places:

The Creative People and Places programme for Blackpool and Wyre, funded through a £3m award from the Arts Council for 3 years, has now been in place for 12 months. A Steering Group made up of public, private and voluntary sector partners in Blackpool and Wyre oversees the delivery of the programme which is now known as LeftCoast. Blackpool Coastal Housing, as the lead consortium partner, formally signed the contract with the Arts Council for the investment and has appointed Artistic Director, Michael Trainor and Executive Director, Julia Turpin to lead LeftCoast's work. In the first 12 months, LeftCoast has initiated, developed and invested in a range of key arts and cultural programmes, for example:

- Launched a large scale community engagement programme called Growing People, which has growing produce and healthy eating as an underlying theme to the work. Artists have already started work on the Mereside and Grange Park Estates and a mass participation event is taking place in late October.
- The Artistic Director of LeftCoast has worked closely with the Places Directorate on the development of a new creative strategy for the Illuminations which has been used to develop a bid to the Coastal Communities Fund. LeftCoast also delivered artist-led workshops with the community to decorate their bikes for Ride the Lights and also launched a Lumi-Dogs parade.
- Worked in partnership with the Grand Theatre to test a new approach to the theatre's summer programme by bringing the show Blam! to Blackpool. There was a comprehensive marketing campaign to attract local people to attend and 25% of attendees were new to the Grand Theatre.
- Invested in the Save Our Stories project working in partnership with Cultural Services. The aim is to establish a new arts organisation that works particularly with young people and children developing their literacy skills through creative projects with writers, artists

and designers. A pilot programme is being established with a mobile Save Our Stories craft going out and about to schools and local festivals.

- Provided match funding for a Lancashire and Blackpool Creative Employment Programme bid. This has been successful and has allowed 8 creative apprentice and intern posts to be established for young people at the Council, with the Grand Theatre and LeftCoast.
- Brought the spectacular outdoor aerial show As the World Tipped, by Wired Aerial Theatre, to Blackpool Cricket Club for 2 nights in September attracting local audiences of circa 6,000 people.

Improving the Overall Visitor Offer

Destination Management:

Blackpool grew its overall visitor numbers by more than 200,000 during the summer months and also saw the number of overnight stays increase by 30%. The latest Omnibus survey shows that Blackpool attracted 3.51m adult visits in the period May to August compared with 3.3m over the same period last year. There was also a substantial growth in the number of overnight stays – up from 1.17m to 1.52m (an increase of 350,000 compared to last year). According to the survey, carried out in almost 5,000 UK households, much of that growth in overnight stays was derived from people attending a specific event in the resort.

During the May to August period, Blackpool hosted a range of high-profile events including Armed Forces Week; Blackpool Air Show; Rebellion Punk Festival; a 12-week run of Mamma Mia!; a stadium concert by Rod Stewart; Ride The Lights and the Illuminations Switch On Festival weekend. The resort also benefited from a £1m Blackpool's Back marketing campaign, a joint venture between Visit Blackpool and Merlin Entertainments, which included the first destination-based TV advertising campaign for several years. The survey reports high awareness of that TV campaign, estimating that it directly influenced 350,000 visits to the resort. The visitor satisfaction figures for the period are also encouraging with 89% of visitors satisfied with their visit, compared to 84% last year.

The single most important reason for visiting Blackpool was again led by Blackpool Pleasure Beach at 20%, with the coastal location at 18% and the range of family-friendly attractions at 15%. The Illuminations Switch On Festival weekend was the most visited event among respondents (8%), with Mamma Mia! second (4%).

The figures for May to August follow a hugely successful start to 2014: between January and April the first Omnibus survey of the year revealed growth of 25% or 600,000 visits compared to 2013. This means from January to August visits are up by 800,000 compared to last year. The final survey of the year will include the ten-week Illuminations period and the World Fireworks Championships.

The decision to revert to a free Friday night Illuminations Switch On event appears to have been fully justified with over 75,000 applications for free wristbands received for the event and over 18,000 people attending on the night. For the first time, the Switch On celebrations were extended to three nights with ticketed concerts being held on Tower Festival Headlands on the Saturday and Sunday, and a new food festival being staged between the Switch On arena and Central Pier. Around 3,500 tickets were sold for each of the ticketed concerts. Response to the new-look festival has been extremely positive, with a number of hotels reporting significantly enhanced room occupancy over the weekend. An audit of media activity over the weekend revealed that the resort received in excess of £750,000 of

PR coverage in newspapers, magazines, TV, radio and online. A decision will be made before the end of the year on the proposed format for 2015.

The BBC has confirmed that Strictly Come Dancing will be returning to Blackpool this autumn. The resort is set for a whole weekend of high-profile TV entertainment as the hit show returns to the Tower Ballroom on Saturday 15 November, with the North West broadcast for the Children In Need telethon hosted from the Tower Circus on the previous evening.

A revised Destination Management Plan for 2015-2017 is currently being developed with a view to a final draft being produced by the end of this year.

Resort Pass:

Year-to-date sales of Resort Pass are slightly down on 2013, mainly due to a switch in emphasis on marketing activity. As of the end of September, sales stood at 12,500 passes sold compared to 13,500 over the same period last year. In 2013, much of the Visit Blackpool marketing spend was directed towards Resort Pass sales – this year, there has been a greater emphasis on driving the overall volume of visitors to the resort. A review of the Resort Pass ticketing process is now underway to determine whether a more streamlined approach can be developed for 2015.

Winter Gardens:

The Winter Gardens has confirmed that over a million people visited the venue in the 12 months to June this year. That period included events such as the Bob Dylan concert, which attracted 10,000 fans; the launch of IlluminAsia which attracted over 100,000 visitors; and the early performances of Mamma Mia!, which went on to become the resort's highest grossing summer show with over 100,000 tickets sold. Almost 50,000 delegates attended business events and conferences during the period, an increase of 12,000 over the previous year. IlluminAsia has confirmed that it has taken up an option to remain within the Winter Gardens for a further two years.

Challenges 2015/16

Our focus for next year will be:

- Delivering a solution for Central Station development site;
- Implementing the Illuminations sustainability plan for 2015 and beyond;
- Delivery of the Blackpool Tourism Academy;
- Moving the heritage based visitor attraction forward to full HLF and Growth Deal funding approval;
- Progression of hotel developments e.g. Gateway Hotel;
- Sustaining growth in visitor numbers;
- Developing measures that will mitigate the impact of new bathing water legislation on Blackpool's visitor economy;
- Continue to identify and encourage new attractions to the town; and
- Identification of a range of new proposals and associated fund-raising opportunities that will enhance Blackpool's tourism, arts, heritage and cultural offer.

Strategic Risks Related to this Priority

The following risks are being monitored through the Strategic Risk Register to ensure that the necessary controls are put in place to effectively manage each risk.

Strategic Risk	Type	Risk Level
Economic recession	National	High
Change in political priorities	National	High
Inability to continue funding the Illuminations	Local	High
Failure to regenerate the town	Local	Activity Necessary

Details of the specific actions being taken to mitigate these risks can be found in the Strategic Risk Register.


Key Actions & Performance Indicators for this Priority


Details of the key actions and performance indicators for this priority can be found below.

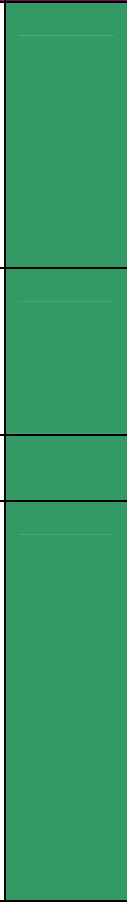
Priority 3 Key Actions

Key – Overall Progress:

 On track

 Not on track but being managed by the department to bring back on track

 Not on track and needs support from outside the department to bring back on track

Objective	Key Action	Milestones	Deadline	Dept	Lead Officer	Overall Progress
Sustainability of the Illuminations	Identification and pursuit of new income streams and cost reductions	Seek additional opportunities for out of town partnership working	Nov 2014	PL	Richard Ryan	
		Increase overall amount of commercial sponsorship linked to Illuminations compared with 2013	Jul 2014			
		Increase overall amount of promenade collections compared with 2013	Nov 2014			
		Increase overall amount of business / private sector contributions compared with 2013	Mar 2014			
	Deliver a new wow factor which significantly broadens the appeal and diversifies the offer	Cement working relationships with Left Coast	Nov 2014	PL	Richard Ryan	
		Defined plan in place for the Illuminations display and development of Illuminations in the town (both financially and creatively)	Dec 2014			
		Funding secured	Mar 2015			
	Improvement of overall satisfaction rating of the 2014 display	Increase satisfaction ratings for Illuminations compared with 2013	Nov 2014	PL	Richard Ryan	
	Broadening the cultural offer	Develop an adventurous, imaginative and high quality cultural offer for Blackpool	Lead the development of a new cultural offer at the Winter Gardens, ensuring regional and national impact	Mar 2015	PL	
Develop a Blackpool Cultural Plan linking to the development of a Fylde Coast Cultural Partnership and the Lancashire LEP			Mar 2015			
Establish 'Save our stories' as a new arts organisation for Blackpool			Mar 2015			
Continue to develop the Grundy Art Gallery in line with its Arts Council of England 'National Portfolio' (NPO) status			Feb 2015			
Support the development of the Grand Theatre in line with the Arts Council NPO status			Mar 2015			
Lead the illuminations transformation project (stage 1 CCF bid)			Mar 2015			
Undertake review of events calendar			Mar 2015			

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Objective	Key Action	Milestones	Deadline	Dept	Lead Officer	Overall Progress	
Improving the overall visitor offer	Increase and widen engagement in culture, creating access amongst sectors of the community who might not otherwise take part	Develop plans for a museum attraction for Blackpool	Mar 2015				
		Lead the Council's input to Left Coast (Creative People and Places)	Mar 2015	PL	Polly Hamilton		
		Develop a new approach in libraries to engage non-users and vulnerable sectors of the community	Mar 2015				
		Review and develop the Community Heritage Programme	Mar 2015				
	Develop the role of Cultural Services in delivering wider Council priorities	Help raise aspiration and improve educational achievement	Mar 2015	PL	Polly Hamilton		
		Contribute towards an improvement in health and wellbeing by delivering the Arts and Health programme and health information services	Mar 2015				
		Work with Customer First and other Departments to develop libraries as Council community 'hubs' for the delivery of a wider range of Council services	Mar 2015				
		Develop key role of libraries as learning and information hubs for Blackpool. Continue to respond to Welfare Reform and Digital by Default/Assisted digital Govt agendas	Mar 2015				
	Improving the overall visitor offer	Develop new packages and opportunities	Development and launch of travel trade package	Mar 2015	PL	Nicola Atanassova	
			Develop bespoke packages for niche markets	Jun 2014			
Develop new Blackpool discount card			Sept 2014				
Develop a range of marketing campaigns and opportunities with new and existing partners		Agreement of joint marketing campaign with Merlin	Apr 2014	PL	Nicola Atanassova		
		Commence roll out of small campaigns	May 2014				
		Roll out marketing plan targeted at the Irish market	Mar 2015				
Provide additional support to Mamma Mia		Provide additional PR and marketing support	Sept 2014	PL	Nicola Atanassova / Mandy Tythe-McCallum		
		Develop joint opportunities with key partners	Apr 2014				
		Identify suitable events for cross promotion	Jun 2014				
Develop an improved Switch On experience within budget		Agree format for 2014 Switch On night and festival weekend	Apr 2014	PL	Philip Welsh		
		Deliver 2014 Switch On night and festival weekend	Aug 2014				
		Commence planning for 2015 Switch On	Oct 2014				
		Agree format of 2015 Switch On events	Mar 2015				
Develop and promote a wider events programme of opportunities for partners linked to the existing programme	Identification and agreement of partnership arrangements for Pride, the Air Show, the Fireworks Championships and the Illuminations	Jul 2014	PL	Nicola Atanassova			

Objective	Key Action	Milestones	Deadline	Dept	Lead Officer	Overall Progress
Page 36		Confirm Christmas programme with BID	Jun 2014			
	Growth of the Resort Pass concept	Launch Resort Pass and Resort Pass+	Apr 2014	PL	Nicola Atanassova	
		Develop partner agents for sales of the Resort Pass	May 2014			
		Explore opportunities for bespoke version of the Resort Pass such as Silver Pass and Mamma Mia Pass	Apr 2014			
	Assist in the delivery of improvements to Winter Gardens programming and conference facilities	Delivery of new productions to the Opera House	Mar 2015	PL	Mandy Tythe-McCallum / Lee Frudd	
		Delivery of the Opera House Cinema and programming content	May 2014			
		Develop proposals to improve conference facilities in the Winter Gardens	Sept 2014			
	Provide support to the Blackpool Tourism Academy, aiming to boost the skills of tourism sector workers, create a new tourism apprenticeship scheme and establish Blackpool as a WorldHost destination	Establish and facilitate the Blackpool Tourism Academy Board and HR Leads Group	Jun 2014	PL	Peter Legg	
		Oversee the completion of the tourism practice apprenticeship framework	Dec 2014			
		Commence 25 apprenticeships	Mar 2015			
		Promote, coordinate and deliver WorldHost customer service training across a wide range of businesses operating in the visitor economy	Mar 2015			
	Ensure that the Destination Management Plan for Blackpool is delivered in terms of key objectives and key measures	Production of a new Destination Management Plan	Oct 2014	PL	Philip Welsh	
		Key measures agreed	Nov 2014			
		Quarterly monitoring undertaken	Jan 2015			

Priority 3 Performance Indicators

Key – Performance Trend:

- ✓ Performance is improving
- ✗ Performance is getting worse
- Performance is staying the same
- Data not due to be reported this quarter

Indicator	Q1	Q2	Q3	Q4	2014/15		2013/14 Total	2012/13 Total	Trend	Comments
					Total	Target				
Amount of Illuminations income (promenade collections)						Increase on last year	£126,000	£129,000	✗	Annual measure available in December
Amount of Illuminations income (business collections)						Increase on last year	£22,000	£7,000	✓	Annual measure available in December
Amount of Illuminations income (commercial)						Increase on last year	£90,000	£20,000	✓	Annual measure available in December
Visitor satisfaction rating	89%	89%				Increase on 2013	84%	91%	✓	Year end figures are the average figures from Omnibus Surveys conducted 3 times a year
% of stay versus day visits	31% stay 69% day	44% stay 56% day				Increase on 2013	40% stay 60% day	40.7% stay 59.3% day	-	
Headline visitor numbers	3.1m	3.51m				Increase on 2013	9.75m	10.47m	✗	No. of adult visitors recorded by the Omnibus Survey
Pride in Blackpool's heritage and culture						Baseline	New PI	New PI		From Resident's Survey
No. of Winter Garden events						Increase on last year	197	50	✓	Annual measure available in April
Participation in the arts						Increase on last year	68%	New PI		Tri-annual survey. Baseline is Mar 2014 and shows the % of people who participate in or attend 3 or more activities.

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PRIORITY 5

WE WILL ATTRACT SUSTAINABLE INVESTMENT AND CREATE QUALITY JOBS

Lead Member / Lead Officer – Cllr Fred Jackson & Alan Cavill

In **Priority 5** we say that we will **attract sustainable investment and create quality jobs**. This means that we will:

- Encourage the diversification of industry in the town;
- Encourage business growth; and
- Create quality, sustainable jobs.

Challenges 2014/15

Our focus this year will be to:

- Secure the best possible growth deal for Blackpool (via the Lancashire Local Enterprise Partnership and government);
- Maintain progress on phase two of the Central Business District;
- Secure the future sale or use of Council sites such as Progress House;
- Secure match funding for the tramway linkage scheme; and
- Develop key growth areas outside of Blackpool.

Current Activity

Secure the best possible growth deal for Blackpool:

The Lancashire Local Enterprise Partnership (LEP) secured £233.9m from the Government's Local Growth Fund to support economic growth – the fourth largest LEP allocation. The continued regeneration of Blackpool featured as a specific priority in the Lancashire Growth Deal and detailed business cases are in the process of being developed.

Blackpool's deal included support for:

- Stage 1 Transport projects worth £7.3m including an integrated traffic management system (£1.7m Growth Deal) aimed at improving road access and traffic management in and around Blackpool; a Blackpool Bridges Maintenance Scheme worth £3.5m of Growth Deal funding, and an additional £2.1m provisional allocation towards the tramway extension to connect the Promenade with Blackpool North Railway Station.
- A Blackpool Green Corridors scheme commencing in 2016/17 amounting to £6.6m of Growth Deal funding which will create green infrastructure corridors to Blackpool town centre, improving gateway and arrival points into the town itself.
- Support in developing an investor and development strategy for the Central Station site and alternative locations for the Police / Court functions.
- Up to £26m low interest loan from the Public Works Loans Board towards housing market renewal and the development of a new approach to improving the private rented sector offer.
- Contributing £1.5m towards the Museum for Blackpool, part of a £21m funding package under development including a large scale bid to the Heritage Lottery Fund in 2015.

- An invitation for Blackpool to pilot a £1.5m integrated approach to mental health and employment project (case submitted in October) and address adult skills challenges faced by disadvantaged learners (still at a scoping stage).
- £6.2m allocation to Blackpool & the Fylde College towards the build costs of a new Energy Campus to meet the skills needed by the energy industry, with the potential for a national elite college status (total investment circa £11m).

Maintain progress on phase two of the Central Business District:

Phase one of the Central Business District has now been completed and has transformed the area around the Blackpool North Railway station, bringing a new flagship Sainsbury's store, purpose built office accommodation, refurbished multi-storey car park, retail units and a new public space, Bickerstaffe Square.

Plans are now underway to continue the momentum with a second phase development which seeks to improve the visitor arrival experience and encourage further public and private sector investment into the area. The second phase will consist mainly of private-sector led development and leisure space as well as further transport infrastructure improvements.

Muse, the Council's development partner in the Central Business District project, is now looking to progress the development of a four star 130 room hotel on the site between East Topping Street Car Park and The Syndicate. The lack of a central, large, high quality hotel in the town centre is a major barrier to attracting conferences and business tourism to the town, which previously brought in a great deal of revenue as well as an immeasurably large PR value to the town as a tourist destination.

A proposal for the development was approved by the Executive on 6th October 2014 and sets out plans for the Council to fund the construction of the hotel which will then be operated under a recognised brand. Following market testing by ES Group, the recommendation is for the selection of Intercontinental Hotels Group. The Intercontinental Hotels Group includes the Crowne Plaza and Holiday Inn brands, and the recommendation from ES Group is that the preferred brand for Blackpool would be Holiday Inn.

Secure the future sale / use of Council sites:

All scheduled moves of circa 900 staff into Number One Bickerstaffe Square were completed in line with the office moves programme, which along with the consolidation of various out-posted Children's Services staff into the new Contact Point at South King Street, has enabled the closure of Progress House and several smaller satellite offices around the town. This will result in significant revenue savings and the potential for further capital receipts as surplus sites are released.

Each site will be considered on a case by case basis to identify the most appropriate options to maximise their value or identify alternative uses. For example, the former Children's Home at 138 Stony Hill Avenue is in a prime residential location and is currently being marketed for sale to generate a capital receipt. Furthermore, a review of Layton Depot is currently underway and the demolition of Progress House and Whitegate Family Centre commenced in early October.

Secure match funding for the tramway linkage scheme:

In September 2012, the Department for Transport (DfT) committed to devolve funding for local major transport schemes to local transport bodies from 2015/16. Transport for Lancashire, the local transport body for our area, approved a prioritised list of schemes in July 2013; one of which was the extension of the Blackpool – Fleetwood tramway to Blackpool North Railway Station.

The scheme will see improvements in public transport connectivity between the railway station and the Fylde Coast's attractions, amenities and hotels. This will enable rail service promotion to bring fresh visitors to both tourism and conferencing markets and will assist the Council in managing congestion more effectively. The scheme will also contribute to economic prosperity through job creation and improved access to job opportunities for Blackpool and Fylde Coast residents.

The scheme will go through a three stage approval process – Programme Entry, Conditional Approval and Full Approval. We are currently at the Conditional Approval stage and will be submitting a business case for the scheme next summer.

The cost of the scheme is estimated at £18.2m. The bulk of the funding will come from the DfT (£16.4m). The Council will have to make a minimum 10% contribution to the capital cost of the scheme (£1.8m) and will have to fund the scheme's development and preparation costs (up to £1.3m). The Council's contribution will be funded from savings in the Built Environment Capital Programme and Local Transport Plan contributions.

There is also the possibility of additional Growth Deal funding for an improved transport interchange at Blackpool North Station / Talbot Gateway, which will be negotiated in due course.

Develop key growth areas:

A key element of both the Lancashire Strategic Economic Plan (SEP) and the Lancashire Growth Plan is the requirement to produce a local Growth Accelerator strategy for the Fylde Coast area. Such a strategy focuses on change, and creating and growing economic opportunities for local communities in the greatest need.

The Lancashire LEP has indicated that although it will support activity, it will be the responsibility of the Fylde Coast to develop its own Growth Accelerator strategy, requiring substantial evidenced justification.

The Blackpool, Fylde & Wyre EDC Board has already agreed its five priority areas for action, which are:

- The revitalisation of Blackpool;
- Developing the energy sector;
- Development of Fleetwood Port and Hillhouse International Business Park;
- Developing Blackpool Town Centre as a sub- regional centre (including Central Station site); and
- Development of Junction 4 M55 and Airport approaches.

The creation of the Local Growth Accelerator will assist in the provision of business cases to support the above, or any alternative priorities identified. This detail will support any

subsequent Fylde Coast Growth Deal requests and required negotiations with the Lancashire LEP and Government.

There is a range of economic data and specific research available, in respect of the Fylde Coast, but much of this existing data is relatively historic or focused upon a single authority, with many gaps. There is no overall economic picture for the Fylde Coast area and consequently, no economic baseline against which these priorities can be measured.

A full reassessment of the Fylde Coast area's economic position is required, with any gaps in the economic data to be identified and filled following additional research to enable the establishment of a comprehensive baseline. Activity will result in the publishing of a detailed economic baseline report confirming growth opportunities supported by detailed action plans. This evidence will support future funding applications and inform other resource allocation requirements.

Strategic Risks Related to this Priority

The following risks are being monitored through the Strategic Risk Register to ensure that the necessary controls are put in place to effectively manage each risk.

Strategic Risk	Type	Risk Level
Economic recession	National	High
Change in political priorities	National	High
Inability to continue funding the Illuminations	Local	High
Failure to deliver major projects (e.g. PFIs, Project 30, Central Business District etc)	Local	Low Priority

Details of the specific actions being taken to mitigate these risks can be found in the Strategic Risk Register.

Key Actions & Performance Indicators for this Priority

Details of the key actions and performance indicators for this priority can be found below.

Priority 5 Key Actions

Key – Overall Progress:



Not on track but being managed by the department to bring back on track



Not on track and needs support from outside the department to bring back on track

Objective	Key Action	Milestones	Deadline	Dept	Team	Overall Progress
Growth Deal	Work to develop schemes and proposals for insertion in the Lancashire LEP, SEP / Growth Deal	Completion of Blackpool project templates and wider 'ask' document	Dec 2014	PL	Economic Development	On track
		Assist departments to develop and submit applications in to the SEP in line with the above	Mar 2015			
Phase 2 CBD	Development of Phase 2 of Talbot Gateway Central Business District	Phase 2 proposals to be developed and approved	Oct 2014 – Mar 2017	RES	Organisation & Property	On track
		Commence Phase 2 development				
Use of Council sites	Undertake a strategic review of the Investment Portfolio	Review and analyse how and why property is held	Mar 2015	RES	Organisation & Property	On track
		Ring fence and invest in property				
		Identify better quality premises in strategic locations for acquisition to encourage further private investment				
Tramway linkage	Develop projects for current and future consideration for Growth Deal funding	Complete business case for the tramway link to Blackpool North Train Station	Mar 2015	PL	Transport Policy	On track
Key growth areas	Develop a detailed understanding of the economic prospects and growth opportunities in Blackpool and the Fylde Coast	Complete a Growth Accelerator study and action plan for Blackpool, Fylde and Wyre.	Dec 2014	PL	Economic Development	On track
		Update the Council's Local Economic Action Plan (informed by the outcomes of the Growth Accelerator findings / actions)	Mar 2015			

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Priority 5 Performance Indicators

Key – Performance Trend:

- ✓ Performance is improving
- ✗ Performance is getting worse
- Performance is staying the same
- Data not due to be reported this quarter

Indicator	Q1	Q2	Q3	Q4	2014/15		2013/14 Total	2012/13 Total	Trend	Comments
					Total	Target				
Employment rate of working age Blackpool residents	66%	Awaiting national publication of data					68.5%	66.6%	✗	National statistics monitoring.
Unemployment rate and number	4.4% (3,849)	3.8% (3,347)					5.5% (4,839)	6.9% (6,027)	✓	Year on year comparison of monthly claimant count.
Levels of young people aged 16-18 not in employment, education or training (NEET)							6.8% (360)	8.1% (450)	✓	Local authority NEET figures provide an annual estimate based on average figures for Nov - Jan each year.
No. of apprentices in post (Council)							43	8	✓	Measured per calendar year

PRIORITY 6

WE WILL ENCOURAGE RESPONSIBLE ENTREPRENEURSHIP FOR THE BENEFIT OF OUR COMMUNITIES

Lead Member / Lead Officer – Cllr Jackson & Alan Cavill

In **Priority 6** we say that we will **encourage responsible entrepreneurship for the benefit of our communities.**

Challenges 2014/15

Our focus this year will be to:

- Continue to provide high quality advice and guidance to new start businesses;
- Focus on post-start mentoring and intensive support to improve survival and growth chances of businesses in first 3 years of trading;
- Deliver a new young enterprise challenge for residents aged 16-24;
- Develop town centre studio space for aspiring artists and creatives; and
- Continue to encourage Council suppliers to utilise the Social Value Toolkit.

Current Activity

Continue to provide high quality advice and guidance to new start businesses:

The Get Started service aims to assist a generation of new entrepreneurs to establish viable successful new businesses in Blackpool, capable of creating wealth and job opportunities for the local community. The scheme offers a professional and friendly service to entrepreneurs hoping to set up a new business in Blackpool, including:

- Quality business advice, training and mentoring in key areas such as financial planning, marketing and small business regulations;
- Support to unlock start up loans and other financial assistance on the back of credible business plans;
- Post-start support and mentoring to improve chances of survival and growth; and
- Options for low cost, flexible business space.

Get Started has helped hundreds of local residents set up their own business since 2007. In the last 6 months alone 42 individuals have been assisted to start their own business with our support. In May 2014, a new Small Business Advisor was appointed. This appointment has provided the team with the capacity needed to continue the quality and volume of start up support, plus the introduction of post-start support.

Post-start mentoring and intensive support for businesses in the first 3 years of trading:

In order to ensure that new businesses in Blackpool are able to grow and be successful, it is essential that they are aware of and can continue to access relevant business growth support services.

The new Small Business Adviser facilitated the implementation of a post-start service in July 2014, which provides business support for young businesses in the crucial first few months and years of trading. This includes diagnostic reviews, group general learning workshops and selling workshops. So far 39 young businesses have received support from the service.

In the final quarter of 2014/15, we will be introducing two new services – a quarterly business review service and a series of inspirational ‘How I Did It’ seminars provided by local businesses. Unfortunately, due to prohibitive set up costs, the mentoring service has not yet been introduced. Opportunities to deliver this through the Get Started Alumni are being investigated.

Get Started also provides assistance for clients to secure funding particularly through the Government’s various start-up loan schemes. These include the X-Forces scheme, the New Enterprise Allowance (NEA) as well as the general Start-Up Loan facility. The schemes provide start up support in the form of a repayable loan together with a business mentor for entrepreneurs looking to start their own business. Coaching is given to help clients to produce business plans and applications which lead to clients securing the loans. This activity has been highly successful, with £219,000 worth of business finance approved in the first 6 months of 2014/15.

A key role for the Get Started Team is to ensure eligible Blackpool businesses are aware of and take up publicly funded business support services. Many of these services are available via Boost Business Lancashire and also through organisations such as Regenerate Pennine Lancashire and the universities. Some of this support is targeted at start-ups and young businesses (up to 3 years old) and relationships have been developed with these partners to ensure referrals can be made to relevant support. As a result business start-ups and young businesses in Blackpool are participating in:

- **LEAP** – the Boost high growth start up service offering a wide range of specialised support including coaching, financial, international trade, HR and mentoring support.
- **The ‘more programme’** – UCLAN’s digital and creative industry start up support service offering expert coaching, mentoring, business advice, problem solving via action learning, networking and events.
- **Support from the FUSE Fund** – Regenerate Pennine Lancashire’s grant fund for growing young business.

Deliver a new young enterprise challenge for residents aged 16-24:

A new Young Enterprise Challenge will be launched in January 2015.

It is planned that the challenge will compliment the new Blackpool Young Enterprise Solutions project which is being funded by RBS. The aim of the Young Enterprise Solutions project is to provide young people with alternative career options by providing training and interactive experiences to help them learn all they need to know about setting up their own business or social enterprise. The young people are then supported to develop ideas for their own perfect career, working through their learning to form a business plan and set up their own businesses with practical support from experienced mentors.

The Get Started Alumni will be contributing to the Young Enterprise Challenge by providing valuable support to the participants.

Develop town centre studio space for aspiring artists and creatives:

The Council has made available office space above Abingdon Street market which is to be used as studio space for local artists and creatives as well as a public engagement space. This will not only bring back into use over 2,300sq.ft. of vacant former office space but will also contribute to the development of a creative cluster in Blackpool town centre, alongside the Grand Theatre, Grundy Art Gallery, the Winter Gardens, the Museum for Blackpool development, 81 Central and the Old Rock Factory.

A low cost lease has been negotiated on a 2 year trial basis and the studio space is planned to be open by December 2014 at the latest. Early promotion of the first floor artist studios has resulted in an offer to 5 self-employed artists, plus 2 students sharing a studio on a rotational basis, sponsored by Blackpool & the Fylde College. The second floor space will initially be used as a project space with the potential to add extra studios. The project is supported by the Economic Development and Arts services as well as LeftCoast, who are financing a part time studio coordinator.

Continue to encourage Council suppliers to utilise the Social Value Toolkit:

The Social Value Act 2012 places a requirement on public authorities to have regard to economic, social and environmental wellbeing in connection with public services contracts. In response to this, the Council has implemented a number of measures to ensure that social value is embedded through our commissioning and procurement activities, as well as those of our contractors.

All tender opportunities are advertised on the Council's e-tendering portal The Chest, which is used by 46 North West councils. Prior to engaging with the market place the Corporate Procurement & Projects Team support service managers to explore opportunities to deliver social value through contracting. Specific method statement questions are included in tenders and allow bidders to confirm in their bid response how they intend to deliver on the Duty of Social Value. These responses are then scored as part of the evaluation process. The successful bidder's response is included as a schedule in the contract and therefore becomes a contractual obligation. Further work is required however to ensure that robust contract management is undertaken and that the successful service provider delivers on its promises throughout the full contract period. Establishing specific measures and KPIs is an essential part of the contract management process. The Council is also continuing to work with AGMA to develop a series of generic social value questions which can be used in the tendering process.

A number of new public sector procurement reforms will come into force in early 2015, affecting the way the public sector procures goods and services. The changes aim to ensure that small businesses have better access to public sector contracts. The three key changes are:

- To reduce bureaucracy and excessive or irrelevant requirements, the use of Pre-Qualification Questionnaires will be prohibited for procurements under the EU threshold for supplies and services. For procurement over this threshold (£173,000), a single standardised Pre-Qualification Questionnaire will be used.
- A new, improved Contracts Finder will be launched where all public sector contract opportunities will be easily accessible to suppliers. Contracting authorities will need to ensure that any opportunity is published on the Contracts Finder and, once a contract is in place, they will also need to publish details of who has won the contract including whether the winning supplier is a small business or voluntary sector organisation.

- Prompt payment is critical to the cash flow of many smaller suppliers and failure to pay on time can lead to serious problems. Therefore, all contracting authorities will be required to pay valid invoices within 30 days (a practice which the Council has already adopted) and to ensure that these terms are replicated down the supply chain via a contract condition.

These changes are a great opportunity for local authorities to achieve increased quality and value for money in the procurement of goods and services from small businesses.

Strategic Risks Related to this Priority

The following risks are being monitored through the Strategic Risk Register to ensure that the necessary controls are put in place to effectively manage each risk.

Strategic Risk	Type	Risk Level
Economic recession	National	High
Change in political priorities	National	High

Details of the specific actions being taken to mitigate these risks can be found in the Strategic Risk Register.

Key Actions & Performance Indicators for this Priority

Details of the key actions and performance indicators for this priority can be found below.

Priority 6 Key Actions

Key – Overall Progress:

On track
 Not on track but being managed by the department to bring back on track
 Not on track and needs support from outside the department to bring back on track

Objective	Key Action	Milestones	Deadline	Dept	Team	Overall Progress	
Pre and post-start support for new businesses	Maintain support for new businesses with quality advice, training and brokered financial assistance via the Get Started service and promote enterprise activities and facilities for new businesses via a variety of methods	Assist 90 new businesses to start-up	Mar 2015	PL	Economic Development		
		Recruit second Small Business Adviser to meet contractual targets for Start-Up Lancashire and allow development of enhanced post-start service	Apr 2014				
		Maximise funding from SUL and seek other relevant opportunities to sustain and enhance the Get Started service when current ERDF programme ends	Mar 2015				
		Work with Libraries Team to introduce enhanced 'Enterprising Libraries' service for start-ups	Sept 2015				
	Establish and develop a business information service to support local businesses	Identify need and available resources	Jul 2014	PL	Libraries		
		Produce and implement project action plan	Mar 2015				
	Promote access to further business support for small companies in the first 36 months of trading		Assist 50 young businesses in first 36 months of trading	Mar 2015	PL		Economic Development
			Develop and introduce new post-start service with significant input from young businesses	May 2014			
			Develop effective referral mechanisms with partners providing relevant business support for young businesses	Mar 2015			
			Hold joint business engagement events with partners	Mar 2015			
Young enterprise	Deliver a new young enterprise challenge	Run and promote a Youth Enterprise Challenge to help encourage young people to consider and take up self-employment and enterprise	Mar 2015	PL	Economic Development		
Town centre space for artists and creatives	Establish a new creative cluster for Blackpool	Identify models of good practice and establish best practice for Blackpool	Mar 2015	PL	Arts		
		Work with Economic Development to develop a plan for artist studios and a creative industries hub	Dec 2014				
Social Value Act	Respond to the requirements of the Social	Implement EU changes when adopted into UK Law	Mar 2015	RES	Procurement		

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Objective	Key Action	Milestones	Deadline	Dept	Team	Overall Progress
	Value Act and embed the changes to the EU Procurement Directives into Contract Procedure Rules and working procedures	Monitor Social Value outcomes from tendering and contracting				

Priority 6 Performance Indicators

Key – Performance Trend:

✓ Performance is improving

✗ Performance is getting worse

- Performance is staying the same

■ Data not due to be reported this quarter

Indicator	Q1	Q2	Q3	Q4	2014/15		2013/14 Total	2012/13 Total	Trend	Comments
					Total	Target				
No. of new business start ups		42				90	81	72	✓	Businesses supported by the Get Started service
No. of young businesses receiving post-start support		39				50	New PI	New PI	✓	Businesses supported by the Get Started service
Value of small business finance approved with direct assistance from Get Started service		£219k				£200k	£361K	£37K	✓	Loans approved on the back of credible business plan e.g. StartUp Loans, X Forces, NEA, banks.
% of new start businesses surviving 12 months		76%				n/a	New PI	New PI		Businesses assisted by Get Started service from Jan 2013
% of third party expenditure which is directed towards local suppliers and companies	41%	43%				45%	38%	New PI	✓	Local suppliers and companies with an FY postcode.
% of contracts over OJEU awarded to SMEs	91%	80%				60%	58%	New PI	✓	
% of undisputed invoices for goods and services paid within 30 days	93.55%	92.53%				93%	92.04%	84.97%	✓	

PRIORITY 9

WE WILL DELIVER QUALITY SERVICES THROUGH A PROFESSIONAL, WELL-REWARDED AND MOTIVATED WORKFORCE

Lead Member / Lead Officer – Cllr John Jones & Carmel McKeogh

In **Priority 9** we say that we will **deliver quality services through a professional, well-rewarded and motivated workforce**. This means that we will:

- Have high resident satisfaction with the Council and our staff;
- Have low levels of sickness absence;
- Have a reasonable level of staff turnover;
- Have high levels of satisfaction across the workforce with training;
- Achieve high levels of staff advocacy;
- Have high civic pride; and
- Deliver excellent consultation and really engage and understand our communities.

Challenges 2014/15

Our focus this year will be to:

- Continue to manage budgets well and take action to ensure that future years budget pressures are addressed;
- Move all agreed staff to Bickerstaffe House within the agreed timescales and with minimal disruption;
- Ensure that the ICT roll out plan for staff is executed effectively to help deliver efficiencies and meet the requirements of the Public Services Network;
- Support staff through continued budget pressure and build team and individual resilience; and
- Improve customer feedback mechanisms so that we continue to improve our understanding of the resident's view of Council services.

Current Activity

Managing Budgets:

Preparations for the 2015/16 budget cycle have now commenced and communications will shortly be going out to employees about the process to be followed this year.

Move to Bickerstaffe House:

All scheduled moves of circa 900 staff into Number One Bickerstaffe Square have now been completed in line with the office moves programme, which along with the consolidation of various out-posted Children's Services staff into the new Contact Point at South King Street, has enabled the closure of Progress House and several smaller satellite offices around the town. This will result in significant revenue savings and the potential for further capital receipts as surplus sites are released.

ICT roll out and the Public Services Network (PSN):

Compliance Requirements

As mentioned in the previous report, the Council was one of the first local authorities to achieve PSN compliance under the new zero tolerance requirements introduced in September 2013. The new infrastructure has been designed with PSN compliance as a core principle. The Council will need to reapply for PSN compliance again before February 2015 and it is anticipated that new compliance controls / requirements will continue to emerge as the threats to IT security continue to increase. We are currently undertaking necessary network and compliance checks / scans to ensure we remain compliant beyond our next submission date.

The Payment Card Industry Data Security Standard (PCI-DSS) ensures that our customer's payment card data is kept safe and secure through every transaction and that it is protected from data breaches. In order to validate our compliance we must complete a set of self assessment questionnaires which cover various business scenarios. We are currently working towards Questionnaire C for current compliance to PCI-DSS. The initial assessment has been completed and we will be submitting a compliance pass within the next few weeks. We will then start to appraise the requirements for connectivity against the new Questionnaire D which we will have to submit in 2015.

The Information Governance (IG) Toolkit is an online system which allows NHS organisations and partners (such as local authorities) to assess themselves against Department of Health Information Governance policies and standards. Being compliant with these policies and standards allows us to connect to the NHS N3 network and receive data from the NHS. We submitted IG Toolkit compliance at the end of March 2014 and we were granted satisfactory level status. We submitted a development plan for the next 12 months and established a group to move this forward. We will have to submit an updated IG Toolkit for assessment by March 2015. We have already started work on this new toolkit, assessed the requirements and are working as a group to submit prior to March 2015.

Level of Risks and Threats to Data Security

There are a number of risks and threats to data security which the IT Service is working to reduce or eradicate where possible. These include:

- **Spam Mail** - Over 50% of all email that comes into the Council on a month by month basis is spam. The IT Service prevents most of this unwanted email ever reaching the recipient's inbox. However, on occasion small amounts of spam bypass our security filters. We have asked all employees to be very mindful of spam email and the attachments they contain as these are very common sources of attempted Malware attacks. We encourage staff not to click on any attachments they are not expecting, especially from spam email to reduce this risk.
- **Mobile Apps** - There has been a lot of publicity recently about an app called Snapchat being compromised. Many users of the Snapchat service have been downloading apps that have been stealing the user's information and pictures. This is a wake-up call for all users of smart phones and tablets about the risks associated with downloading apps. We are currently exploring how we can introduce a App Store for Council provided smart phones and tablets in the future so that only apps that have been validated as safe, secure and trusted can be downloaded to Council devices.
- **Shellshock Threat / Vulnerability** - A new vulnerability has been discovered in IT systems that use a UNIX user interface known as Bash. Many of the devices that control networks and servers contain this vulnerability. Since this vulnerability became known,

we have been busy updating our security systems and applying software patches to reduce the risk of this vulnerability being exploited within the Council's network or systems.

We have circulated information about these issues on the Hub and will also be adding key messages to the screens around Bickerstaffe House to raise awareness of these threats and reduce the risks.

Demand for Information

Requests for information received by the Council have continued to increase; in particular requests under the Freedom of Information Act 2000.

The Freedom of Information Act (FOI) requires public bodies, including local authorities, to provide public access to the data they hold. This can be done either through the routine publication of data or in response to FOI requests.

During the period 1st January to 15th September 2014, the Council has received 931 FOI requests. The table below shows the increase in FOI requests over the last 5 years:

Period	No. of Requests
2010	621
2011	909
2012	1,109
2013	1,026
2014	928*
Total	4,593

**as at 15/09/14*

The Council also has an obligation to respond to requests made under the Data Protection Act 1998, which regulates the use of personal data. If a member of the public wants to see information that the Council holds about them, they can make a Subject Access Request (SAR). The table below provides a breakdown of the SARs and other personal data enquiries that the Council has received during 2014:

Subject Access Requests:	
Customer Relations	62
Information Governance Team	16
Other requests for personal data:	
CCTV specific (Data Protection / Solicitors / Insurance Companies)	11
CCTV s29 Police requests for downloads from Blackpool town centre camera system	79
Police enquiries	7
Employment Tribunal requests	2
PII requests from Police & CPS	75
Continuing Care requests from Blackpool CCG	21
DBS & Ofsted Referrals	10
Ad hoc Police / Fraud / DWP / Fostering Panel / LADO	13
TOTAL	296

Build team and personal resilience:

Leadership and team building development are crucial if the Council is to remain effective in delivering high quality services in such challenging times.

A Leadership Summit took place at the Winter Gardens on the 9th of September where the Corporate Leadership Team, Senior Leadership Team, Cabinet Members and aspiring managers all came together to engage in a shared dialogue; to reflect and acknowledge the journey over the last 12 months and define the leadership challenges and opportunities of the future landscape. The next stages of the journey to continue to develop as an organisation and leadership team were also explored. During the day delegates considered the following questions:

- What is the leadership task for Blackpool as a place?
- What is required of the leadership team to help Blackpool meet future challenges and grasp opportunity?
- What does the future development journey look like?

Following on from the summit, and using the key priorities which emerged from the day, we will be asking for volunteers from the delegates to come together to scope out the next stage of our Leadership programme. The 360 degree feedback process will also be repeated for all participants.

The Big Employee Conference also took place in September at the Winter Gardens. Hosted by the Leader and the Chief Executive, the aim of the event was to share with staff the Council's plans for the future and how these plans will continue the amazing transformation of Blackpool. This year's employee Customer Care Awards took place at the conference, with a short ceremony to recognise those employees who were nominated for delivering excellent customer care. The conference also provided the opportunity for staff to participate in the annual Employee Engagement Survey, which is designed to assess the level of engagement amongst employees within the workplace. The survey results are very encouraging and show that the percentage of staff answering yes to the 12 questions in the survey has increased in most areas. The questions seeing the largest increase were:

- 'In the last 7 days, have you received recognition or praise for doing good work?' which increased by 11% compared to the 2012 survey; and
- 'Do the Priorities / Vision of the Council make you feel your job is important?' which increased by 15% compared to the 2012 survey.

The only questions which showed a slight decrease on the previous survey were 'Do you know what is expected of you at work?' (98% compared to 99% in 2012) and 'Do you have a good friend at work?' (86% compared to 88% in 2012).

Sickness absence is currently reported at 10.27 days lost per full time employee, with stress, depression and anxiety remaining the most common cause of sickness absence within the authority at 22.58%. During the period 1st October 2013 – 30th September 2014, 55.85% of sickness absence was short term and 44.15% was long term. Short term sickness absence is defined as absences up to 4 calendar weeks including self-certified absences.

The Council's Occupational Health Service continues to provide help and support to employees and managers in relation to their health and wellbeing at work through a variety of health events.

A successful employee health event was held at Bickerstaffe House with 159 employees attending. Employees were able to have a health MOT, with checks available such as blood pressure, body mass index and lung age, as well as an opportunity to have the flu vaccine. Lots of health and supportive information was available on topics such as healthy

eating, alcohol reduction, smoking cessation, the Employee Assistance Programme, family support services, Grow Blackpool and much more.

This year's flu vaccine campaign commenced at the beginning of October with drop in sessions being held in the Occupational Health suite. The vaccine is available to all employees and the Occupational Health team are going out and about to specific services, for example those that work with vulnerable clients, in order to encourage take up of the vaccine.

Customer Feedback:

During the second quarter of 2014/15 the Council has received 47 comments, 140 compliments and 218 complaints. The tables below show a breakdown of customer feedback by department and the direction of travel compared to the previous quarter:

Comments

Department	Q1	Q2	Total	DoT
Adult Services	12	6	18	↓
Children's Services	5	5	10	-
Community & Environmental Services	14	24	38	↑
Deputy Chief Executive's	1	1	2	-
Governance & Regulatory Services	0	1	1	↑
Places	3	3	6	-
Public Health	0	0	0	-
Resources	5	7	12	↑
	40	47	87	

Compliments

Department	Q1	Q2	Total	DoT
Adult Services	107	88	195	↓
Children's Services	9	14	23	↑
Community & Environmental Services	12	22	34	↑
Deputy Chief Executive's	5	2	7	↓
Governance & Regulatory Services	0	1	1	↑
Places	4	3	7	↓
Public Health	0	0	0	-
Resources	7	10	17	↑
	144	140	284	

Complaints

Department	Q1	Q2	Total	DoT
Adult Services	19	18	37	↓
Children's Services	31	37	68	↑
Community & Environmental Services	72	70	142	↓
Deputy Chief Executive's	0	3	3	↑
Governance & Regulatory Services	2	3	5	↑
Places	24	26	50	↑
Public Health	0	0	0	-
Resources	47	61	108	↑
	195	218	413	

The level of comments and compliments has remained steady this quarter, whilst there has been a slight increase in the number of complaints. Over 50% of complaints received by the Council during this quarter relate to five service areas. These were Children's Social Care (15.6%), Council Tax (10.6%), Street Cleansing (9.6%), Waste and Recycling (8.3%) and Customer First (8.3%).

The table below highlights the main feedback themes this quarter. 86.2% of all feedback received relates to four themes.

Theme	Comments	Compliments	Complaints	Total	
Quality of Service	3	106	70	179	46.6%
Staff Conduct / Treatment of Customer	0	32	32	64	16.7%
Lack of Action	3	0	43	46	12%
Council Action	4	2	36	42	10.9%
	10	140	181	331	86.2%

The Corporate Development team is continuing to work with services to ensure that customer feedback for all services is recorded on the customer feedback system, with new arrangements now in place for Community Safety, Parking, Public Protection, Street Cleansing and Parks and Open Spaces. Users of the system are also being encouraged to record all the required information for complaints to ensure that accurate data can be reported in terms of the percentage of responses sent within timescale, complaint outcomes and lessons learned.

As well as improving the mechanisms for capturing comments, compliments and complaints received by the Council, the Engagement Team have introduced the Council Couch, a novel new way of listening to residents.

Throughout September and October the Council Couch visited a variety of locations around the town to listen to residents' views on issues such as crime, housing, health, education and regeneration. The idea is to engage with more residents to find out what services they prioritise, with all the suggestions contributing towards the new Council Plan for 2015-20. Senior officers from across the Council participated in each session by talking to locals about the work that the authority is doing and our plan to create a better Blackpool.

It's the first time an idea like this has been used in the North West before and follows in the footsteps of Plymouth City Council, who started a similar scheme last year. Due to the success of the Council Couch, which has been visited by around 400 people during its 7 week run, three additional evening sessions have been arranged to ensure that even more people can give their feedback on the things that matter to them. Further information on the feedback received from the Council Couch will be included in the next report.

Other Activities:

Apprenticeships and Traineeships

From 28th - 31st October we are holding an apprenticeship shadowing event for former looked after young people in Blackpool. The first two days will be spent in a classroom looking at traineeships, apprenticeships, creating a CV, completing application forms and interview protocol. The third day will be spent out in the workforce shadowing an existing apprentice to get a taste of what their role involves. On the final day, participants will receive feedback from the shadowed apprentice and their manager/supervisor in the morning and in the afternoon, training providers will come to Bickerstaffe House to

hopefully sign the young people up to an apprenticeship or traineeship. There will be approximately 12 places available.

At present, we are asking training providers to submit tender proposals for working with us to establish a traineeship programme for the Council. We hope to be able to create two cohorts of trainees for 6 month work experience/placement opportunities across the authority.

The Council is also involved in the Project Search programme, which is a one-year work placement programme for students with learning difficulties in their last year of high school who wish to gain paid employment of more than 16 hours per week once they leave school. A group of 10 students will undertake teaching and learning through classroom-based activities, located in Bickerstaffe House, as well as complimentary work-based learning each day through placements across the Council. The students work with a team that includes their family, a special education teacher provided by Blackpool and the Fylde College and a support worker from Mencap to maintain the focus on their employment goal and to support them during this important transition from education to work.

Investors in People Reaccreditation

We are currently going through the process of reaccreditation for Investors in People (IiP). IiP is a nationally recognised business improvement framework that helps organisations to meet their business targets and improve their performance through the effective management and development of their people. The standard is based on three key principles:

- **Plan** – Developing strategies to improve the performance of the organisation
- **Do** – Taking action to improve the performance of the organisation
- **Review** – Evaluating the impact on the performance of the organisation

Blackpool first achieved IiP status in 2007 and was successfully reaccredited in 2011. The benefits of IiP is the opportunity to review current policies and practices against a recognised national benchmark, with a strong focus on strategic leadership, managing change effectively, increasing efficiency and improving the effectiveness of learning and development activities.

The process has already started and interviews have taken place with the Chief Executive, the Deputy Chief Executive, the Head of HR and Workforce Development and the Principal Social Worker & Head of Adult Safeguarding. 120 employees, selected randomly, will be interviewed between 29th September and 3rd November.

Review of Strategies

A review of the Policy Framework has recently been undertaken by the Corporate Development team. The Policy Framework is part of the Council Constitution and primarily consists of the plans and strategies required by law and those which directly relate to Council priorities. The purpose of the review is to ensure that a clear 'golden thread' exists between the Council's overarching plan and the key strategies and policies in place across the organisation.

Strategies usually fall into two categories:

- **Constitutional** – these are statutory documents, or ones considered key to achieving the Council's priorities, and require the approval of full Council to adopt or amend. Collectively, these strategies are referred to as the Council Policy Framework.

- **Discretionary** – these documents are the result of an identified need to support the achievement of constitutional strategies, and require approval from the Executive. These strategies are known as the Executive Policy Framework.

Following the review, both frameworks were updated and CLT have been asked for their feedback as to whether there any other discretionary plans and strategies in existence, which need to be included in the Executive Policy Framework. This exercise will assist in identifying potential gaps or forthcoming plans for strategy development within the different Council directorates, particularly following recent restructures.

Strategic Risks Related to this Priority

The following risks are being monitored through the Strategic Risk Register to ensure that the necessary controls are put in place to effectively manage each risk.

Strategic Risk	Type	Risk Level
Loss of significant funding streams / impacts of localisation of Business Rates Retention and Council Tax Benefit Scheme	Local	High
Public Health data	Local	High
Tendering of drug and alcohol treatment services	Local	High
Data theft and leakage leading to reputational damage and potential legal action / fines	Local	Activity Necessary
Failure to deliver critical services	Local	Activity Necessary
PSN compliance requirement to restrict network access for unmanaged devices	Local	Activity Necessary
Support ceases for XP OS on Windows meaning devices become end of life	Local	Activity Necessary
Failure to deliver major projects	Local	Low
Inability to retain staff of the right calibre and maintain morale	Local	Low
Legal or regulatory change	National	Low
Death / injury of employee or service user	Local	Low
Damage to the Council's reputation / poor external image	Local	Low
Increases in energy and commodity prices	Local	Low


Details of the specific actions being taken to mitigate these risks can be found in the Strategic Risk Register.


Key Actions & Performance Indicators for this Priority


Details of the key actions and performance indicators for this priority can be found below.

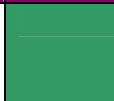





Priority 9 Key Actions

Key – Overall Progress:

 On track / completed

 Not on track but being managed by the department to bring back on track

 Not on track and needs support from outside the department to bring back on track

Objective	Key Action	Milestones	Deadline	Dept	Lead Officer	Overall Progress
Managing Budgets	Implement robust financial monitoring systems and procedures to ensure the Council's budget savings targets are met	Monitor the delivery of savings targets for 2014/15 by monthly reports to CLT and the Executive	Mar 2015	R	Phil Redmond	
	Administration of an effective redeployment process	Ensure a fair, transparent and legal process is adhered to	Ongoing	DCE	Laurence Walsh	
	Budget communications & employee support	Communicate cuts that have already happened	Apr 2014 then ongoing	DCE	Jenny Bollington / Kate Staley	
		Terms & conditions changes				
	Implement outcomes of CSR savings reviews	Review budget papers	May 2014	DCE	Janet Roberts / Cathy Swift / Laurence Walsh	
		Identify areas impacted				
		Hold meetings with Directors				
		Put in place action plans				
		Support consultation and selection				
	Implement unpaid leave savings of £1 million per annum for a period of 24 months	Complete all paperwork and HR system amendments	Jun 2014	DCE	Linda Dutton / HR Managers	
Union consultation						
Agree exemptions						
Voluntary sign up arrangements						
Review and monitor take up						
Move to Bickerstaffe	Support the transition to the new Council Offices at Bickerstaffe House	Ensure services can continue to deliver their services	Mar 2015	R	Stephen Waterfield	

Objective	Key Action	Milestones	Deadline	Dept	Lead Officer	Overall Progress	
House		Ensure efficiency in terms of space utilisation and more modern and flexible working practices to achieve the 7:10 desk ratio and support the Council's cultural change programme					
ICT roll out	Implement technical infrastructure development programme	Ensure adequate project plans, risk registers, resource planning, scheduling and cost model is in place and up to date for the whole of the technical programme	Autumn 2014	DCE	Ken Place / David Powell / Darren Maskell / Neil Hargreaves		
		Decommission Progress House Data Centre and any legacy systems	Sept 2014				
		Migrate customers to Office 365	Sept 2014				
		Complete roll out of Windows 7 and eradicate Windows XP from the network	Nov 2014				
		Establish process for packaging applications for deployment to Windows 7 and Citrix clients	Dec 2014				
		Complete the Citrix upgrade and ensure the environment is configured to its optimum	Sept 2014				
	Support different work styles		Establish a support programme to enable customers to take full advantage of the new technologies being introduced	Ongoing	DCE	Sue Whalley	
			Support the introduction of Office 365, Office 2013 and its collaboration tools	Ongoing			
			Complete the roll out of the new print solution	Dec 2014			
	Information Governance and Data Security		Achieve compliance with PSN CoCo	Feb 2015	DCE	Laurence Carradus	
	New offices		Transfer new server and storage infrastructure from Municipal to the new Data Centre	Summer 2014	DCE	Ken Place / David Powell / Tony Doyle / Sue Whalley	
			Review capacity available for the development plan in light of budget cuts and the prioritisation of channel shift	Summer 2014			
			Deliver to 2014/15 ICT development plan	Apr 2015			

Objective	Key Action	Milestones	Deadline	Dept	Lead Officer	Overall Progress
Build team and personal resilience	Develop Aspiring Senior Manager Leadership programme	Complete Real World / NWEQ programme	Dec 2014	DCE	Linda Dutton / Diane Howard	
		ILM programme				
		Develop and run assessment centres				
	Agree, develop and commission a bespoke training programme for Children's Services	Use information on IPA	Ongoing	DCE	Diane Howard	
		Plan and organise workforce development group				
		Undertake strategic TNA				
		Discuss with service leads				
	Agree, develop and commission a bespoke training programme for Adult Services	Use information on IPA	Ongoing	DCE	Diane Howard	
		Plan and organise workforce development group				
		Undertake strategic TNA				
		Discuss with service leads				
	Support team building	Pack types to be used with teams as required	Ongoing	DCE	Diane Howard	
		Bespoke solutions on request				
Increase take up of the IPA programme and system	See separate action plan	Ongoing	DCE	Linda Dutton / Diane Howard		
Continue to grow iPool as an in house eLearning solution	See separate action plan	Ongoing	DCE	Linda Dutton / Diane Howard		
Support services to improve attendance management across the Council	Attend and support work of Absence Strategy Group	Ongoing	DCE	Linda Dutton / Lawrence Walsh / Karen White / Janet Roberts / Cathy Swift		
	Improve management information					
	Support casework					
	Review and improve policy					
	Increase number of managers trained					
	Roll out improved recording arrangements					
Continue to promote the Employee Assistance Programme	Leaflets, posters, events, the Hub, induction etc	Ongoing	DCE	Karen White		

Objective	Key Action	Milestones	Deadline	Dept	Lead Officer	Overall Progress
	Continue with health campaigns, hot topics, and regular employee health events	Planning, organising, logistics and evaluation	Ongoing	DCE	Karen White	
Customer feedback	Ensure that community views are captured and used to change service development and delivery	Undertake and report on the resident's survey	Nov 2014	DCE	Scott Butterfield	
		Develop, deliver, maintain and survey a citizen's panel	Sept 2014 then ongoing			
		Develop and deliver consultation projects as required on an ad hoc basis	Ongoing			
		Develop and implement arrangements for the Complaints Review Panel	Jun 2014	DCE	Ruth Henshaw	
		Continue to support the Complaints Review Panel	Ongoing			
		Provide support across the Council on best practice in customer feedback	Ongoing			
		Manage the further development of the corporate customer feedback process and system	Ongoing			
		Deliver the Council Couch project to reach out into the communities of Blackpool.	Oct 2014	DCE	Amanda Bennett	

Priority 9 Performance Indicators

Key – Performance Trend:

- ✓ Performance is improving
- Performance is staying the same
- ✗ Performance is getting worse
- Data not due to be reported this quarter

PRIORITY 9 OUTCOMES

Indicator	Q1	Q2	Q3	Q4	Outturn 2014/15	Target 2014/15	Outturn 2013/14	Trend	Comments
Resident satisfaction with the Council						Baseline	New PI		
Level of civic pride amongst residents						Baseline	New PI		
Council wide staff turnover	11.78% (2013/14)				11.78% (2013/14)	n/a	11.29% (2012/13)	–	Turnover of permanent staff (excluding schools) as at 30/06/14
Satisfaction rates with training events	93% (9.3/10)	94% (9.4/10)				80% (8/10)	91% (9.1/10)	✓	Average rating out of 10
Level of knowledge rating following training	89% (8.9/10)	90% (9/10)				80% (8/10)	88% (8.8/10)	✓	Average rating out of 10
Staff advocacy for the organisation:		2014 survey			2014 survey		2012 Survey		
1) Do you know what is expected of you at work?		98%			98%	Increase on last survey	99%	✗	
2) Do you have the materials and equipment you need to do your work right?		82%			82%	Increase on last survey	77%	✓	
3) At work, do you have the opportunity to do what you do best every day?		67%			67%	Increase on last survey	66%	✓	
4) In the last 7 days, have you received recognition or praise		67%			67%	Increase on last survey	56%	✓	

Indicator	Q1	Q2	Q3	Q4	Outturn 2014/15	Target 2014/15	Outturn 2013/14	Trend	Comments
<i>for doing good work?</i>									
5) <i>Does your supervisor, manager or someone at work seem to care about you as a person?</i>		88%			88%	Increase on last survey	87%	✓	
6) <i>Is there someone at work who encourages your development?</i>		76%			76%	Increase on last survey	72%	✓	
7) <i>At work do your opinions seem to count?</i>		81%			81%	Increase on last survey	76%	✓	
8) <i>Do the Priorities / Vision of the Council make you feel your job is important?</i>		78%			78%	Increase on last survey	63%	✓	
9) <i>Are your colleagues committed to doing quality work?</i>		95%			95%	Increase on last survey	93%	✓	
10) <i>Do you have a good friend at work?</i>		86%			86%	Increase on last survey	88%	✗	
11) <i>In the last 6 months, has someone at work talked to you about your progress?</i>		77%			77%	Increase on last survey	76%	✓	
12) <i>In the last year, have you had opportunities at work to learn and grow?</i>		79%			79%	Increase on last survey	77%	✓	

OBJECTIVE: MANAGING BUDGETS

Indicator	Q1	Q2	Q3	Q4	Outturn 2014/15	Target 2014/15	Outturn 2013/14	Trend	Comments
Forecast variance of revenue outturn against revised budget	2.2% (£3,109,000)	Data available 10/11/14				<0.5%	<0.5%	n/a	
No. of redundancies (initially at risk)	305				305	n/a	890	n/a	
No. of voluntary redundancies (requested)	207				207	n/a	122	n/a	
No. of voluntary redundancies (accepted)	153				153	n/a	115	n/a	
No. of compulsory redundancies (served notice)	5				5	n/a	54	n/a	

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OBJECTIVE: ICT ROLL OUT

Indicator	Q1	Q2	Q3	Q4	Outturn 2014/15	Target 2014/15	Outturn 2013/14	Trend	Comments
Removal of legacy desktop operating systems and rollout of minimum of Windows 7						100%	New PI		
% of customers in Office 365						50%	New PI		
% of compliance with PSN CoCo						100%	New PI		

OBJECTIVE: BUILD TEAM & PERSONAL RESILIENCE

Indicator	Q1	Q2	Q3	Q4	Outturn 2014/15	Target 2014/15	Outturn 2013/14	Trend	Comments
Number of IPAs in the HR system	15%					100%	51%	✘	Issues with the IPA system are impacting on performance for this indicator.

Indicator	Q1	Q2	Q3	Q4	Outturn 2014/15	Target 2014/15	Outturn 2013/14	Trend	Comments
Completion rate of mandatory iPool modules	24%	30%				100%	64%	✗	3 new modules have been made mandatory hence the fall in the completion rate since the end of 2013/14. Completion rates for the original 4 mandatory modules would be 68%.
No. of days lost to sickness absence	9.25	10.27				9.92	10.4	✗	Number of days lost per full time employee. Rolling year on year figures - data relates to the period ending 30th September 2014. Sickness absence levels have increased in the majority of departments, however, absence levels are still below target for the Places and Deputy Chief Executive's departments. Data for schools excludes academies.
<i>Adult Services</i>	12.6	15.20				14.27	13.56	✗	
<i>Chief Executive's</i>	1.08	4.28				1.31	0.57	✗	
<i>Children's Services</i>	9.89	12.66				12.03	10.27	✗	
<i>Community & Environmental Services</i>	10.85	9.25				11.73	14.28	✓	
<i>Deputy Chief Executive's</i>	4.31	5.4				5.78	3.88	✗	
<i>Governance & Regulatory Services</i>	11.37	8.77				10.35	9.77	✓	
<i>Public Health</i>	6.37	9.04				4.37	4.87	✗	
<i>Places</i>	5.53	6.68				6.82	5.15	✗	
<i>Resources</i>	7.78	9.47				5.46	7.96	✗	
<i>Schools</i>	8.51	8.75				9.26	9.23	✗	
No. of long-term attendance management cases received	26	30				n/a	208	n/a	The Employee Relations team are not always made aware of stage 1 and 2 absence cases depending on whether assistance is required.
No. of short-term attendance management cases received	11	9				n/a	113	n/a	
No. of long-term attendance management cases received for stress (work related)	10	12				n/a	44	n/a	
No. of short-term attendance management cases received for stress (work related)	0	7				n/a	10	n/a	

OBJECTIVE: CUSTOMER FEEDBACK

Indicator	Q1	Q2	Q3	Q4	Outturn 2014/15	Target 2014/15	Outturn 2013/14	Trend	Comments
% of transactions / contacts dealt with at the first point of contact within Customer First	81.23%	79.49%				80%	78.42%	✓	A slight reduction on the previous quarter but still close to target.
Average wait time at the Customer First counter	11.5 mins	11.25 mins				7 mins	9 mins	✗	Although wait times are below target, performance has improved since Q1.
% of telephone calls answered in Customer First	28.83%	32.41%				60%	41.2%	✗	Although the % of calls is below target, performance has improved since Q1.
Average wait time on the telephone channels	3.33 mins	3.75 mins				2 mins	New PI	✗	Slight increase on the previous quarter.
Customer satisfaction with service received in Customer First	83.79%	84.63%				85%	83.51%	✓	Despite worsening performance in some areas, satisfaction has increased slightly and is close to the target for the year.
No. of comments	40	41				n/a	186	n/a	Q1 figures have been updated to reflect feedback that was added retrospectively after the end of the quarter.
No. of compliments	144	140				n/a	568	n/a	
No. of complaints	195	218				n/a	676	n/a	
% of responses to complaints sent within timescale	56.5%	61.6%				80%	69%	✗	Recording of this data is improving as can be seen by the increased percentage this quarter.

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Report to:	SCRUTINY COMMITTEE
Item number	7
Relevant Officer:	Scott Butterfield, Corporate Development, Policy and Research Manager
Date of Meeting	20 th November 2014

CHILD POVERTY FRAMEWORK

1.0 Purpose of the report:

1.1 The Committee to consider a report which updates on progress on implementing the multi-agency Child Poverty Framework and related issues and activity.

2.0 Recommendation(s):

2.1 To consider the attached report, asking questions and making any recommendations that are considered necessary.

3.0 Reasons for recommendation(s):

3.1 To ensure constructive and robust scrutiny of the report.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council's approved budget? N/A

3.3 Other alternative options to be considered:

None.

4.0 Council Priority:

4.1 The relevant Council Priority is:

- Tackle child poverty, raise aspirations and improve educational achievement

5.0 Child Poverty Framework - Update

5.1 Level of Child Poverty in Blackpool

5.1.1 Appendix 7a shows the latest official figures on the level of Child Poverty in Blackpool. Key points are:

- The “poverty threshold” – the figure below which families are considered to be in poverty - fell from £218 per week to £204 per week between 2011 and 2012 due to the recession
- The proportion of children living in poverty **improved** in Blackpool over this period – falling from 30.2% to 29.3%
- However, as relative poverty levels fell more quickly in other areas, our ranking compared to other areas **worsened** from 21st highest to 14th highest

Appendix 7b shows the change in individual areas. Care should be exercised in interpreting these figures as these will refer to small numbers of individuals.

5.1.2 The change in figures highlights the issues with the relative poverty measure, which should not mask the ongoing impact of poverty in Blackpool.

5.2 Better Start

5.2.1 Previous scrutiny updates have highlighted the importance of the Better Start Project in delivering of a range of interventions around the social and emotional development, communication and language, and health and nutrition of 0-3 year olds in seven of Blackpool’s most deprived wards. The award of £45m of Lottery Funding to deliver this will be central to delivering progress on Child Poverty.

5.2.2 Recruitment has been undertaken to the key post of Better Start Director and two members of staff have also been appointed as Development Managers. Together with the Better Start Executive Board they are appraising the projects and approaches which will best deliver on these objectives, undertaking further recruitment, establishing commissioning arrangements, project planning and undertaking some ground work to agree a common language between professionals and local residents.

5.2.3 The role of the Blackpool Children and Young People’s Partnership will be crucial in ensuring that the systems change and projects established in the 7 wards is incorporated into the approach of the Council right across Blackpool. The BCYPP replaces the existing Children’s Trust to ensure we take a more upstream approach – stopping problems before they start – in line with the ethos of Better Start. The draft terms of reference of the Partnership are attached at Appendix 7c.

5.3 Child Poverty Framework review

5.3.1 The existing Child Poverty Framework is due to run until 2015. With the Better Start programme now getting underway, the process of reviewing our existing framework will shortly begin. This will include:

- An update of the statutory Child Poverty Needs Assessment, the evidence base which underpins the priorities of the document;
- A review of existing and future activity;
- Consultation with the public and stakeholders on the aims and content of the document;
- Consideration of suitable performance management, performance indicator and reporting arrangements to ensure progress is made.

5.3.2 Better Start will be the main driver of progress on child poverty in the new framework, and as such the timetable of the new document is dependent on the establishment of a detailed work programme. A timetable for the completion of the new document will therefore be set once this has been created.

5.4 Child Poverty Framework - Progress

5.4.1 The following highlights progress against some of the projects outlined in the Framework:

5.4.2 Employment

- Provision of Traineeships (“pre-Apprenticeships”) by DWP with Blackpool and Fylde College
- DWP Schools Project working with the Pupil Referral Unit to prepare ten disadvantaged 15 year olds for the workplace
- Drug and alcohol treatment services have been successfully re-tendered and a new model of care is now being delivered which encourages recovery. A programme of support has been commissioned to help people in recovery to gain employment, which has been particularly successful
- Although Blackpool continues to have a higher unemployment rate than regional and national averages there has been significant reduction in unemployment in the town since 2012. Blackpool’s peak season unemployment claimant count in September 2014 was 3.8% compared to 6.2% in 2012 and 5.3% in 2013. Equivalent to an extra 2,169 no longer claiming job seekers allowance
- Blackpool has a higher unemployment rate than average, although there have been reductions in peak season unemployment count which is also reflected in the rate of youth unemployment. The proportion of 18-24’s claiming JSA has fallen by more than half from 11.5% in Sep 2012 to 5.4% in Sep 2014 (from 1,370 to 645 young people)
- Levels of 16-18 year old young people that are not in education training or

employment (NEET) have decreased from 8.1% in 2012 to 6.8% in 2013, below the England average for the 2012 and 2013 of 9.2% and 7.6%, respectively

- The Council's lead employment service team, Positive Steps, has continued to deliver high quality advice and guidance to adult jobseekers through its various programmes, assisting 375 local residents into work in 2013/14, 23% higher than 2012/13
- Greater priority has been placed by the Council on creating new apprenticeship opportunities, both within the Council itself as major employer, and the wider business area. The Council created some 54 new apprentices in 2012/13, and 2013/4, and facilitated a successful 100 new apprentices in 100 days campaign in 2013 involving numerous training providers and local employers. Our apprenticeship scheme has aimed to reduce poverty amongst young people by offering employment opportunities to up skill the most disadvantaged in our society and provide viable career pathways; paying above the national apprenticeship pay rate by paying our apprentices the National Minimum Wage; offering guaranteed interview status to any young person who is disabled, a youth offender, NEET, a LAC or a care leaver
- We have held a tendering process for local training providers to work in partnership with us on developing a traineeship programme for young people. This will be for young people who are not apprenticeship ready and will incorporate work experience placement and training support to endeavour to move young people into apprenticeships or work
- In the last year the Council has pioneered a new Chance2Shine Work Placement offer for out of work young and adult residents seeking work experience. The tailored approach has been taken up by some 111 people; with 43 people going onto achieve paid employment. The programme has been recognised by national charity, Fair Train, who awarded the Council its gold standard for quality work experience
- The Council has been very active in supporting new start businesses with advice, training and access to finance. In the 2 years ending March 2014, the Council assisted 153 residents to start trading, unlocking some £428,000 of start-up finance through various local and national unsecured loan schemes
- The week 28th – 31st October we held a dedicated career development event for 5 care leavers. Over the course of the week we developed CVs, focused on improving job application skills and interview skills and introduced them to local training providers. Two young people have moved into employment as a result. Another two are already at college part time and we are supporting them to obtain work experience placements whilst they are studying
- The Jobs, Friends and Houses social enterprise, led by Lancashire Constabulary, was awarded £450k from the Transformation Challenge Fund to work with ex-offenders (potentially within the age groups targeted by the

Child Poverty Framework) in recovery from substance misuse. These ex-offenders will be given training and skills to regenerate properties in Blackpool which will be sold on to fund further development

- Project search started in September 2014 - this is an intensive project working with students with mild learning and developmental disabilities with a view to securing sustainable long term employment.

5.4.3 *Health and Child Development*

- Speech, Language and Communication Services are targeting under 5 year olds to promote good communication skills
- The Baby Steps programme targets vulnerable young mums for support
- The non-accidental head injuries programme covers all new mums
- Children's Centres aim to reduce inequalities through improving school readiness, and improving parenting aspirations. As part of this, Healthier Catering Award & Healthier Vending programmes are working with Children's Centres, restaurants, cafés and takeaways to improve the nutritional profile of the foods they serve
- Take up of the free entitlement to places for two year olds is monitored to ensure all who are entitled can access a child care place
- The Healthy Child Programme includes targeted elements for more vulnerable parents, helping to promote parent-child attachment, healthy eating and early detection of developmental delay or child safety
- The Baby Buddy phone app supports all young parents to increase their knowledge of good parenting skills
- Distribution of Healthy Start vitamins to children
- The Book Start programme, which promotes parental attachment and literacy through the free distribution of books
- The further development of the Family Information Service and website to offer information, advice and assistance on childcare as well as general information on a wide range of services for children, young people, their families and professionals

5.4.4 *Young People and Connexions*

- NEET figures for October 2014 were 5.9%, the lowest recorded for this month and a 17% improvement on the previous year
- The Summer Ventures Programme offers a targeted summer learning and mentoring programme for school leavers at risk of NEET and also for NEET 16-18yr olds. Of the 103 people starting the programme, 99 completed and 94 went into education, training or employment on completion
- A Pilot Virtual Early Leavers Service (VELS) started in June. This is a rapid response service for young people who leave early further education or training. In the first

quarter, it supported 80 young people, with 73% of these getting back in education, training or employment – and a significant number of the remainder were no longer in Blackpool

- The Youthability Hub is a weekly one stop shop for unemployed 16 - 24yr olds supported by a wide range of partners. An independent evaluation showed that 94% of young people rated the service good or very good, 72% of young people rated it better than any other employment support received, and 91% would recommend it to friends. Just over 60% who were unemployed when using the service were in employment, education or training when followed up
- Family learning ran 113 courses in 2013-14 and worked with 645 adult learners and their families, with courses including Maths, English and Supporting a Child's Learning and Development. 97% reported they had learned skills to help their family
- Rates of teenage pregnancy are down 25%. Work is ongoing through the teenage pregnancy steering group to raise aspirations of vulnerable young women, encourage the uptake of Long Acting Reversible contraception and through establishing a programme of consistent PSHE in secondary schools. The latter is part of an incentive scheme that supports school and teachers to deliver a programme of agreed lesson plans, in conjunction with school nurses and targeted youth services. The Family Nurse Partnership has expanded to support more young mums to improve the health of children and reduce second pregnancies.

5.4.5 *Youth Offending*

Data shows the continued success of the strategy to divert younger children committing low level offences into alternatives to prosecution and improvements in the identification and support provided to those at risk of offending. We have achieved a reduction of over 70% since 2009; from 286 young people down to 71.

5.4.6 *Financial Inclusion*

Measures impacting indirectly or directly on children include:

- Creation of a combined Council welfare benefit and debt advice service to make debt advice easier to access – linking those in most need to the Discretionary Housing Payments and Discretionary Support Schemes as well as to advice which prevents them falling into crisis situations in the future
- Pay day loan sites blocked on public access IT equipment
- The Credit Union has relocated to a shop front premises to raise its profile and encourage people to access cheaper forms of credit
- Junior saver account launched for all Year 7s in Blackpool

- Council promoted energy switching schemes run twice a year

5.4.7 *Housing*

The delivery of selective landlord licensing aimed at addressing social and environmental issues has been rolled out to Claremont following a successful trial in South Beach, with a further rollout to other areas in inner Blackpool in Autumn 2015. This also provides additional debt, benefit and employment support to help people gain the skills to get a job and keep it. The Queens Park housing scheme refurbishment is expected to complete in March 2015, providing more quality affordable family homes.

5.4.8 *Special Educational Needs*

Proportionately more parents with children with Special Educational Needs or Disabilities live in poverty. Work has centred around implementing the new Children and Families Act, which has led to a local offer of services commissioned through the Council and CCG commissioning strategy, and joined-up plans centred on the young person. These can include a focus on employment, education and health outcomes, with services offered through a range of local providers.

Does the information submitted include any exempt information?

No

The following officer has been invited to attend the meeting to report on this item:

- Ruth Henshaw, Corporate Development Officer

List of Appendices:

Appendix 7a: Child Poverty 2012 Data Release briefing note

Appendix 7b: Child Poverty 2012 Data Release – map of local change

Appendix 7c: Blackpool Children and Young People's Partnership Draft Terms of Reference

6.0 Legal considerations:

6.1 None.

7.0 Human Resources considerations:

7.1 None.

8.0 Equalities considerations:

8.1 100% of new policies are being assessed against equality characteristics, helping to mitigate against the perpetuation of inequalities experienced by these groups, and ultimately contributing to reducing the impact of disadvantage – including those experienced by families from these groups in poverty.

9.0 Financial considerations:

9.1 None.

10.0 Risk management considerations:

10.1 None.

11.0 Ethical considerations:

11.1 None.

12.0 Internal/ External Consultation undertaken:

12.1 Input from Child Poverty Working Group on progress against Framework actions.

13.0 Background papers:

13.1 None.

Child Poverty Briefing Note

2012 data release

Introduction

The Council's Child Poverty Framework 2011-2014: Together on Poverty set out a series of indicators on poverty and surrounding issues. This report presents an updated summary of all available indicators and some additional context.

Child Poverty Measure

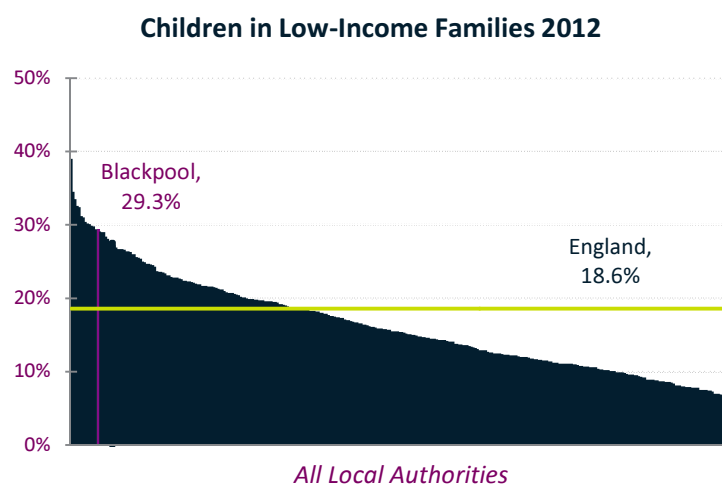
The official local area child poverty measure is the Children in Low-Income Families Local Measure produced by HMRC and is: "children living in families in receipt of out-of-work benefits or in receipt of tax credits with a reported income which is less than 60% of national median income".

Data is released annually but covers a time period 2 years prior to that date e.g. the most recent data is for 2012. The reason for this delay is that the measure is based on actual reported family income rather than surveys or estimates and is available down to small areas including wards, meaning that the data is very accurate.

2012 Position

The chart right, shows the % of children in low income families in 2011, compared to all authorities in England and to the English average. It highlights:

- **9,145 children** in Blackpool live in low income families
- This accounts for **29.3% of all children**
- Blackpool ranks **14th highest in England**



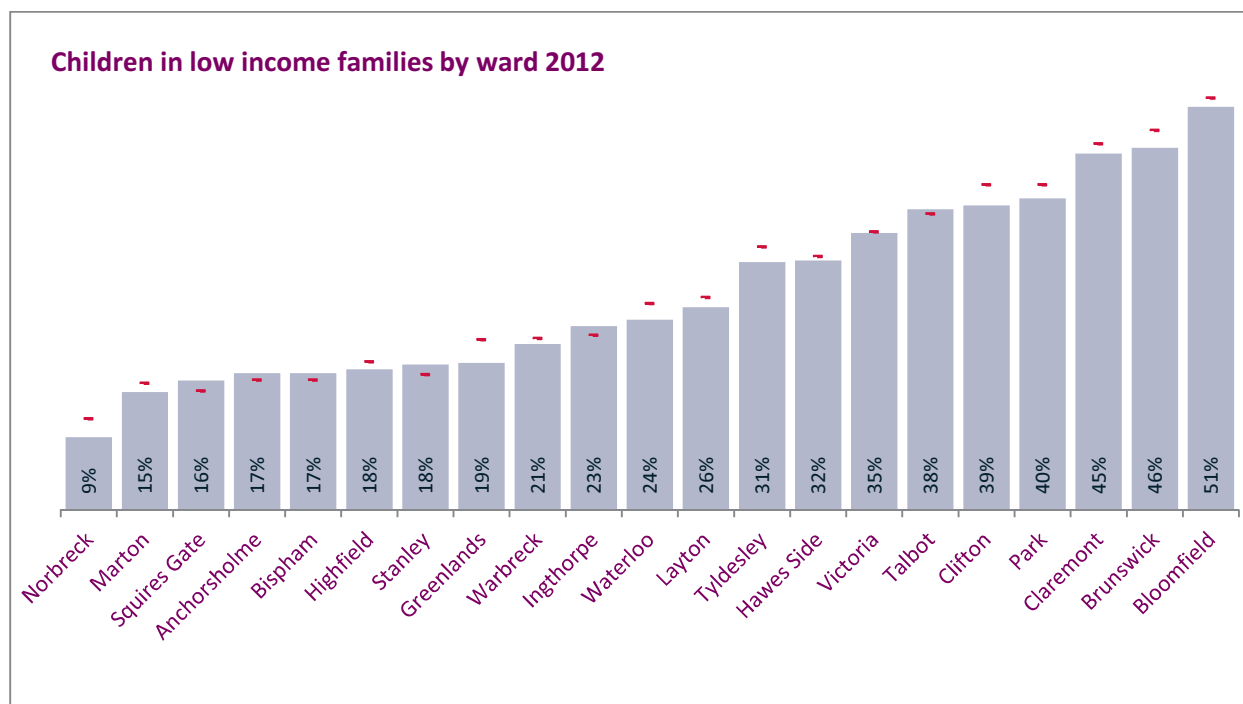
Changes since 2011

- Overall, in percentage terms **Blackpool has seen a small reduction in the proportion of children in poverty between 2011 and 2012**. Reducing from 9,425 children (30.2%) to 9,145 (29.3%). This ends a trend of decline from 2008-2011.
- Despite this improvement, **Blackpool is now ranked higher (worse) for the level of children in poverty compared to other areas**. From 21st highest in 2011 to 14th in 2012. This is because while Blackpool reduced by -0.9%p the average reduction across all Local Authorities was a stronger -1.6%p. Other areas improved at a faster rate.
- A further factor is that in 2012 the income distribution changed nationally with generally lower incomes. The low income threshold, which is 60 per cent of the median income, fell from £218 in 2011 to £204 in 2012. Other measures of welfare reform were also introduced. This might mean

families previously considered to have poor incomes are no longer counted, but their circumstance may remain the same.

Ward Distribution

- **All wards** have some children living in poverty.
- **Bloomfield, Claremont, Brunswick, Park and Clifton** wards each have more than 40% of children in poverty.
- Half of Blackpool's wards rank amongst the 20% of all wards nationally with the highest levels of children in poverty.



Family demographics

- 86% of children in poverty live in **families claiming Income Support or Job Seekers Allowance**
- 67% of children in poverty live in **lone parent families**
- 33% are **young children aged 0-4**, 12% are dependents aged 16-19
- 56% live in 1-2 child families, 44% live in families with 3 or more children
- In total there are around **4,900 families with low incomes** in Blackpool.

Detailed map of Child Poverty

The map on the right shows the distribution of children in low income households in Blackpool for small areas.

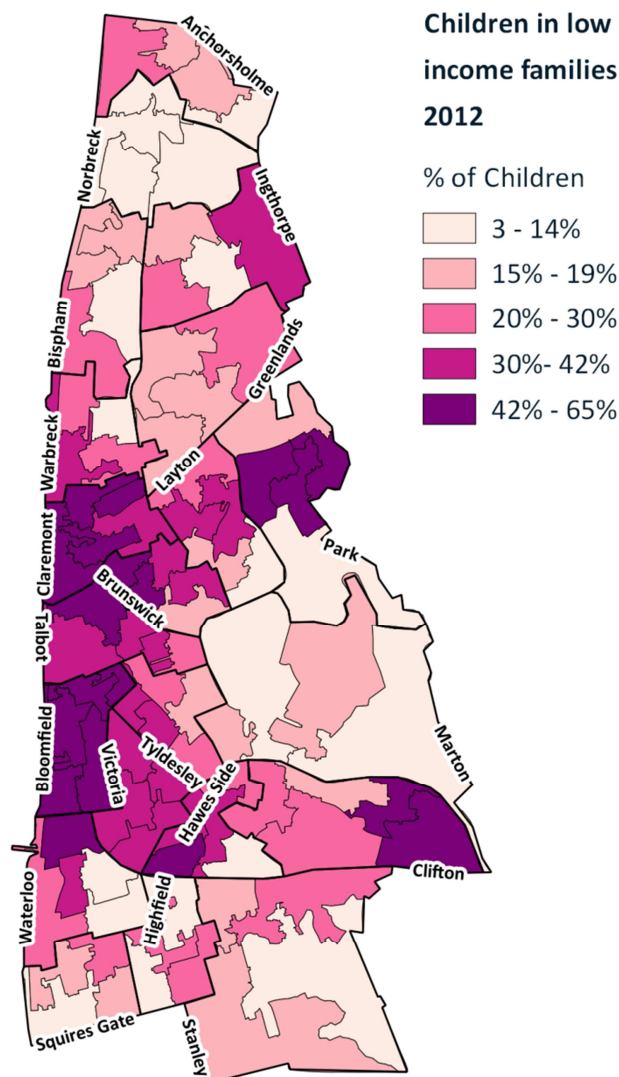
- The largest percentages of children in low income households are in the central areas of Blackpool.
- Bloomfield, Brunswick, Claremont, Park and Clifton have several pockets of children in poverty above 42% of all children in those areas.

The map of poverty shares many similarities with maps for:

- Child Protection Plans
- Indices of Deprivation 2010
- Free School Meals Recipients
- Out-of-work Benefit claimants

The Blackpool Child Poverty Needs Assessment also highlighted potential links (not cause and effect) between child poverty and:

- Employment
- Education & Skills
- Health outcomes
- Areas with higher Crime levels
- Areas with high Fuel poverty
- Teenage pregnancy



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Blackpool Children and Young People’s Partnership: (Draft) Terms of Reference

Scope of the Partnership

1. To provide strategic leadership with responsibility for overseeing the delivery of the children’s health and wellbeing agenda on behalf of the Health and Wellbeing Board

The Blackpool Children and Young People’s Partnership will operate as the key strategic group with responsibility for overseeing and shaping the delivery of the children’s health and wellbeing agenda on behalf of the Health and Wellbeing Board.

The BCYPP is responsible for developing and overseeing delivery of a strategy for improving outcomes for children and young people (Children and Young People’s Partnership Strategy 2015-19), taking account of the priorities of the Health and Wellbeing Board and evidence in the Joint Strategic Needs Assessment.

The Strategy will address the root causes of poor outcomes through an upstream approach to population change. This will primarily focus on cross-cutting factors which address the health, wellbeing and life chances of children, including poor dental health, factors leading to poor health outcomes, e.g. nutrition, exercise; child and adolescent mental health; poor educational attainment and the primary/secondary school transition; and development in the early years.

The Partnership will deliver the statutory responsibility of the Health and Wellbeing Board with regards to children with special educational and complex needs as set out in Department of Health guidance¹.

2. Influence relevant strategies to address wider issues around children’s outcomes

In delivering the CYPP Strategy, the role of the Partnership will be to:

- Align partner budgets towards work delivering the priorities;
- Influence the commissioning process;
- Reshape existing plans and services relating to children’s outcomes to deliver the transition from downstream to upstream services (see number 5 below);
- Ensure services are delivered in a more integrated and effective way.

There are a number of strategies which are planned or being implemented which the Children and Young People’s Partnership will need to shape to bring in line with the CYPP Strategy; these are included in its review plan for 2014-16.

1

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/357447/DH_HWB_children_s_guidance.pdf

The Partnership will assess the scale and nature of impact on children of emerging strategies and bids and ensure that it has the opportunity to influence and make recommendations on these at the earliest stage.

3. Act as the project board for multi-agency partnership bids and projects around children

In order to deliver effectively, the Partnership will act as the project board for any national initiatives, projects or funding bids which have improving children's outcomes at their core. This initially includes Head Start and Better Start. These Terms of Reference will be amended to include other multi-agency partnership projects as they are developed.

4. Ensuring evidence-based decision-making and evaluation on children's projects and initiatives

The Children's Strategic Needs Assessment provides the evidence base for the selection of our priorities, and the Partnership has responsibility for ensuring that it is updated and used to inform priority setting and decision making. A public health approach also requires that we implement approaches which are proven, or where this is not possible, which have a scientific rationale.

The government's What Works Network² aims to improve the role of high quality evidence in informing decisions about public services. The Education Endowment Foundation, the National Institute for Clinical Excellence and the Early Intervention Foundation are the three evidence centres most relevant to the scope of the Children and Young People's Partnership. In determining how the approach to delivering better children's outcomes can move upstream, the Partnership will consider evidence from these and other quality sources, using the findings to shape the approach of individual partners.

5. Direct the transition to upstream services

The shift from resource intensive downstream services towards population-level upstream services needs careful oversight of the projects being delivered and the performance indicators identified as being relevant. The Partnership needs to shape the movement of investment between downstream and upstream interventions. Equally, it needs to be able to identify significant gaps in downstream service delivery which may need to be plugged pending the upstream approaches starting to make an impact.

6. Develop and oversee commissioning arrangements

The Partnership will develop an integrated commissioners' view of the change needed which will include looking at aligned or pooled budget arrangements, and ensuring that funding streams are targeted at initiatives which make the biggest long term impact on improving children's health and wellbeing and life chances.

² More information is available from <https://www.gov.uk/what-works-network>

Governance and Operational Arrangements

Membership

The Partnership is made up of a core membership of strategic leaders at director or deputy director level, with decision making capacity:

Cabinet Member, Children’s Services (Chair)
Opposition Member
Chair, Safeguarding Children Board
Director of Public Health, Blackpool Council
Deputy Chief Executive, Blackpool Council
Director of Children’s Services, Blackpool Council
Chair, Clinical Commissioning Group
Chief Operating Officer, Clinical Commissioning Group
Deputy Chief Executive, Blackpool Teaching Hospitals
Chief Superintendent, Blackpool Police, Lancashire Constabulary
NSPCC Blackpool representative (Better Start Director – when appointed)
Primary School representative(or Chair of Schools Forum)
Secondary School representative (or Chair of Schools Forum)

Structure

To ensure delivery of the CYPP Strategy, the Partnership will have oversight of a number of operational-level implementation groups. This approach ensures that there is a direct link between delivering joint initiatives on the ground and implementing the strategy.

Where bids for funding or joint projects are being developed, the Partnership will initially act as the group overseeing this work with responsibility for oversight passing to the implementation group on completion or the award of funding. Examples of this include the Better Start and Head Start projects. The Partnership will receive regular reports on the progress of such initiatives.

Responsibilities

Board members will take responsibility for ensuring the Partnership delivers the strategy by working on the items identified above in the “Scope” section. In addition to this they will take responsibility **within their organisations** for the following aspects of delivering the strategy:

- Provide strategic leadership on children’s issues at an organisational and partnership level;
- Promote integrated working on children’s initiatives through joined up commissioning plans;
- Ensure that the delivery of positive outcomes for children are considered and wherever appropriate built into the plans and strategies of their organisations;
- Work to ensure the support of their organisations for joint commissioning and pooled budget arrangements;

And as **board members of the Partnership** for the following:

- Assess children’s general needs and wellbeing by overseeing the development and the refresh of the Children’s Strategic Needs Assessment as part of the Joint Strategic Needs Assessment;
- Develop and deliver The Children and Young People’s Partnership Strategy 2015 – 19 based on the CSNA and quality evidence around initiatives which will work;
- To influence the Council’s approach to planning, transport, housing, environment, economic development, community safety and any other relevant areas around positive outcomes for children;
- To ensure funding streams facilitate long term, upstream improvements in children’s outcomes;
- To consider the balance of upstream and downstream services required to deliver the best long term approach to raising aspirations and shape this appropriately;
- To develop and implement appropriate engagement and involvement arrangements with children and young people and groups advocating and representing them.

Meetings

Partnership meetings are currently held every two months. Establishing the role of the Partnership as an early influencer of activity will require a different approach. It is suggested that the two-monthly pattern of formal meetings is maintained, but interspersed with up to four informal discussions and development sessions per year. Standing items will include the review of strategies detailed above in the form of a presentation and debate, consideration of emerging projects and bids, and reports from commissioners.

Support

The development of the CYPP Strategy and Partnership work plan will be led by the Council’s Corporate Development Team. Executive and Regulatory Services will provide administrative support for the meetings.

Report to:	SCRUTINY COMMITTEE
Item number	8
Relevant Officer:	Steve Sienkiewicz, Scrutiny Manager.
Date of Meeting	20 th November 2014

SCRUTINY PANEL UPDATE

1.0 Purpose of the report:

1.1 The Committee to consider progress updates on the appointed Scrutiny Panels including verbal updates from Lead Members.

2.0 Recommendation(s):

2.1 To note the update report from the Scrutiny Lead Members.

3.0 Reasons for recommendation(s):

3.1 To ensure the Committee is fully appraised as to the progress of work of its appointed Panels.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council's approved budget? N/A

3.3 Other alternative options to be considered: None.

4.0 Council Priority:

4.1 N/A

5.0 Background Information

5.1 The purpose of the report is to provide the Scrutiny Committee with an update on the work of the Scrutiny Panels, outlined in the report attached at Appendix 8a.

5.2 Lead Members will be invited to give a verbal update regarding work undertaken and planned and to feedback to the Committee on the reviews currently in progress.

Does the information submitted include any exempt information? No

List of Appendices:

Appendix 8a: Scrutiny progress report.

6.0 Legal considerations:

6.1 None.

7.0 Human Resources considerations:

7.1 None.

8.0 Equalities considerations:

8.1 None.

9.0 Financial considerations:

9.1 None.

10.0 Risk management considerations:

10.1 None.

11.0 Ethical considerations:

11.1 None.

12.0 Internal/ External Consultation undertaken:

12.1 None.

13.0 Background papers:

13.1 None.

SCRUTINY	MEMBERS INVOLVED	DATE COMMENCED	SUPPORTING OFFICERS	PROGRESS REPORT
Housing, Public Safety and Enforcement and Street Scene and the Environment - Councillor Galley				
Community Safety Partnership (CSP) Scrutiny Panel	Councillors: Galley (Lead Member), Stansfield, D. Coleman, Green, Hutton, M. Mitchell.	Ongoing statutory responsibility under Police and Justice Act legislation	Paolo Pertica	The last meeting of the Panel was held on 28th October 2014 and considered the performance data of the Community Safety Partnership, Substance Misuse – drugs and alcohol, Changes to Anti-Social Behaviour Legislation, Burglary and the Community Safety Landscape across Lancashire. The date of the next meeting will be confirmed in due course.
Tourism and Leisure, Highways, Transport and Equality and Diversity - Councillor Mrs Callow				
Outside Bodies Scrutiny Panel	Councillors: Mrs Callow (Lead Member), Doherty, D. Coleman Green, Hutton, M. Mitchell, O'Hara and Stansfield	November 2012	Various	This is an on-going Panel to scrutinise the performance and strategies of the Blackpool Zoo, which is part-owned, by the Council. The Panel last met on 28 th April and the schedule for the next round of meetings has now been arranged as follows: Blackpool Zoo – 13 th November 2014, 2.00 pm at the Town Hall.
Children's Services and Culture and Heritage - Councillor Stansfield				
Children's Services (Safeguarding) Review Panel	Councillors Stansfield, D. Coleman, Green, Hutton, O'Hara and Ryan, Mrs Jackson	January 2014 - ongoing	Delyth Curtis Dominic Tumelty	The last meeting of this Review Panel was held on 17 th September 2014. The next meeting is due to be held on 26 th November 2014.

Education Scrutiny Review Panel	Councillors Stansfield (Lead Member), O'Hara, Hutton, D Coleman, Green	January 2013 - ongoing	Delyth Curtis Carl Baker Charlotte Clarke	<p>This Review Panel is now fully established and meeting on a regular, timetabled basis. An update of the work of the Panel to date was considered at the Scrutiny Committee meeting in October 2014 and further updates will be provided to the Committee at timely intervals.</p> <p>The last meeting of the Panel was held on 25th September 2014 at Montgomery Academy.</p> <p>The next meeting of the Panel will be held on 6th November 2014.</p>
Urban Regeneration – Councillor Doherty				
Apprenticeships Scrutiny Review Panel	Cllrs Elmes (Lead Member), Evans, Henderson, Hutton, O'Hara	March 2014	Peter Legg Mike Taplin Linda Dutton	<p>Following the final report of the Panel being approved by the Scrutiny Committee on 1st May 2014, it was subsequently approved by the Executive on 19th May 2014.</p> <p>Progress on the recommendations will be reported to Panel Members in due course.</p>
Outside Bodies Scrutiny Panel	Councillors: Doherty, Mrs Callow, D. Coleman Green, Hutton, M. Mitchell, O'Hara and Stansfield	November 2012	Alan Cavill Rob Green	<p>This is an on-going Panel to scrutinise the performance and strategies of the Blackpool, Fylde and Wyre Economic Development Company, which is part-owned, by the Council. The Panel last met on 28th April and the schedule for the next round of meetings has now been arranged as follows:</p> <p>Economic Development Company: 12th March 2015, 2.00 pm at the Town Hall.</p>
Corporate Management and Resources – Councillor Benson				
Priority reporting and monitoring	Scrutiny Committee	Ongoing	Corporate Leadership Team	Reporting in September 2014, November 2014 and February 2015. Progress reports against the Council's key corporate priorities. Due to the strategic nature of this item, it was agreed that it would be reported to the full Committee.

Public Health and Adult Social Care - Councillor Mrs Henderson MBE				
Visits to Care Homes	Councillors Henderson MBE, Hutton, Ryan and O'Hara	November 2013	Val Raynor	An initial briefing for interested Members was held on the 23 rd October 2013. Members are accompanying inspection staff in visits into care and nursing homes on an on-going basis and an update report highlighting the work undertaken will be submitted to a future meeting of the Scrutiny Committee.

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Report to:	SCRUTINY COMMITTEE
Item number	9
Relevant Officer:	Steve Sienkiewicz, Scrutiny Manager.
Date of Meeting	20 th November 2014

COMMITTEE WORKPLAN

1.0 Purpose of the report:

1.1 The Committee to consider the Scrutiny Workplan, together with any suggestions that Members may wish to make for scrutiny review topics.

2.0 Recommendation(s):

2.1 To approve the Committee Workplan, taking into account any suggestions for amendment or addition.

3.0 Reasons for recommendation(s):

3.1 To ensure the Workplan is up to date and is an accurate representation of the Committee's work.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council's approved budget? N/A

3.3 Other alternative options to be considered:

None.

4.0 Council Priority:

4.1 N/A

5.0 Background Information

5.1 The Scrutiny Committee Workplan is attached at Appendix 9a.

5.2 Committee Members are also invited, either now or in the future, to suggest topics that might be suitable for scrutiny. In so doing, Members are requested to be mindful of the scrutiny selection checklist that is attached to this report at Appendix 9b. At the Committee meeting on 9th June 2011 it was decided that the checklist should form part of the mandatory scrutiny procedure. It should therefore be completed and submitted for consideration by the Committee, prior to a topic being approved for scrutiny.

Does the information submitted include any exempt information?

No

List of Appendices:

Appendix 9a : Scrutiny Committee Workplan.

Appendix 9b: Scrutiny Selection Checklist - (blank template).

6.0 Legal considerations:

6.1 None.

7.0 Human Resources considerations:

7.1 None.

8.0 Equalities considerations:

8.1 None.

9.0 Financial considerations:

9.1 None.

10.0 Risk management considerations:

10.1 None.

11.0 Ethical considerations:

11.1 None.

12.0 Internal/ External Consultation undertaken:

12.1 None.

13.0 Background papers:

13.1 None.

SCRUTINY COMMITTEE WORKPLAN 2014/2015

Housing, Public Safety and Enforcement and Street Scene and the Environment – Lead Member: Cllr Galley	Community Safety Partnership Scrutiny Review Panel (statutory responsibility). Two meetings will be held per year. Last met on 28 th October. Next meeting will be confirmed in due course
	Regular updates on the Transience Projects – Last update report to Committee on 12th December 2013. Next update TBC.
	Potential topics for consideration, identified through discussions with the Cabinet Member: <ul style="list-style-type: none"> • Impact of the mobile recycling centre • Decent Homes
Tourism and Leisure, Highways, Transport and Equality and Diversity Lead Member: Cllr Mrs Callow	Outside body standing panels (one meeting each annually): <ul style="list-style-type: none"> • Blackpool Zoo – Next meeting to be held on Thursday, 13th November 2014
	Prosperous Town Theme Report – Report will be presented to the Committee in November 2014.
Children’s Services and Culture and Heritage Lead Member: Cllr Stansfield	Education Scrutiny Review Panel - Standing Panel, Ongoing. Update reports received quarterly, last report presented October 2014. Last meeting due took place on 6th November 2014.
	Children’s Services (Safeguarding) Scrutiny Panel - Standing Panel, Ongoing. Next meeting due to take place on 26th November 2014. An annual report will submitted to Committee in January 2015.
	Children’s Services Annual report was considered at the December 2013 meeting. To be considered annually by Committee.
Urban Regeneration Lead Member: Cllr Doherty	Flood Risk Scrutiny Review Panel - Annual report to Scrutiny Committee on flood risk issues and progress now the Panel has completed its work. First report presented October 2014.
	Apprenticeships Scrutiny Review Panel - ‘In a day’ review to be held 26 th March 2014. Final report approved by Scrutiny Committee May 2014. All recommendations accepted by Executive.

SCRUTINY COMMITTEE WORKPLAN 2014/2015

	<p>Progress report due January 2015.</p> <p>Bathing Water Scrutiny Review Panel - Final report approved by Committee 13th June 2013 (led by Cllr Mrs Callow). The Committee agreed that the Panel should meet annually to monitor progress. Next meeting expected to be February 2015.</p> <p>Outside body standing panel (one meeting annually):</p> <ul style="list-style-type: none"> • Blackpool Economic Development Company –Next meeting due to be held on Thursday, 12th March 2015.
<p>Corporate Management and Resources. Lead Member: Cllr Benson</p>	<p>Quarterly progress reports against the Council's priorities - Reports due to Committee in September 2014, November 2014 and February 2015.</p> <p>Council Complaints Annual Report - Report will be next presented to the Scrutiny Committee in June 2015.</p>
<p>Public Health and Adult Social Care. Lead Member: Cllr Mrs Henderson MBE.</p>	<p>Scrutiny Committee to monitor handling of CAF complaints, following Executive decision EX/11/2013. Last reported September 2013. To be considered annually by Committee.</p> <p>To consider Adult Safeguarding matters, including the annual Safeguarding report. Quarterly reports to Committee. Last report to Committee on 17th October 2014.</p> <p>Care Home Visits – The visits have commenced, following the initial briefing that was held on 23rd October 2013. An update report was presented to Committee on 20th March 2014 and there will be a further update presented in January 2015.</p> <p>Child Poverty - regular reports to be received by Committee as per recommendation at the Scrutiny Committee meeting in October 2013. Next report to Committee 20th November 2014.</p>

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