

# Blackpool Council

18 February 2015

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

The above members are requested to attend the:

## SCRUTINY COMMITTEE

Thursday, 26 February 2015 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 Governance in advance of the meeting.

### 2 MINUTES OF THE LAST MEETING HELD ON 22ND JANUARY 2015 (Pages 1 - 6)

To agree the minutes of the last meeting held on 22<sup>nd</sup> January 2015 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 2/2015.

**6 HEALTHY COMMUNITIES THEME REPORT 2014/15** (Pages 23 - 68)

To receive current performance information against Council priorities 4, 7, 8 and 9.

**7 CHILDREN'S SERVICES (SAFEGUARDING) SCRUTINY REVIEW PANEL** (Pages 69 - 72)

To consider the report of the Children's Services (Safeguarding) Scrutiny Review Panel.

**8 EDUCATION SCRUTINY REVIEW PANEL** (Pages 73 - 76)

To consider the report of the Education Scrutiny Review Panel.

**9 SCRUTINY PANEL UPDATE** (Pages 77 - 82)

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

**10 COMMITTEE WORKPLAN** (Pages 83 - 88)

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

**11 DATE OF NEXT MEETING**

To note that the date of the next meeting will be confirmed at Annual Council on 22nd May 2015.

**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](mailto: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](http://www.blackpool.gov.uk).

## MINUTES OF SCRUTINY COMMITTEE MEETING - THURSDAY, 16 OCTOBER 2014 JANUARY 2015

### Present:

Councillor Mrs Taylor (in the Chair)

### Councillors

Elmes	Doherty	Galley	Mrs Jackson
I Coleman	Stansfield	L Taylor	M Mitchell
D Coleman	Benson	Smith	Robertson BEM

### In Attendance:

Ms K. Smith, Head of Adult Care and Support.  
Ms L. Gornall, Principal Social Worker.  
Mr P. Charlesworth, Safeguarding Adults Co-ordinator.  
Mr C. Carrington, Service Manager, Built Heritage.  
Mr S. Sienkiewicz, Scrutiny Manager.

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

Councillor K. Rowson, Cabinet Member for Adult Social Care.

Councillor G. Cain, Cabinet Member for Tourism and Leisure.

Councillor C. Wright, Cabinet Member for Culture and Heritage.

### 1 DECLARATIONS OF INTEREST

There were no declarations of interest on this occasion.

### 2 MINUTES OF THE LAST MEETING HELD ON 20<sup>TH</sup> NOVEMBER 2014

The Committee agreed that the minutes of the Scrutiny Committee meeting held on 20<sup>th</sup> November 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/58/2014 'Rail North Limited – Blackpool Council Membership', as to what the objectives were in relation to the Council's membership of the organisation. In the absence of the relevant Cabinet Member, Councillor Jones, Mr S. Sienkiewicz, Scrutiny Manager, agreed to obtain an answer to the question and forward this onto the Committee members in due course.

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

**MINUTES OF SCRUTINY COMMITTEE MEETING - THURSDAY, 16 OCTOBER 2014JANUARY  
2015**

**5 FORWARD PLAN**

The Committee considered the items contained within the Forward Plan, issue number 12/2014.

The Committee agreed to note the Forward Plan items.

**6 SAFEGUARDING ADULTS AT RISK, FINDINGS AND SERVICE RESPONSES**

Ms L. Gornall, Principal Social Worker (Adults), presented a report to the Committee which detailed the findings and service responses in relation to safeguarding adults at risk for quarters 1 and 2 of 2014/15.

The report commenced by highlighting the key facts, which were explained as follows:

The Safeguarding Adults Framework was accessible to all individuals aged 18 years of age or above, if they had been harmed or were at risk of harm and were unable to protect themselves – whether or not they were eligible to receive social care services.

In 2013/14, 771 safeguarding alerts had been raised with the Council at year end and in Quarters 1 and 2 of 2014/15, 307 alerts had been raised. Of the 307 alerts, 49 were deemed to be not safeguarding, 110 were incident only and 148 were referred for further investigation, which had often required complex and lengthy multi-disciplinary enquiries. 91 of those 148 investigations had been completed at the end of Quarter 2.

The Committee was informed of the types of abuse that were cited within alerts. It was pointed out that often, one alert for one person would cite that more than one type of abuse had occurred and therefore the number of types would therefore exceed the number of cases that were investigated. Of the 148 cases that were referred for investigation, the main types of abuse cited (229) were:

75 neglect, mistreatment and acts of omission (as one type).  
47 financial.  
47 psychological.  
30 physical.  
13 institutional (to be known from April 2015 as organisational).  
10 sexual abuse.  
7 other.

In relation to age and gender, of the 148 cases referred for further investigation, 36 related to adults aged 18-64 and 101 related to adults aged over 65 (where recorded). Of those 148, 53% were female and 43% male (where recorded).

Members were then given details of the outcomes of the investigations. Of the 91 cases both referred for investigation and completed by the end of Quarter 2, outcomes based upon the balance of probabilities were found to be as follows:

19 were found to be not safeguarding and after further enquiries, 20 were found to be

**MINUTES OF SCRUTINY COMMITTEE MEETING - THURSDAY, 16 OCTOBER 2014 JANUARY  
2015**

inconclusive, where insufficient information was available to make a fair judgement on balance.

34 were not substantiated, where all of the allegations in the case were found not to be substantiated.

9 were partly substantiated, where findings of fact related to some of the types of abuse that were alleged were found.

8 were wholly substantiated, where there were findings of fact around all types of abuse within the allegation.

Ms Gornall went on to outline the service responses and future plans, which were summarised as follows:

Amendments to the recording processes had been undertaken since March 2014 in order to expedite the speed at which cases were concluded.

In depth audit processes were now being undertaken to ensure accurate recording, with 150 audits having been undertaken since April 2015.

Listening reviews were being undertaken by an independent advocacy provider.

A 'thinking framework'/decision support tool was being developed, along with a publicity campaign.

A peer review process was being undertaken.

Closer working between front line staff and commissioning and contract monitoring teams was now being undertaken.

Closer operational involvement was being carried out with care provider forums.

There would be a rewrite of the Multi-Agency Safeguarding Adults Policy.

Training was being carried out for internal staff and partner agencies about the new requirements under The Care Act 2014.

To conclude, the Committee was informed of the implications of The Care Act 2014 that would impose additional requirements on local authorities, police and health organisations from April 2015. The main requirements were explained as follows:

Safeguarding Adults Boards would become the statutory responsibilities of local authorities and The Care Act would require co-operation across agencies.

The local authority would co-ordinate all enquiries brought to its attention.

The local authority would have to make enquiries, or cause enquiries to be made in appropriate cases (previously known as 'investigations').

Domestic abuse and 'self neglect' in some cases would become additional areas for consideration and enquiry.

The Committee was informed that in Blackpool, all partner agencies and commissioned services would be guided by the revised Multi-Agency Safeguarding Adult Policy.

The Committee agreed to note the report.

Background Papers: None.

**7 COMMUNITY SAFETY PARTNERSHIP SCRUTINY PANEL**

**MINUTES OF SCRUTINY COMMITTEE MEETING - THURSDAY, 16 OCTOBER 2014JANUARY  
2015**

The Committee considered a report which summarised the outcomes of the last meeting of the Community Safety Partnership Scrutiny Panel which took place on 28<sup>th</sup> October 2014.

Councillor Galley spoke of the implications of the Anti-Social Behaviour, Crime and Policing Act 2014 and the impact on what this would mean for Blackpool. He explained that a consultation, at local level, would be carried out after the elections in May 2015, the outcome of which would have a bearing on the possibility of Public Space Protection Orders, to deal with local issues of anti-social behaviour.

The Committee agreed on the importance of as many local people as possible taking part in the consultation, including young people. Members voiced concerns regarding enforcement issues and agreed that flexibility and how enforcement would be carried out would be key. Concerns were also expressed about introducing any new powers unless they were considered to be absolutely necessary.

The Committee agreed to note the content of the report

Background papers: None.

**8 REFERRAL FROM PUBLIC PROTECTION SUB-COMMITTEE**

The Committee considered a referral from the Public Protection Sub-Committee regarding a possible scrutiny review of landaus on the promenade.

Members agreed that it would be beneficial to undertake an in-depth scrutiny review on the topic, but to defer commencement of the review until the start of the new Municipal Year.

Background Papers: None.

**9. SCRUTINY PANEL UPDATE**

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

Members queried the date of the next scrutiny panel meeting with Blackpool Zoo and also whether the Blackpool Airport scrutiny panel would continue to meet, given the current status of the airport. Mr S. Sienkiewicz, Scrutiny Manager, agreed to make further enquiries and report back at the next meeting.

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.

The Committee agreed to note the Workplan.

**MINUTES OF SCRUTINY COMMITTEE MEETING - THURSDAY, 16 OCTOBER 2014JANUARY  
2015**

Background papers: None.

**9 DATE OF NEXT MEETING**

The Committee agreed to note the date of the next meeting as Thursday 26<sup>th</sup> February 2014, at 6.00pm.

**Chairman**

(The meeting ended 6.45 pm)

Any queries regarding these minutes, please contact:  
Steve Sienkiewicz, Scrutiny Manager.  
Tel: (01253) 477123  
E-mail: [steve.sienkiewicz@blackpool.gov.uk](mailto:steve.sienkiewicz@blackpool.gov.uk)

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<b>Report to:</b>	<b>SCRUTINY COMMITTEE</b>
<b>Relevant Officer:</b>	Steve Sienkiewicz, Scrutiny Manager.
<b>Date of Meeting</b>	26 <sup>th</sup> February 2015

## 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 29<sup>th</sup> 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.

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<b>Report to:</b>	<b>SCRUTINY COMMITTEE</b>
<b>Relevant Officer:</b>	Steve Sienkiewicz, Scrutiny Manager.
<b>Date of Meeting</b>	26 <sup>th</sup> February 2015

## 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 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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DECISION / OUTCOME	DESCRIPTION	NUMBER	DATE	CABINET MEMBER
<p><b><u>CLAIM UNDER COMPULSORY PURCHASE ORDER - BLACKPOOL BODY PIERCING</u></b></p> <p>1. To pay the agents fees of £6,027.50 and to deposit with the courts the amount of £9,279.99.</p> <p>2. To note that when the period of limitations expires the monies can be reclaimed by the Council and may then be used to clear the outstanding debt of £9,028.57.</p>	<p>To consider a proposed final payment of a claim under the Compulsory Purchase Act 1965.</p>	<p>PH/4/2015</p>	<p>23/1/15</p>	<p>Councillor Blackburn</p>
<p><b><u>DISPOSAL OF LAND – LANCASHIRE ENERGY HEADQUARTERS</u></b></p> <p>To agree to the disposal on the terms as referred to in the Heads of Terms.</p>	<p>The disposal of land to Blackpool and the Fylde College for the provision of the Lancashire Energy Headquarters.</p>	<p>PH/8/2015</p>	<p>3/2/15</p>	<p>Councillor Blackburn</p>
<p><b><u>DESIGNATION OF FOXHALL CONSERVATION AREA AND RAIKES HALL CONSERVATION AREA AND EXTENSION OF TOWN CENTRE CONSERVATION AREA</u></b></p> <p>1. To designate the area of Foxhall shown on the plan attached at Appendix 2b, to the Executive report, as a Conservation Area to be known as Foxhall Conservation Area.</p> <p>2. To designate the area of Raikes Hall shown on the plan attached at Appendix 2d, to the Executive report, as a Conservation Area to be known as Raikes Hall Conservation Area.</p> <p>3. To designate the area shown on the plan at Appendix 2e, to the Executive report, as a Conservation Area as an extension to the existing Town Centre Conservation Area and together to be known as the Town Centre Conservation Area.</p>	<p>To consider the formal designation of a Foxhall Conservation Area and a Raikes Hall Conservation Area, and the formal extension of the Town Centre Conservation Area</p>		<p>9/2/15</p>	<p>Councillor Wright</p>

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<b>Report to:</b>	<b>SCRUTINY COMMITTEE</b>
<b>Relevant Officer:</b>	Steve Sienkiewicz, Scrutiny Manager.
<b>Date of Meeting</b>	26 <sup>th</sup> February 2015

## FORWARD PLAN

### 1.0 Purpose of the report:

1.1 The Committee to consider the content of the Council's Forward Plan, issue number 2/2015

### 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 G. Cain

Does the information submitted include any exempt information?

No

**List of Appendices:**

Appendix 5 (a) – Summary of items contained within Forward Plan 2/2015.

**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

(MARCH 2015 TO JUNE 2015)

\* Denotes New Item

Page Nº	Anticipated Date of Decision	Matter for Decision	Decision Reference	Decision Taker	Relevant Cabinet Member
1	June 2015	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	June 2015	To approve the Built Heritage Strategy	23/2014	Executive	Cllr Wright
3	March 2015	To consider the proposed disposal of the Progress House site	32/2014	Executive	Cllr Blackburn
4	March 2015	To approve the Destination Management Plan	1/2015	Executive	Cllr Cain
5	March 2015	Capital redevelopment works associated within the Leisure Assets Portfolio	2/2015	Executive	Cllr Cain
*6	June 2015	Social Value Policy	3/2015	Executive	Cllr Blackburn
*7	June 2015	Revised Statement of Licensing Policy	4/2015	Council	Cllr Campbell

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<b>Report to:</b>	<b>SCRUTINY COMMITTEE</b>
<b>Relevant Officer:</b>	Ruth Henshaw, Corporate Development Officer
<b>Date of Meeting</b>	26th February 2015

## HEALTHY COMMUNITIES THEME REPORT 2014/15

### 1.0 Purpose of the report:

1.1 The Committee to receive current performance information against the following Council priorities:

**Priority 4** Improve health and wellbeing especially for the most disadvantaged

**Priority 7** Improve housing standards and the environment we live in by using housing investment to create stable communities

**Priority 8** Create safer communities and reduce crime and anti-social behaviour

**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 The relevant Council Priorities are:

- Improve health and wellbeing especially for the most disadvantaged
- Improve housing standards and the environment we live in by using housing investment to create stable communities
- Create safer communities and reduce crime and anti-social behaviour
- Deliver quality services through a professional, well-rewarded and motivated workforce

#### **5.0 Background information**

5.1 The Healthy Communities Theme Report is the last of the theme reports for 2014/15 and reviews performance for the priorities relating to health, housing, crime and community safety and delivering quality services. This will be last performance report for the current Council Plan 2013-15.

#### **5.2 Witnesses/representatives**

5.2.1 The following persons have been invited to attend the meeting to report on this item:

##### **Priority 4**

Cllr Eddie Collett

Dr Arif Rajpura, Director of Public Health

##### **Priority 7**

Cllr Gillian Campbell

Alan Cavill, Director of Place

##### **Priority 8**

Cllr Gillian Campbell

Alan Cavill, Director of Place

##### **Priority 9**

Cllr John Jones

Carmel McKeogh, Deputy Chief Executive

Marie McRoberts, Assistant Treasurer Revenues, Benefits and Customer Services

Ruth Henshaw, Corporate Development Officer

Does the information submitted include any exempt information?

No

**List of Appendices:**

Appendix 6a: Priority 4

Appendix 6b: Priority 7

Appendix 6c: Priority 8

Appendix 6d: Priority 9

**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 4

### IMPROVE HEALTH AND WELLBEING ESPECIALLY FOR THE MOST DISADVANTAGED

**Lead Member / Lead Officer – Cllr Eddie Collett & Dr Arif Rajpura**

In **Priority 4** we say that we will **improve health and wellbeing especially for the most disadvantaged**. This means that we will tackle the key causes of shorter life expectancy in Blackpool:

- Mortality in people under 75 from Respiratory Disease;
- Mortality in people under 75 from Cardiovascular Disease; and
- Mortality in people under 75 from Cancer.

#### Challenges 2014/15

Our focus this year will be:

- Healthcare;
- Lifestyle factors such as smoking, mental health, alcohol and healthy living; and
- Wider determinants of health.

#### Current Activity

##### **Healthcare:**

The NHS Health Check programme aims to help prevent heart disease, stroke, diabetes, kidney disease and certain types of dementia. The programme is available to people between the ages of 40 and 74 to assess their risk of developing these conditions and to provide support and advice to help them reduce or manage that risk. All Blackpool GP practices have signed up to deliver the programme and currently 76.08% of people who are offered an NHS Health Check received one, against an aspirational target of 75%.

##### **Lifestyle - Smoking:**

Smoking is a major factor in ill health. Around 400 people die prematurely every year in Blackpool, and a further 8,000 will suffer from smoking related diseases, such as bronchitis, emphysema, cardiovascular disease and cancer.

In addition to the provision of smoking cessation services, Public Health continue to focus on addressing the issues of tobacco-related harm by working together with other local authorities in Lancashire to implement the Lancashire Tobacco Control Strategy across the county. The strategy comprises of the following tobacco control measures:

- Stop the promotion of tobacco;
- Make tobacco less affordable;
- Effectively regulate tobacco products;
- Help tobacco users to quit;
- Reduce exposure to second-hand smoke; and
- Effectively communicate for tobacco control.

A Tobacco Control strategy has also been developed for Blackpool which focuses on three areas of work which we believe will have the biggest impact on reducing tobacco harm in Blackpool. These areas are:

- **Prevention** - creating an environment where young people choose not to smoke;
- **Protection** - protecting people from second-hand smoke; and
- **Cessation** - helping people to quit smoking.

In addition to national initiatives and campaigns, various steps have been taken locally to further reduce the harm from tobacco within our population, such as:

- The installation of smoke free signs in all parks and playgrounds.
- Smoke free hospital grounds to protect patients and visitors.
- Working with midwifery services and pregnant women to reduce the rate of pregnant women smoking at the time of delivery with initiatives including the introduction of carbon monoxide monitoring at 36 weeks and an opt out referral to stop smoking services.
- Working closely with colleagues such as Trading Standards on various operations relating to proxy sales of tobacco to children and the sale of illicit and illegal tobacco.
- Commissioning a lung health check project to find the 'Missing Millions', people who may be in the first stages of Chronic Obstructive Pulmonary Disease (COPD) with the aim of giving them information that would encourage them to seek help to stop smoking.

Public Health is also working with Tommy's, a national charity which funds research into pregnancy problems and provides information to parents, to develop and test an intervention that is reactive to women's needs and circumstances in Blackpool. The aim of the research is to develop a stop smoking intervention that is a) targeted specifically at young pregnant women, b) non-judgemental, c) convenient and cost effective and d) sustainable. This research is fully funded by Department of Health Innovation Excellence and Strategic Development Fund.

### **Lifestyle – Mental Health:**

Mental health problems are amongst the most common forms of ill health and there are strong links between mental and physical health. An estimated 13,500 people aged 18-64 in Blackpool suffer from mental health problems, with around 300 people suffering psychotic disorders. The actual numbers of suicides in Blackpool is small but is relatively high for the population size.

Work is underway on the development of a mental health and wellbeing campaign strategy for Blackpool to be implemented in 2015/16. The campaign aims to cover a wide demographic, focusing on those who may be experiencing low level mental health problems. Utilising social media and local transport to convey the campaign messages, the campaign will direct the individuals to the Wellness Service, social inclusion project and the activities offered by the wider Council departments and public mental health commissioned services such as arts for health.

Work is continuing around suicide prevention and the de-stigmatisation of mental health problems, with the delivery of suicide awareness training (safeTALK). The main aim of this training is to prepare frontline workers to identify people with thoughts of suicide and help connect them to suicide first aid resources. More in-depth Applied Suicide Intervention Skills Training (ASIST) has also been delivered to equip frontline workers with the skills needed to administer suicide first aid, with some of these key workers identified to attend safeTALK train the trainer training. This will enable us to build sustainable capacity locally to train as many people as possible in suicide awareness.

Social Prescribing services are now in place and embedded in Blackpool with a Single Point of Access. Social prescribing is an approach which seeks to improve people's health and wellbeing by providing

them with access to community-based activities which they could benefit from, for example social and leisure activities; exercise groups; volunteering opportunities; complimentary therapies etc. People experiencing mental health difficulties are given the opportunity to receive a package of care through a weekly group at Blackpool Sports Centre. Individuals are offered help to understand and manage their mental health and are encouraged to try out new activities which could have a positive impact on their wellbeing. For some individuals, their package of care may also include support to address practical issues such as accessing financial advice, employment support or childcare.

In collaboration with Altogether Now, UCreate and the Council's Communications Team, Public Health raised awareness of mental health by involving ten schools within the area to develop a radio campaign. The aim of the campaign was to promote positive mental health in line with World Mental Health Day.

### **Lifestyle – Healthy Living:**

**Blackpool Wellness Service** - this service has been commissioned for 3 years to support people to adopt a healthy lifestyle. The Wellness Service works collaboratively with the Workplace Wellness Service to provide support to local employers to promote, maintain and improve the physical and mental wellbeing of employees. The service also signposts and refers individuals to community early intervention services where appropriate. Work is currently ongoing to integrate the provision of debt advice into the service. The service has some paid staff but is mainly run by volunteers.

A variety of services are provided such as:

- **Health Trainers** - a free local service offering information and support about healthier eating, physical activity, stopping smoking, reducing alcohol intake, stress, relaxation and aspects of wellbeing. The service helps people set goals and motivates them to achieve more health goals through ongoing support.
- **Health Buddies Scheme** - to encourage and support anyone who wants to lead a healthier life but who lacks the confidence or motivation to make changes by themselves. This scheme supports people to access health related services; someone to get them through the door.
- **Cooking For Health** - a free local service to increase awareness of healthy eating and cooking meals on a budget. This scheme links closely with the Food Bank Partnership.
- **Health MOT Team** - provide health MOT checks and give advice and information on healthy lifestyle changes and factors relating to coronary heart disease. They also raise awareness of other factors that may impact on an individual's health.

The Wellness Service recently won an award at the Royal Society of Public Health (RSPH) Health and Wellbeing Awards 2014. The aim of the RSPH Health and Wellbeing Awards is to recognise achievement in the development and implementation of health promotion and community wellbeing strategies and initiatives. The Wellness Service won an award for demonstrating a cross-organisation approach and for embedding a health improvement strategy that is measurable, effective and efficient, enabling the individuals and communities served to improve their health.

**Healthy Living Pharmacy (HLP)** - The nationally recognised concept of HLP enables pharmacies to help promote healthy behaviour choices within the local community by delivering high quality health and wellbeing services, promoting health and providing proactive health advice.

Community pharmacies play an important role and are vital to the health of the local population. Community pharmacists and their team work at the heart of communities and are trusted professionals in supporting individual, family and community health. They are often the first point of contact for advice and medication.

HLP is being rolled out in Blackpool; to date 26 of our 44 pharmacies have signed up and are working towards HLP status. Being HLP accredited and displaying the HLP kite mark demonstrates consistent delivery of high quality services and a health and wellbeing ethos in the pharmacy. In Blackpool we have developed a 'Certificate of Commitment' which the pharmacies can display in their windows, once signed up to HLP and whilst working towards full accreditation.

**Falls Prevention** – Public Health have commissioned a scheme that has supported 'at risk' people to access an evidence-based exercise programme for falls rehabilitation. Clients who would benefit from targeted exercise to help in the prevention, management and rehabilitation of common problems in old age such as stroke, falls, and depression are referred to this programme.

### Lifestyle - Healthy Weight:

Carrying excess weight and leading an inactive lifestyle are linked with a wide range of serious health conditions. However, even small increases in physical activity can have a significant impact on reducing early deaths, help to control long term conditions and promote health improvement and quality of life.

A Healthy Weight Action Plan has been developed and implemented across partners of the Health & Wellbeing Board with the aim of transforming Blackpool into a health promoting town where choosing to eat a balanced diet and having a physically active lifestyle is the easiest option. The plan focuses on three key themes:

- To transform the environment so that it supports healthy lifestyles;
- To make healthier choices easier by providing information and practical support; and
- To secure the services needed to tackle excess weight.

Actions to tackle obesity and sedentary behaviour include:

- Fit2Go is a healthy lifestyle project, delivered by Blackpool Football Club Community Trust, under the umbrella of Altogether Now – a legacy for Blackpool. The project focuses on teaching young people and their families what is needed to live a healthy and long life, taking a preventative approach. The project has been running for 3 years and has contacted 10,000 young people and families. It is jointly and equally funded by Blackpool CCG, Blackpool Football Club Community Trust and the Council's Public Health department.
- Blackpool's Healthier Catering Award has completed its first year during which time a range of establishments have registered for the award, including Children's Centres, cafes, fish and chip shops and workplace restaurants. Examples of the simple changes that have been made include reducing sugar in rice puddings, reducing salt in mushy peas, introducing steamed fish options in fish and chip shops and increasing fibre content by offering wholegrain bread and cereals.
- The Children's Food Trust has reviewed menus and nutritional content for the free school breakfast scheme and provided their recommendations.
- Referral pathways are in place between specialist and community weight management services and other relevant services to support increased physical activity, including Leisure Services and the Wellness Service.
- Public Health held an engagement event for Sustainable Food Cities in partnership with the pan-Lancashire Sustainable Food Network, bringing together local organisations. The Sustainable Food Cities approach involves developing a cross-sector partnership of local public agencies, businesses and non-government organisations committed to working together to make healthy and sustainable food a defining characteristic of where they live.



### Lifestyle – Alcohol / Substance Misuse:

There are numerous harmful effects from regularly drinking more than the recommended levels of alcohol, such as liver problems, high blood pressure, increased risk of various cancers and heart attack. Blackpool has some of the worst levels of alcohol-related harm in the country.

In June 2013, the Health & Wellbeing Board approved the Alcohol Strategy 2013-16 for Blackpool. The strategy has four objectives:

- Reduce alcohol-related ill health;
- Reduce alcohol-related anti-social behaviour and crime;
- Improve Blackpool's cultural attitude to alcohol, providing a safe, enjoyable and sustainable environment for visitors and residents to improve the town's economy; and
- Provide a safe alcohol-free environment for children and empower young people to make informed decisions in relation to alcohol.

To contribute towards reducing alcohol-related ill health, a training programme has been commissioned to increase the number of frontline staff trained to deliver Alcohol Identification and Brief Advice (IBA). The purpose of an IBA is to enable frontline staff to identify individuals whose drinking might be impacting on their health and provide advice to motivate them to reduce their alcohol consumption.

The contracts for integrated drug and alcohol treatment services for adults aged 18 plus have been successfully retendered, with contracts being awarded to Addiction Solutions, Delphi Medical and Renaissance Drugline Lancashire. These organisations work as a partnership known as Horizon Community Services to deliver recovery focused treatment services in Blackpool. Horizon also helps individuals address their wider needs such as housing issues, benefits advice, employment and training. Criminal Justice has been incorporated into the mainstream service and a bespoke employment advisor is also in post.

Public Health has developed a community partnership to address alcohol harm through the establishment of an alcohol citizen's inquiry in Grange Park. Partners include Public Health, Community and Environmental Services, Trading Standards, health services, the voluntary sector, local businesses and elected members. The 20 residents involved in the inquiry have established a range of recommendations, including:

- Establishing a community centre with a range of services in Grange Park;
- Greater community involvement in establishing licensing policy and granting of licenses;
- Reducing the hours of supply of alcohol, including off sales;
- Banning alcohol advertising;
- Constraining alcohol sales to specific areas of stores;
- Increased alcohol education in schools and the community;
- Improved marketing for alcohol services and eased accessibility; and
- Increased use of CCTV.

All partners agreed to look at the recommendations and commit to exploring those options within their service areas, and to provide support to the residents to deliver their own projects or lobby others to act. Public Health has committed further training to the participants to enable them to advocate actively for change.

Public Health commissioned Trading Standards to carry out test purchasing on Blackpool premises selling alcohol to ensure that alcohol is not sold to under 18s and that all retailers operate as safely as possible. They had a 100% success Deny to Serve rate.

### **Wider Determinants - Affordable Warmth:**

In Blackpool there are around 20% more deaths in winter than the rest of the year. In order to reduce these excess winter deaths we are exploring strategic schemes to promote affordable warmth; predominantly the Green Deal and the Energy Company Obligation (ECO). The Green Deal is a scheme which lets people pay for energy efficiency improvements through savings on their energy bills. The Energy Company Obligation is in 3 parts – the Affordable Warmth Obligation to provide heating and insulation improvements for low income and vulnerable households; the Carbon Saving Obligation to provide funding to insulate solid-walled properties and those with hard to treat cavity walls; and the Carbon Saving Communities Obligation to provide insulation measures to people living in the bottom 15% of the UK's most deprived areas.

Funding has been secured to appoint a consultant to establish whether the Council should be a provider of Green Deal and ECO services, to ensure maximum take up of the services for Blackpool residents and create local jobs. The consultant will also explore options to implement ECO within Lancashire Public Health teams. The Lancashire Home Energy Group will oversee the appointment of the consultant and will progress any recommendations made. A Lancashire-wide organisation / community interest company is also being established to bid for energy company resources.

### **Wider Determinants - Healthy Urban Planning:**

Public Health fund the Healthy Urban Planning agenda which aims to integrate the consideration of health objectives into the processes that create and manage the built environment we live in. It promotes the idea that a town or city is much more than buildings, streets and open spaces; it is a living community which can greatly impact on the health of its residents.

The position of Healthy Urban Planning Officer is currently out to advert. Once appointed, the post holder will work on the development of a Green Infrastructure Strategy and a set of Strategic Planning Directives to promote healthy planning, as well as conduct Health Impact Assessments on all major new developments.

### **Wider Determinants - Housing:**

Housing quality has a huge impact on people's health and wellbeing. Public Health has contributed significantly to the selective licensing process through pump priming the Transience Team. This team works with the selective licensing officers to undertake brief interventions, identify health, social care and wellbeing needs and support people to access services, for example, to re-engage people with drug or alcohol treatment services.

### **Wider Determinants - Employment:**

A number of employment programmes are underway, particularly targeting the selective licensing area, people in drug or alcohol treatment services and people living with HIV to regain employment. These programmes, delivered by Positive Steps, have shown significant outcomes.

## Priority 4 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
Healthcare	<b>To implement a system of health checks to identify people at risk of developing heart disease, stroke, diabetes, kidney disease or vascular dementia.</b>	All GP practices signed up to scheme and delivering	Mar 2015	PH	Liz Petch	
		Training and support needs identified at contract review meetings during January 2014				
Smoking	<b>To protect children from the harm of tobacco by increasing public awareness of the health impacts of secondhand smoke</b>	Raise public awareness of the health benefits of smoke free homes.	Mar 2015	PH	Liz Petch	
		Raise awareness and campaign for smoke free cars via culture and legislation.				
		Install 240 'No Smoking' signs in public parks, health centres and schools.				
Mental Health	<b>Update and implement the mental health action plan for Blackpool Council</b>	Update the existing mental health action plan, in line with the Health and Wellbeing Board thematic review of mental health and any new evidence of need and effective interventions.	Mar 2015	PH	Emily Davis	
	<b>To promote social prescribing schemes to promote mental health including arts for health and books on prescription</b>	Raise the general public's knowledge of how to improve mental health and wellbeing, to increase self-help behaviour and challenge stigma associated with asking for help. Provide a preventative social prescribing service that is embedded within both the single point of access for mental health and the wellness service	Mar 2015	PH	Emily Davis	
Healthy Living	<b>Deliver training to Care Homes to improve staff understanding and practice in relation to fall prevention, healthy eating, physical activity, emotional health and wellbeing, tobacco control and other Public Health priorities</b>	10 care homes to have completed the full programme	Mar 2014	PH	Chloe Dobson	
		100% of care homes in Blackpool contacted with relevant educational material	Mar 2015			
	<b>Provide a health mentor service to buddy vulnerable older people to enable them to</b>	Provide a Health Mentor Service to "buddy" vulnerable older people to enable them to access physical activity opportunity in	Mar 2015	PH	Helen Hindle	

Objective	Key Action	Milestones	Deadline	Dept.	Lead Officer	Overall Progress
	<b>access physical activity opportunities in the community and reduce emergency hospital admissions through the further development of services to prevent falls in vulnerable people following signal fracture</b>	the Community, including facilitating access to evidence-based exercise programmes i.e. Fall Prevention Programme				
		Falls Rehabilitation Programme working effectively supported by provision of Physiotherapy Team, Health Mentors, Client Transport				
		Multi-disciplinary Falls Pathway/Strategy under development with involvement from key stakeholders.				
	<b>Implement Healthy Living Pharmacy Programme</b>	Establish process	Mar 2015	PH	Chloe Dobson	
	Discuss launch with pharmacies					
	Agree rollout timetable					
<b>Healthy Weight</b>	<b>Healthy Weight Action Plan</b>	Healthy Weight Action Plan developed and approved by Health and Wellbeing Board	Mar 2015	PH	Lynn Donkin	
		Ensure all elements within the control of Blackpool are delivered	Ongoing			
<b>Alcohol / Substance Misuse</b>	<b>Reduce / prevent harm caused by risk taking behaviours through the development and implementation of the Alcohol Strategy for Blackpool</b>	Alcohol Strategy 2013-16 published	Ongoing	PH	Rachel Swindells	
		Ensure all elements within the control of the Council are delivered.				
	<b>To commission the highest quality most cost effective treatment services for residents living with drug or alcohol dependence</b>	Increase the number of clients leaving treatment drug free and drinking within recommended guidelines	Ongoing	PH	Nicky Dennison	
		Increase the number of clients accessing Community Detox and Residential Rehabilitation to improve successful outcomes				
<b>To commission the highest quality and cost effective residential treatment services for both drugs and alcohol</b>	Undertake a commissioning review of residential rehabilitation services.	Mar 2015	PH	Nicky Dennison		
	Re-tender services dependent on the outcome of the commissioning review					
<b>Wider Determinants</b>	<b>Reduce fuel poverty</b>	Implement the affordable warmth plan for Blackpool	Mar 2015	PH	Judith Mills	
	<b>Development of a Green Implementation Strategy</b>	Work with the Places Directorate	Mar 2015	PH	Judith Mills	

## Priority 4 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				
Under 75 mortality rate from all respiratory diseases	78.1 per 100,000 (2011-13)				78.1 per 100,000 (2011-13)		81.6 per 100,000 (2010-12)	85 per 100,000 (2009-11)	✓	
Under 75 mortality rate from cardiovascular disease	125.2 per 100,000 (2011-13)				125.2 per 100,000 (2011-13)		135.3 per 100,000 (2010-12)	134.6 per 100,000 (2009-11)	✓	
Under 75 mortality rate from cancer	182.8 per 100,000 (2011-13)				182.8 per 100,000 (2011-13)		183.8 per 100,000 (2010-12)	183.9 per 100,000 (2009-11)	-	
Referrals to weight management services (total)							434	New PI		
Take up of the NHS Health Check Programme by those eligible						75%	76.1%	39.6%	✓	
Smoking prevalence	26.5% (2013)				26.5% (2013)	25%	29.5% (2012)	27.2% (2011)	✓	
Hospital admissions for self-harm in those aged 0-17			312 per 100,000 (2011/12)		312 per 100,000 (2011/12)		250 per 100,000 (2010/11)	281 per 100,000 (2009/10)	✗	Area of major concern. Highest rate of any local authority and the position is deteriorating.
Healthy weight prevalence in Reception children			72.5% (2013/14)		72.5% (2013/14)		73.3% (2012/13)	77.1% (2011/12)	✗	Measured per academic year so results published in Dec 2014 will be for the 2013/14 academic year.
Healthy weight prevalence in Year 6 children			63.8% (2013/14)		63.8% (2013/14)	67.5%	63.6% (2012/13)	66.6% (2011/12)	✗	
Alcohol related admissions to hospital (broad definition)			3,140 per 100,000 (2013/14)		3,140 per 100,000 (2013/14)	2,295 per 100,000	2,988 per 100,000 (2012/13)	2,920 per 100,000 (2011/12)	✗	Rate per 100,000 population.
Excess winter deaths			19.7%		19.7%	17.6%	22%	22.8%	✓	Compares the number of deaths

Indicator	Q1	Q2	Q3	Q4	2014/15		2013/14 Total	2012/13 Total	Trend	Comments
					Total	Target				
			(2009-12)		(2009-12)		(2008-11)	(2007-10)		that occur in the winter period (Dec - Mar) with the average number of deaths occurring in the preceding Aug to Nov and the following Apr to Jul period.

## PRIORITY 7

### IMPROVE HOUSING STANDARDS AND THE ENVIRONMENT WE LIVE IN BY USING HOUSING INVESTMENT TO CREATE STABLE COMMUNITIES

**Lead Member / Lead Officer – Cllr Gillian Campbell, Alan Cavill & John Blackledge**

In **Priority 7** we say that we will **improve housing standards and the environment we live in by using housing investment to create stable communities**. This means that we will have:

- Better quality housing;
- Less population movement from property to property (transience); and
- More stable communities with reducing anti-social behaviour.

#### Challenges 2014/15

Our focus this year will be to:

- Rebalance the town's housing supply;
- Drive up housing standards; and
- Tackle poor quality and poorly managed private rented properties through enforcement activity.

#### Current Activity

##### **Rebalance the town's housing supply:**

Two major housing developments are underway to increase the quality and availability of family housing in the inner areas of Blackpool.

The redevelopment of the Queens Park estate will see the creation of nearly 200 new family homes; mostly Council homes for rent managed by Blackpool Coastal Housing. The redevelopment will provide a mixture of 1, 2, 3 and 4 bedroom homes. A proportion of the one bed apartments have been designed to be capable of easy conversion to family homes at a later date. The first phase of redevelopment involves the demolition of 2 tower blocks and the creation of 92 homes with the first homes due to be handed over in February. Overall completion is delayed by approximately two months due to the service providers and final units will now be complete in June 2015. The development has provided construction apprenticeship opportunities through Blackpool Build Up, providing jobs and training placements for local unemployed people.

Preparations are now well underway to commence phase two of the Queens Park development. Funding has been secured from the Homes & Communities Agency to support the delivery of 78 units to be commenced in the first quarter of 2016.

Remediation work has been completed to the Rigby Road / Tyldesley Road sites and development of 400 family homes is now well underway. The development will provide a mixture of 2 and 3 bedroom, energy efficient, family homes and a range of green spaces, which will help to regenerate a large part of South Shore, create jobs and provide accommodation for many Blackpool families. The first 70 units will be completed by March 2015.

The Council is also working to improve the quality of Council properties to meet the Decent Homes standard. The standard ensures that properties are fit to live in, are in a reasonable state of repair, have reasonably modern facilities and are reasonably warm. We are on track to complete the Decent Homes programme by the end of the year; this means that all Council homes, with the exception of those earmarked for demolition, will meet the Decent Homes standard by the end of March 2015. An Asset Management Strategy is now being developed in partnership with Blackpool Coastal Housing to ensure stock is effectively maintained and estates continue to be improved to create higher quality environments.

### **Drive up housing standards:**

Significant steps have been taken to improve conditions within private sector housing.

Strategic Housing has been successful in working with private developers and owners of poor quality houses in multiple occupation (HMO's) and guesthouses. With the support of £1.6 million of funding from the Department for Communities & Local Government, 100 good quality homes have been developed.

A substantial programme of home energy efficiency is underway targeting private homes that are expensive to heat. More than 640 homes have had external wall insulation installed and many of those have been fitted with modern efficient boilers and other measures to make the homes more energy efficient. A scheme for a further 80 homes has been secured that will be implemented over the next few months. This has been achieved with very minimal Council funding.

Blackpool is leading plans now well underway to create a Lancashire wider home energy efficiency organisation that will seek to maximise opportunities to improve the energy efficiency of homes. This will ensure effective coordination across Lancashire to ensure that we are best placed to benefit from national initiatives and secure economies of scale that can be achieved by working across a wider area.

Blackpool's housing market however continues to be dominated by poor quality private rented accommodation, particularly in the inner areas of the town. Whilst a broad range of action continues to be taken to address this issue and substantial improvements have been made to individual properties, the overall market remains unbalanced and provides poor housing offer to many residents. As part of a comprehensive approach to address this problem the Council has agreed to establish a wholly owned housing regeneration company.

The company will consider existing HMOs and redundant guesthouses and then refurbish them to a good quality standard. Properties will then be let at open market rents and will be intensely managed. The Treasury have offered support to this concept and have offered the Council financial support as part of the Growth Deal. It is proposed to have the company established and operational in the early part of the next financial year.

Strategic Housing has been successful in securing funding to roll out the Transience Programme across the rest of the town's inner areas. A successful pilot was undertaken in South Beach whereby multi-agency teams undertook comprehensive inspections of all privately rented property in the area alongside Selective Licensing. This enabled the Council to ensure that landlords complied with their obligations at the same time as engaging with residents. Individuals were assessed and support was provided where necessary. The objective of the programme is to provide early help where it is needed and help people settle into the community in order to reduce transience, and over time, reduce the burden on public services.



### **Tackle poor quality and poorly managed private rented properties through enforcement activity:**

The South Beach Selective Licensing Scheme was implemented in April 2012. Following its success, a Claremont Additional and Selective Licensing Scheme commenced in March 2014 with approximately 1,400 private rented properties to be licensed. 220 of these still require a licence and enforcement action will commence in March 2015 to prosecute those that have still not been licensed. Proposals are underway to implement a further Additional and Selective Licensing Scheme in the inner wards including Brunswick, Talbot and part of Bloomfield which will ensure approximately 3,000 private rented properties will require a licence in these wards. Consultation in these areas will commence late 2015.

A multi-agency inspection programme involving Housing Enforcement Officers, the Police, the Fire Service and Support Services, commenced in July 2012 to improve and remove substandard accommodation where necessary. This involves a proactive inspection programme within the designated Selective Licensing areas ensuring that all private rented properties are tackled regarding poor condition and poor management. Enforcement action is taken at the point of access which may result in a Prohibition Order to close the property.

Planning Enforcement and Housing Enforcement Officers also commenced a dedicated multi-agency inspection operation targeting problem landlords in February 2014. This ongoing programme of inspections is targeted on a risk-based approach using previous history and any intelligence held. Landlords with large portfolios were targeted first, with warrants obtained to inspect as many of their properties as possible within the same day. This has resulted in a large number of Prohibition Orders being used to close down properties in poor condition, action taken against unlawful use and a number of prosecutions being submitted.

The South Beach and Claremont designated Selective Licensing areas both have a dedicated ASB Officer to proactively work with landlords to reduce anti-social behaviour and tackle poor management of the private rented sector, thereby further reducing anti-social behaviour. The Housing Enforcement team and the ASB Officers work collectively and are now utilising the new powers under the Anti-Social Behaviour, Crime and Policing Act with Community Protection Notices currently being processed and evidence being gathered with regard to Closure Notices. The South Beach ASB Officer has to date issued 13 Community Protection Notices. With regard to South Beach, the crime statistics show a reduction as follows:

<b>Crime Category</b>	<b>Reduction</b>
All crime	9.5%
Burglary dwelling	12.5%
Vehicle crime	37.3%
Domestic assaults	16.8%
Assaults with injury	17.9%
Domestic abuse crimes	8.8%
Domestic abuse incidents	14.3%
Anti-social behaviour	7.4%

*\* Performance for Apr – Sept 2014 compared with last year*

**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
Lack of availability of affordable housing	Local	<b>Low Priority</b>

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 7 Key Actions

### Key – Overall Progress:



On track



Not on track but being managed by the department



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
Rebalance the town's housing supply	Redevelop Queens Park estate	Phase 2 delivery timetable agreed with developer	Aug 2014	PL	Steve Matthews	
		Reserve Matters planning permission approved	Feb 2015			
		92 homes completed	Mar 2015			
	Redevelop Rigby Road / Tyldesley Road	First phase complete	Mar 2015	PL	Steve Matthews	
Implement Decent Homes programme	Programme complete	Mar 2015	PL	Steve Matthews		
Drive up housing standards	Private rented sector market	Firm business plan proposals prepared	Jun 2014	PL	Steve Matthews	
		Delivery structures established	Dec 2014			
		Initial actions made	Mar 2015			
	Support existing owners to convert guesthouses / HMOs to good quality accommodation	100 homes brought in to use through Clusters of Empty Homes fund	Mar 2015	PL	Steve Matthews	
Energy efficiency programme implementation	Study of LA role in Green Deal / ECO completed	200 additional solid wall insulations	Jun 2014	PL	Steve Matthews	
			Dec 2014			
Tackle poor quality private rented properties	Extend Selective Licensing scheme	Commence Selective Licensing scheme in Claremont	Apr 2014	CES	Tim Cogan	
		Licence 1,300 properties	Jan 2015			
	Improve / remove / close down substandard properties	1,500 properties removed	Mar 2015	CES	Tim Cogan	
		1,000 Category 1 hazards removed				
Intervene to reduce ASB at targeted private rented properties	300 units removed					
	200 interventions to reduce ASB	Mar 2015	CES	Tim Cogan		

## Priority 7 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

Indicator	Q1	Q2	Q3	Q4	2014/15		2013/14 Total	2012/13 Total	Trend	Comments
					Total	Target				
No. of new dwellings commenced						162				
No. of Council properties improved to Decent Homes standard						100%				
No. of substandard properties improved	550	1,283	1,559			1,500	2,132	New PI	✓	Claremont inspections commenced in Q2 2014/15
No. of Category 1 Hazards removed	365	698	715			1,000	1,620	New PI	✓	
No. of substandard units removed	21	203	52			300	221	New PI	✓	Rogue landlords operation during Q2 2014/15
No. of selective licences granted	372	520	195			1,300	886	New PI	✓	Claremont Selective Licensing scheme commenced April 2014
Number of selective licences referred for court action						n/a	9	New PI		Enforcement for Claremont will commence in March 2015
No. of interventions to reduce ASB	114	133	245			200	New PI	New PI	✓	Additional ASB Officer for Claremont

**PRIORITY 8**  
**WE WILL CREATE SAFER COMMUNITIES AND REDUCE CRIME AND ANTI-SOCIAL BEHAVIOUR**  
**Lead Member / Lead Officer – Cllr Gillian Campbell & Alan Cavill**

In **Priority 8** we say that we will **create safer communities and reduce crime and anti-social behaviour**. This means that:

- People feel safer;
- We will tackle / reduce crimes that have the greatest impact on our communities;
- An holistic approach is taken to tackling crime and anti-social behaviour;
- There is better support for victims of crime and
- We have an effective rehabilitation system.

**Challenges 2014/15**

Our focus this year will be to:

- Effectively implement the new Anti-Social Behaviour, Crime & Policing Act 2014;
- Address crime and anti-social behaviour through effective partnership working;
- Support the effectiveness of substance misuse treatment in conjunction with health.
- Campaign and raise awareness of our community safety priorities as well as new emerging issues;
- Work with partner agencies to ensure resources are targeted at the greatest need.

**Context**

In the last 10 years, overall crime in Blackpool has fallen by 30%, as detailed in the table below.

Financial Year	No of crimes
2003/4	22,196
2004/5	23,810
2005/6	22,159
2006/7	21,638
2007/8	18,863
2008/9	18,256
2009/10	16,649
2010/11	16,643
2011/12	16,876
2012/13	15,552
2013/14	15, 692
2014/15*	11,568

*Source: Police CORA Crime File – 2014/15 data includes April 2014 – December 2014*

Although certain crime categories have increased during 2014/15, overall crime is down by 6% and further reductions have been achieved within many crime categories. For example, so far this year reductions have been achieved in the following crime categories:

**Figures are for the period 1st April 2014 – 31st December 2014:**

Crime Category	Reduction
All Crime	6%
Domestic Abuse	5%
Domestic Violence Assaults	11%
Domestic Burglary	4%
All Burglary	7%
Assault With Injury	9%
All Drug Offences	19%
Drug Possession	17%
Assault Police	28%
Drug Trafficking	29%
Public Fear, Alarm and Distress	21%
Possession of Weapons	4%
High Impact Acquisitive Crime	8%
Shoplifting	15%
Theft from a Vehicle	22%
Sexual Violence (exc. Rape)	7%
Non-Domestic Burglary	9%
Public Order Offences	4%

### Current Activity

#### **Effectively implement the new Anti-Social Behaviour, Crime & Policing Act:**

In October 2014, the new Anti-Social Behaviour, Crime and Policing Act came into effect, bringing with it a series of new tools and powers to be used by local authorities, the Police and other delegated bodies to tackle anti-social behaviour (ASB).

The Community Safety Team has been working alongside partners to successfully implement the new legislation and the ASB Coordinator has been involved in a Lancashire-wide group which has facilitated this work. The contributions of Blackpool and Preston were highlighted within the group as pivotal to ensuring that every local authority in the county was ready to use the new tools and powers.

Arrangements to facilitate the Community Trigger have been put in place between the Council, Police, Clinical Commissioning Group and Blackpool Coastal Housing. This provision will give victims and communities the right to require agencies to deal with persistent ASB and to have a say in the way their complaints are dealt with. Work is also ongoing with the Police and Crime Commissioner (PCC) in relation to the Community Remedy provision, which will require the PCC to consult victims and the public on the menu of sanctions available for those committing low-level crime and ASB.

Two of the new tools and powers, Criminal Behaviour Orders and Injunctions, have not yet been implemented as there are still some outstanding issues in relation to Legal Aid. Until the Injunction tool is implemented in 2015, the Anti-Social Behaviour Order (ASBO) will remain in use.

Training sessions for internal staff and partner agencies have been carried out in order to ensure that the transition to the new legislation is as seamless as possible. A briefing paper has been developed and distributed to all Elected Members informing them about the new Act, and also of how to deal with any requests for a Community Trigger by a member of the public. A Community Trigger toolkit has been put together for staff who will be directly involved in the Community Trigger process.

### **Reduce crime and anti-social behaviour through effective partnership working:**

The Community Safety Team has continued working with the Police and the other BSafe Blackpool partners agencies to implement local campaigns around emerging issues, problem-solve complex ASB cases, establish multi-agency meetings, carry out visits to perpetrators and victims, provide crime prevention advice and target hardening for vulnerable people, implement working groups such as Azure and Aquamarine, and run street surgeries to increase public reassurance. All Crime is showing a reduction of 6% for April to December 2014 when compared with the same period last year.

A number of projects have been developed and implemented by the Community Safety Team since April 2014, including:

- Securing a number of ASBOs for those begging and harassing people in the town centre;
- Improved lighting in the town centre to increase safety, reassurance and the quality of CCTV footage in the area;
- Supporting the Kathleen House project which supports victims of sexual violence;
- Supporting Doris House which assists high risk victims of domestic violence;
- Provide the Safer Taxi scheme which is used to safeguard vulnerable people within the night time economy and reduces the risk of sexual assaults and rape;
- The Bike Coding project, which aims to reduce the number of bicycles stolen; and
- Supporting the implementation of the Optimal Forager project to reduce domestic burglaries.

The Anti-Social Behaviour Risk Assessment Conference (ASBRAC) process is tailor-made to support vulnerable victims and protect them from serious harm. The process still has positive buy-in from partner agencies and continues to be an effective tool which the Community Safety team continues to implement as a victim-centred approach. Between October and December 2014 some 30 referrals were received and in January there were 35 live cases. These included some cases where the victims were extremely vulnerable, but the ASB Coordinator, with the assistance of the relevant partner agencies, was able to support them and ensure that their safety was improved.

### **Support the effectiveness of substance misuse treatment in conjunction with health:**

The Council's Public Health directorate tendered the Horizon drug and alcohol treatment services in 2014/15. Contracts were awarded and the new service delivery commenced from the 1st September 2014. The services only had a short period of time to implement the changes, and this was successfully achieved. The key focus for the integrated drug and alcohol treatment service is to support clients achieving recovery.

It is important to note that recovery is what an individual wishes to attain in order for them to be fully integrated within the community. The treatment service takes a holistic approach by providing clients with help and support to resolve their housing issues, employment,

training, education needs and to support their family in the community. Current performance in Blackpool is comparable with the North West region and nationally in most aspects, and better in others. A recent service user consultation event has highlighted that the clients are satisfied with the new service and feel that the programme offer has improved.

#### **Work with partner agencies to ensure resources are targeted at the greatest need:**

Following the Annual Strategic Assessment, which identifies the priorities for BSafe Blackpool each year, regular monitoring takes place with the assistance of the Police analyst in order to monitor any changes in crime and ASB levels. The resources available therefore are used to target the priorities as identified by the Strategic Assessment, or any other emerging issue.

With regards to the victims of ASB, the ASBRAC process ensures that those most at risk and most vulnerable receive intensive interventions in order to prevent further and more serious harm. The BSafe Blackpool Strategic Partnership Group also makes multi-agency decisions at a strategic level regarding funding and direction of resources.

#### **Campaign and raise awareness of our community safety priorities as well as new emerging issues:**

Since April 2014, the Community Safety Team, with the support of a number of partner agencies, has developed and implemented the following campaigns:

- **Priority: Sexual Offences** – Alcohol Changes You Campaign
- **Priority: Sexual Offences** – School Sexual Offences Campaign
- **Priority: Assaults** – Alcohol Changes You Campaign
- **Priority: Domestic Abuse** – White Ribbon Campaign
- **Priority: Antisocial Behaviour** – Operation Impression Campaign

The Public Protection division also regularly carry out enforcement operations to tackle crime and anti-social behaviour in the community. Some examples include:

- **Scam Alerts** - officers of the Advice and Education team have started issuing scam alerts via social media. This proved to be the most popular use of social media by the Council, with the first alert being shared over 400 times and reaching over 20,000 people.
- **Gambling Test Purchasing** - operations have been performed by officers along with the Gambling Commission, using underage volunteers. Of the premises visited, four have been submitted for Licence Review following repeat failures, whereas six more have been put on notice by written warning following the failure of one incident.
- **Operation Wellbeing** - officers are now working every day in the town centre alongside Police Officers to reduce crime / anti-social behaviour and to tackle street crimes ranging from begging, street trading, thefts and commercial waste. Amongst the issues already tackled are a Licence Review, bogus charity collectors being reported for prosecution, notices being issued over commercial food waste and street traders being reported for prosecution regarding sales of fake vodka and whisky relating to major public health concerns.



- **Takeaway Enforcement** - there is a programme of repeat inspections to tackle crime and anti-social behaviour occurring around takeaway food premises, including those after the licence hour of 05.00. Along with Police colleagues, officers target premises on a risk and intelligence basis looking at issues around food hygiene, health and safety and commercial waste. Multiple offences have been uncovered, including drugs related issues.
- **Legal Highs** - a joint operation has been undertaken with the Police to tackle the problem of legal highs. Samples of legal highs on sale in the town have been tested by the Drugs Unit at Hutton Police Headquarters and Community Protection Notices have been served on five premises. The Notices ban the traders from selling or offering for sale any psychoactive substances, research chemicals or legal highs.

**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
Failure to protect vulnerable children and adults	Local	High
Climate change	National	Activity Necessary
Civil emergency	National	Activity Necessary
Crime and corruption	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 8 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
Anti-Social Behaviour, Crime & Policing Act	Ensure the Council and the relevant partners are aware of the requirements created by the Act, particularly in relation to the Community Trigger process	Community Trigger process agreed and in place ready to be used by members of the public by Autumn 2014	Sept 2014	PL	Community Safety	
	Organise and facilitate the delivery of training on the new tools and powers to the required officers within the Council	Training completed and new tools and powers used	Sept 2014	PL	Community Safety	
Reduce crime and anti-social behaviour through effective partnership working	Continue supporting partner agencies involved with BSafe Blackpool in addressing crime and anti-social behaviour	Effective initiatives developed by Blackpool Council in partnership with BSafe Blackpool partners	Mar 2015	PL	Community Safety	
	Develop and implement projects and initiatives aimed at reducing crime and anti-social behaviour in line with PCC priorities	Successfully secure available funding and deliver against PCC priorities	Mar 2015	PL	Community Safety	
	Support victims of crime and ASB, particularly victims of Domestic Abuse, in line with the PCC Victims Strategy	All victims supported through ASBRAC, MARAC, Community Trigger and other victim-related initiatives	Mar 2015	PL	Community Safety	
Support the effectiveness of substance misuse treatment	New contracts awarded to the providers part of the Horizon drug and alcohol treatment services	Establish a more 'recovery' focused culture within the treatment services	Mar 2015	PH	Public Health	
Campaign and raise awareness of community safety priorities	Undertake high visibility multi-agency operations to raise awareness and tackle crime in the community	Continue to undertake campaigns and operations in conjunction our partners	Mar 2015	PL	Community Safety / Public Protection	

## Priority 8 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				
% of people that feel safe in their local area during the day						Baseline	n/a	n/a	n/a	% of residents who said they feel very safe or fairly safe in their local area during the day
% of people that feel safe outside in their local area at night						Baseline	n/a	n/a	n/a	% of residents who said they feel very safe or fairly safe outside in their local area after dark
Domestic abuse crime marker	421	439	371				1,668	1,778	✓	
Domestic assaults (all)	296	283	228				1,181	1,235	✓	Domestic assaults (all) includes serious, less serious and without injury assaults.
Violence against the person	1,033	1,110	948				3,950	3,847	✗	
Successful completion of drug treatment (opiate users)	8.7%	7.4%	Awaiting data			8.6%	9.4%	7.9%	✗	Proportion of all in treatment who successfully completed treatment and did not re-present within 6 months. Data from Public Health Outcomes Framework.
Successful completion of drug treatment (non-opiate users)	55.3%	65.2%	Awaiting data			45.5%	43.4%	55.6%	✓	
Successful completion of treatment (alcohol)	53.1%	50.2%	Awaiting data			54.6%	Awaiting data	Awaiting data	✗	
No. of incidents of anti-social behaviour	3,476	3,680	2,712				12,630	12,419	✗	

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## 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:**

The Council is required to save £25 million from its budget during the 2015/16 financial year and it is anticipated that at least a further £32 million worth of savings will be required over the two years that follow. This means that the financial challenges for the Council will continue to be exceptionally hard for at least the next three years, and this coming year is the most difficult that the Council has faced so far.

As a result services will need to be redesigned to make sure they are delivering the outcomes that are needed to make life better for the people of Blackpool. Unfortunately it won't be possible to find the savings required without reducing staffing costs. We will also need to have frank and open conversations with the public and business community about the Council's role in the future, looking at what can and cannot be delivered, where our efforts are best targeted and where we need to work in partnership and encourage people to do more for themselves.

The Executive, working with the Corporate Leadership Team, has considered the impact on directorate budgets and has put forward proposals for consultation on which services will continue, reduce, cease or change. A series of briefings took place across the authority on the 8th and 9th January to advise staff of the implications of the budget reductions. Those employees placed at risk of redundancy have access to a comprehensive package of support to ensure that they receive all the help they need during this difficult time. The package includes dedicated support from an Employment Advisor, group information sessions, training, careers and money advice, and access to the Employee Assistance Programme. In order to reduce the number of compulsory redundancies, all 'at risk' employees have also been offered an enhanced voluntary redundancy package, which includes an additional payment of £3,000. The closing date for voluntary redundancies was 2nd February and almost 90 applications have been received to date. For those services which are under review there will be further opportunities for employees to request voluntary redundancy once reviews have been completed.

We want to continue to mitigate compulsory redundancies as much as possible and all staff are being encouraged to put forward their thoughts, ideas and suggestions to save money in other ways. The Council is also undertaking a public consultation, giving residents and stakeholders the opportunity to offer suggestions as to how the Council can make savings or increase income as well as a more general opportunity to comment on the budget. The survey is available online via the Council website or residents can complete a paper copy at their local library or children's centre. The consultation will end on 8th February, the results of which will be presented to the Executive on 27th February.

#### **Building 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.

At the final day of the Engaging Leadership Programme, it was agreed that in order for us to continue with our leadership development journey, a working party would be set up to scope out the content for our next Leadership Programme. As we deal with some of the most difficult and challenging times that the Council has ever experienced, it is essential that we continue to strengthen the quality of our engaging leadership values within the Executive, Corporate Leadership Team, Senior Managers and our Aspiring Managers. We want to put together an exciting programme that captures and builds upon the leadership development and activities that have already been undertaken. Therefore, we have invited Corporate Leadership Team and the people who attended the Aspiring Managers programme to volunteer to attend two meetings to review feedback gathered from the last programme and from our recent Investors in People report to take forward this valuable programme.

We are currently working on developing a new and improved IPA system which will be ready to go live in April 2015. We have held two focus groups with representatives from all directorates to establish what users would like from the system. As a result of this, the system has been simplified so that it is more intuitive and will save time whilst allowing managers to easily produce a quality IPA. IPAs will include a Continued Professional Development log which will enable employees to reflect upon any learning and development they have undertaken and record what impact that learning and development has had on their practice or job role. In addition to this, the IPA learning and development needs that are identified will feed into the Council's Learning and Development Plan.

Sickness absence is currently reported at 10.16 days lost per full time employee. During the period 1st January – 31st December 2014, 62.49% of sickness absence was short term and 37.51% was long term. Short term sickness absence is defined as absences up to 4 calendar weeks including self-certified absences. Stress, depression and anxiety continues to be the most common cause of sickness absence within the authority, with 22.09% of days lost to sickness absence attributable to this cause.

At the last Scrutiny Committee, Members asked that the Deputy Chief Executive present some more detailed information about the level of labour turnover in the Council and the issues this presented. This matter has also been considered by the Finance and Audit Committee as part of their ongoing monitoring of the Council's risk register, which features the inability to recruit and retain staff as a potential risk to the authority. The Deputy Chief Executive will present a more detailed picture as part of her presentation for this report.

In today's society, pressures from job insecurity, financial worries and uncertainty have increased along with pressures from other areas in life. Managers are frequently placed in a position of supporting staff that are experiencing stress, which may impact on work performance, mental health and absence from their role. To help support managers, we have introduced a one day workshop aimed at increasing manager's confidence and enhancing their existing skills relating to communication and staff support. The workshop, which is delivered by a clinical psychologist, utilises a number of psychological theories and techniques to:

- Understand and recognise mental health problems and stress in staff;
- Outline strategies and tips for building collaborative trusting working relationships;
- Approach and manage different types of 'difficult' conversations that manager's engage in with staff;
- Support staff who are emotionally distressed; and
- Maintain professional boundaries.

In December 2014, two sessions were held to introduce managers to the Mediation Service and the Respecting People at Work Framework, which is designed to ensure that all Council employees treat each other fairly. The most productive, healthy and fulfilling work environment is where all employees are valued and treated with respect and dignity. An important part of this is the Mediation Service which offers support to both staff and managers. Mediation offers an early and less formal intervention and focuses not on punishing misbehaviour but on finding mutually agreeable solutions to problems. It is not suitable in every situation but it can play an important role in protecting and rebuilding working relationships. It can also have associated benefits in terms of workplace culture and the quality of line management. Mediation is quick to set up and is less costly in terms of management time, financially, employee stress and sickness absence. It can also act as a positive intervention in stemming the adverse effects of an unproductive working environment. 134 managers attended the two sessions and met the team of mediators. Evaluation of the event was excellent with attendees reporting that their level of knowledge had improved from 6.2/10 to 8.6/10 following the morning session and from 5.8/10 to 8.4/10 following the afternoon session.

In 2013 the Council signed the Time to Change pledge to show our commitment to challenging mental health stigma and discrimination. In order to ensure that Council staff are open to raising issues of mental health in the workplace, we participated in the Time to Talk Day on 5th February. The aim of the day was to get as many people talking about mental health as possible and employees were encouraged to sign a pledge card to say that they will have a conversation about mental health. Pledges could range from asking someone you know how they are feeling to talking about your own mental health to help break down stigma.

**Customer Feedback:**

During the third quarter of 2014/15 the Council has received 45 comments, 119 compliments and 208 complaints. The tables below show a breakdown of customer feedback by department and the direction of travel compared to previous quarters:

**Comments**

Department	Q1	Q2	Q3	Total	DoT
Adult Services	12	6	0	18	↓
Chief Executive's Office	0	0	0	0	-
Children's Services	5	5	0	10	↓
Community & Environmental Services	14	24	24	62	-
Deputy Chief Executive's	1	1	0	2	↓
Governance & Regulatory Services	0	1	1	2	-
Places	3	3	15	21	↑
Public Health	0	0	0	0	-
Resources	5	7	5	17	↓
	<b>40</b>	<b>47</b>	<b>45</b>	<b>132</b>	

**Compliments**

Department	Q1	Q2	Q3	Total	DoT
Adult Services	107	88	87	282	↓
Chief Executive's Office	0	0	0	0	-
Children's Services	9	14	5	28	↓
Community & Environmental Services	12	22	15	49	↓
Deputy Chief Executive's	5	2	4	11	↑
Governance & Regulatory Services	0	1	0	1	↓
Places	4	3	0	7	↓
Public Health	0	0	0	0	-
Resources	7	10	8	25	↓
	<b>144</b>	<b>140</b>	<b>119</b>	<b>403</b>	

**Complaints**

Department	Q1	Q2	Q3	Total	DoT
Adult Services	19	18	28	65	↑
Chief Executive's Office	0	0	2	2	↑
Children's Services	31	37	32	100	
Community & Environmental Services	71	70	62	203	↓
Deputy Chief Executive's	0	3	3	6	-
Governance & Regulatory Services	2	3	2	7	↓
Places	24	26	22	72	↓
Public Health	0	0	0	0	-
Resources	47	61	57	165	↓
	<b>194</b>	<b>218</b>	<b>208</b>	<b>620</b>	

The level of comments has remained steady this quarter, whilst there has been a decrease in the number of compliments and complaints, which is common in Quarter 3 due to the Christmas period. Over 50% of complaints received by the Council during this quarter relate to six service areas. These were Children's Social Care (13%), Benefits (11.1%), Customer First (8.2%), Waste & Recycling (7.7%), Adult Services Commissioning (6.7%) and Street Cleansing (6.7%).



The table below highlights the main feedback themes this quarter. 81.2% of all feedback received relates to four themes.

Theme	Comments	Compliments	Complaints	Total	
Quality of Service	1	104	76	<b>181</b>	<b>48.7%</b>
Staff Conduct / Treatment of Customer	0	12	41	<b>53</b>	<b>14.2%</b>
Lack of Action	1	0	37	<b>38</b>	<b>10.2%</b>
Council Action	5	3	22	<b>30</b>	<b>8.1%</b>
	<b>7</b>	<b>119</b>	<b>176</b>	<b>302</b>	<b>81.2%</b>

Following the comments and queries raised at the last Scrutiny Committee about the service in Customer First, the Council's Assistant Treasurer, Revenues, Benefits and Customer Services will present an update on the progress made since she last attended the Committee in September 2014.

As well as improving the mechanisms for capturing comments, compliments and complaints received by the Council, the Engagement Team conducted a series of Council Couch events. The Council Couch ran for 8 weeks throughout September and October with two sessions per day once a week. The purpose of the events was to engage with more residents who may not normally access Council services and to gather their ideas, issues and concerns which will help to inform the Council Plan 2015-20.

Over 400 people attended the Council Couch sessions with 273 detailed comments and requests received from 180 separate individuals. A wide variety of issues were raised by residents, a summary of which can be found below:

- The majority of comments (40.9%) related to the Community & Environmental Services directorate, in particular, Highways and Enforcement Services.
- 18% of comments related to the town and the Council as a whole. The majority of these were positive comments, most of which came from the two housing estates visited and the town centre itself. Negative comments about the town centre came predominantly from the Norbreck and Bispham areas, whilst comments about the Council and how it communicates with residents showed no particular trend.
- 9.3% of comments related to the Places directorate, in particular, parking.
- 7.3% of comments related to Blackpool Coastal Housing. Comments relating to housing were by far the most common theme in Mereside and Grange Park, with few comments raised about any of the other Council services.
- 7.3% of comments related to anti-social behaviour.
- 6.2% of comments related to Blackpool Transport.
- The remaining 4.9% of comments related to Children's Services, in particular comments relating to job opportunities for young people and activities for young people outside of school hours.

Many residents gave positive feedback about the Council Couch and were pleased that the Council were coming to their local area to listen to their views. People were also pleased that they were able to speak directly to the Chief Executive and the Directors; making them feel that their concerns were being taken seriously and that senior officers valued their opinions.

## Other Activities:

### *Investors in People Silver Accreditation*

The Council has been successful in achieving Investors in People (IIP) silver accreditation. Investors in People is the UK's leading accreditation for business improvement through people management. It gives organisations a comprehensive framework to measure the effectiveness of workforce development initiatives and is designed to help raise performance levels through its most important and valuable asset - people.

The Council has been accredited through IIP since September 2007 and had previously been assessed at a standard level of this prestigious award. Achieving silver status shows just how far we have come in our development journey as only 7% of UK organisations hold the silver award. This is something to be very proud of and we would like to thank everyone involved in the accreditation process.

Feedback from the external assessors has been extremely positive. Following 112 interviews with staff and showcases of some of the excellent initiatives taking place across the authority, together with an extensive review of the Council's strategies, practices and culture, the Council was found to be *"demonstrating a progressive approach to achieving business improvement through people"*. This positive feedback continued and a number of recurring themes from the review were highlighted:

- an overall trend of improvement relating to both the management of people and the management of operations;
- a strong social responsibility ethic that goes beyond statutory responsibilities;
- a strong sense of civic pride and a commitment to the community that has endured against a backdrop of reduced revenues;
- an open, honest and transparent working environment; and
- a high level of resilience in the workforce.

The following list gives some examples of the feedback received from staff:

**"I would recommend the Council as an employer to anyone"**

**"They are not just aiming health and wellbeing at the public – they do a lot for the staff as well"**

**"We are all accountable for what we do and take pride in our work to deliver the best service we can"**

**"We have a fantastic management team – they are accessible and approachable"**

**"Teamwork is massive in our office – we all have an input"**

**"I feel listened to and very valued"**

**"From a personal point of view the apprenticeship has been a life changer for me"**

The challenge now for the Council is to make sure that we work hard to ensure Council-wide consistency in the way that we support and develop staff so that we can achieve our business objectives and provide the best possible service to Blackpool residents.

### ***Employee Development – Social Care***

The Council has been successful in securing funding from the Department for Education, working with colleagues from Blackburn with Darwen and Lancashire, to deliver the Step Up to Social Work programme from January 2014.

Step Up to Social Work is a 14-month tailored training programme which enables students to work towards a postgraduate qualification to practice as a social worker, at the same time as gaining intensive hands-on experience. It has been specifically designed to enable high-achieving graduates or career changers who also have experience of working with children and young people to train to become qualified social workers. Trainees will have their tuition fees paid for, and receive a bursary.

The programme is delivered by Manchester Metropolitan University working in partnership with the University of Central Lancashire. The students are work-based rather than campus-based throughout the period of their training. A great deal is expected of candidates, but they are supported throughout with one-to-one support within the workplace, as well as through access to tutors in the university. We have 3 students joining our Children's Social Care team on the programme; they have all completed a rigorous selection process. The students are due to complete the programme at the end of March 2015.

The Council also provides additional support to newly qualified social workers through the assessed and supported year in employment (ASYE) programme. ASYE is designed to help newly qualified social workers develop their skills, knowledge and professional confidence and provides them with access to regular support during their first year of employment.

We currently have 16 staff undertaking the programme, which requires them to produce a portfolio of evidence of their competency. They receive additional supervision, a reduced case load and protected development time. Recently our first 10 members of staff successfully completed their ASYE year and were presented with a certificate of achievement from the College of Social Work.

In order to prepare for the implementation of the Care Act, the Organisation & Workforce Development team are running a series of tailored legal updates for different groups of staff, providers and service users to bring them up to date with the changes and implications for the Council. The Act comes into force from the 1st April 2015 and introduces new responsibilities for local authorities in terms of providing Adult Social Care as well as new rights for service users and carers.

### ***Shadowing Apprentices Project***

In order to raise aspiration and encourage participation, one of the Council's apprentices, Brett Shaw, approached the Organisation & Workforce Development team to ask if we could arrange an apprentice shadow day for former looked after children.

Working in partnership with care leaver personal assistants we arranged a 4 day programme. Over the 4 days we assisted 5 young care leavers to create a CV, complete job applications and shadow an apprentice for the day. The week ended with training providers coming in to talk to the group about available apprenticeship and traineeship positions that they may be interested in.

### 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
Page 59 Managing Budgets	<b>Implement robust financial monitoring systems and procedures to ensure the Council's budget savings targets are met</b>	Monitor the delivery of savings targets for 2014/15 by monthly reports to CLT and the Executive	Mar 2015	RES	Phil Redmond	
	<b>Administration of an effective redeployment process</b>	Ensure a fair, transparent and legal process is adhered to	Ongoing	DCE	Laurence Walsh	
	<b>Budget communications &amp; employee support</b>	Communicate cuts that have already happened	Apr 2014 then ongoing	DCE	Jenny Bollington / Kate Staley	
		Terms & conditions changes				
		Announce 2015 budget shortfall and estimated job cuts				
	<b>Implement unpaid leave savings of £1 million per annum for a period of 24 months</b>	Union consultation	Jun 2014	DCE	Linda Dutton / HR Managers	
		Agree exemptions				
		Voluntary sign up arrangements				
		Review and monitor take up				
		Ensure payroll deductions are actioned				
Enforce if necessary						
Move to Bickerstaffe House	<b>Support the transition to the new Council Offices at Bickerstaffe House</b>	Ensure services can continue to deliver their services	Mar 2015	RES	Stephen Waterfield	
		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	<b>Implement technical infrastructure development programme</b>	Ensure adequate project plans, risk registers, resource planning, scheduling and cost model is in place and up to date for the whole of the	Autumn 2014	DCE	Ken Place / David Powell /	

Objective	Key Action	Milestones	Deadline	Dept	Lead Officer	Overall Progress	
Page 60		technical programme			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				
		<b>Support different work styles</b>	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			
		<b>Information Governance and Data Security</b>	Achieve compliance with PSN CoCo	Feb 2015	DCE	Laurence Carradus	
		<b>New offices</b>	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			
<b>Build team and personal resilience</b>	<b>Develop Aspiring Senior Manager Leadership programme</b>	Complete Real World / NWE0 programme	Dec 2014	DCE	Linda Dutton / Diane Howard		
		ILM programme					
		Develop and run assessment centres					
	<b>Agree, develop and commission a bespoke training programme for Children's Services</b>	Use information on IPA	Ongoing	DCE	Diane Howard		
		Plan and organise workforce development group					
Undertake strategic TNA							

Objective	Key Action	Milestones	Deadline	Dept	Lead Officer	Overall Progress
Page 61		Discuss with service leads				
	<b>Agree, develop and commission a bespoke training programme for Adult Services</b>	Use information on IPA	Ongoing	DCE	Diane Howard	
		Plan and organise workforce development group				
		Undertake strategic TNA				
		Discuss with service leads				
	<b>Support team building</b>	Pack types to be used with teams as required	Ongoing	DCE	Diane Howard	
		Bespoke solutions on request				
	<b>Increase take up of the IPA programme</b>	See separate action plan	Ongoing	DCE	Linda Dutton / Diane Howard	
	<b>Consider options for further improving the IPA system</b>	Work with ICT and Pentagul to develop scope	March 2015	DCE	Linda Dutton / Diane Howard	
		Understand costs and timelines				
		Seek CLT approval				
		Develop system				
		Develop training and user guide				
	Roll out					
	<b>Continue to grow iPool as an in-house eLearning solution</b>	See separate action plan	Ongoing	DCE	Linda Dutton / Diane Howard	
<b>Support services to improve attendance management across the Council</b>	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						
<b>Continue to promote the Employee Assistance Programme</b>	Leaflets, posters, events, the Hub, induction etc	Ongoing	DCE	Karen White		
<b>Continue with health campaigns, hot topics, and regular</b>	Planning, organising, logistics and evaluation	Ongoing	DCE	Karen White		

Objective	Key Action	Milestones	Deadline	Dept	Lead Officer	Overall Progress
	<b>employee health events</b>					
	<b>To embed mediation and link into the revised Respecting Others Framework</b>	Develop process for booking mediation	Dec 2014	DCE	Diane Howard	
		Develop process for measuring success				
	<b>Develop and deliver training for Managers in relation to 'difficult conversations'</b>	Develop content	Sept 2014	DCE	Diane Howard / Janet Roberts	
		Trial and evaluate training				
Roll out training						
<b>Customer feedback</b>	<b>Ensure that community views are captured and used to change service development and delivery</b>	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
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)	92% (9.2/10)			80% (8/10)	91% (9.1/10)	–	Score represents an average rating out of 10. Although performance has reduced slightly this quarter; both indicators are still well above target.
Level of knowledge rating following training	89% (8.9/10)	90% (9/10)	89% (8.9/10)			80% (8/10)	88% (8.8/10)	–	
Staff advocacy for the organisation: 1) Do you know what is expected of you at work?		2014 survey 98%			2014 survey 98%	Increase on last survey	2012 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 for doing good work?		67%			67%	Increase on last survey	56%	✓	
5) Does your supervisor, manager or someone at work seem to care about you as a		88%			88%	Increase on last survey	87%	✓	

Indicator	Q1	Q2	Q3	Q4	Outturn 2014/15	Target 2014/15	Outturn 2013/14	Trend	Comments
person?									
6) Is there someone at work who encourages your development?		76%			76%	Increase on last survey	72%	✓	
7) At work do your opinions seem to count?		81%			81%	Increase on last survey	76%	✓	
8) Do the Priorities / Vision of the Council make you feel your job is important?		78%			78%	Increase on last survey	63%	✓	
9) Are your colleagues committed to doing quality work?		95%			95%	Increase on last survey	93%	✓	
10) Do you have a good friend at work?		86%			86%	Increase on last survey	88%	✗	
11) In the last 6 months, has someone at work talked to you about your progress?		77%			77%	Increase on last survey	76%	✓	
12) In the last year, have you had opportunities at work to learn and grow?		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)	1.34% (£1,895,000)	0.51% (£714,000)			<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	

Indicator	Q1	Q2	Q3	Q4	Outturn 2014/15	Target 2014/15	Outturn 2013/14	Trend	Comments
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	

**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 PoCo						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.
Completion rate of mandatory iPool modules	24%	30%	28%			100%	64%	✘	The figure provided shows the % of employees who have completed all mandatory modules. As new mandatory modules are added during the year, performance for this indicator dips. The majority of employees have completed the original 4 mandatory modules, with completion rates improving for the new modules.
No. of days lost to sickness absence	9.25	10.27	10.16			9.92	10.4	✔	Number of days lost per full time employee. Rolling year on year figures - data relates to

Indicator	Q1	Q2	Q3	Q4	Outturn 2014/15	Target 2014/15	Outturn 2013/14	Trend	Comments
<i>Adult Services</i>	12.6	15.20	16.05			14.27	13.56	✗	the period ending 31st December 2014.  Across the Council as a whole, the level of sickness absence has improved over this period. Although some departments have seen an increase in absences, Community & Environmental Services and Schools are still below their annual target.  Data for schools excludes academies.
<i>Chief Executive's</i>	1.08	4.28	4.76			1.31	0.57	✗	
<i>Children's Services</i>	9.89	12.66	11.37			12.03	10.27	✓	
<i>Comm &amp; Env Services</i>	10.85	9.25	9.41			11.73	14.28	✗	
<i>Deputy Chief Executive's</i>	4.31	5.4	7.01			5.78	3.88	✗	
<i>Gov &amp; Reg Services</i>	11.37	8.77	8.59			10.35	9.77	✓	
<i>Places</i>	5.53	6.68	5.69			6.82	5.15	✓	
<i>Public Health</i>	6.37	9.04	8.55			4.37	4.87	✓	
<i>Resources</i>	7.78	9.47	8.65			5.46	7.96	✓	
<i>Schools</i>	8.51	8.75	8.97			9.26	9.23	✗	
<b>P</b> No. of short term sickness absences	64.8%	55.85%	62.49%			n/a	60.21%	n/a	Absences up to 4 calendar weeks including self-certified absences.
<b>S</b> No. of long term sickness absences	35.2%	44.15%	37.51%			n/a	39.79%	n/a	
No. of long-term attendance management cases received	26	30	27			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	11			n/a	113	n/a	
No. of long-term attendance management cases received for stress (work related)	10	12	20			n/a	44	n/a	
No. of short-term attendance management cases received for stress (work related)	0	7	2			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%	78.08%			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	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%	39.35%			60%	41.2%	✔	Although the % of calls answered is below target, performance has continued to improve this quarter.
Average wait time on the telephone channels	3.33 mins	3.75 mins	5.50 mins			2 mins	New PI	✘	Although the % of calls answered has increased, the wait time has worsened.
Customer satisfaction with service received in Customer First	83.79%	84.63%	89.06%			85%	83.51%	✔	Despite worsening performance in some areas, customer satisfaction continues to increase.
No. of comments	40	41	45			n/a	186	n/a	As expected, there was a decrease in feedback this quarter due to the Christmas period.
No. of compliments	144	140	119			n/a	568	n/a	
No. of complaints	195	218	208			n/a	676	n/a	
% of responses to complaints sent within timescale	56.5%	61.6%	70%			80%	69%	✔	Recording of this data is improving as can be seen by the increased percentage this quarter.

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<b>Report to:</b>	<b>SCRUTINY COMMITTEE</b>
<b>Relevant Officer:</b>	Steve Sienkiewicz, Scrutiny Manager
<b>Date of Meeting</b>	26th February 2015

## **CHILDREN'S SERVICES (SAFEGUARDING) SCRUTINY REVIEW PANEL**

### **1.0 Purpose of the report:**

1.1 The Committee to consider the report of the Children's Services (Safeguarding) Scrutiny Review Panel.

### **2.0 Recommendation(s):**

2.1 That the Scrutiny Committee notes the ongoing work of the Children's Services (Safeguarding) Scrutiny Review Panel and makes comments or recommendations as appropriate.

### **3.0 Reasons for recommendation(s):**

3.1 To ensure the scrutiny process continues to be fully accountable and an important part of the democratic 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 Safeguarding and protecting the most vulnerable.

### **5.0 Background Information**

5.1 At its meeting on 12 December 2013, the Scrutiny Committee appointed a Panel to undertake the responsibility of scrutinising children's services information, with particular reference to safeguarding matters. The Panel currently meets four times

per annum and most recently met on 26 January 2015. This report covers the outcomes of its recent meetings.

- 5.2 The Panel has received the current Children's Services budget monitoring information and provided challenge to officers on the reasons for variances from the budget.
- 5.3 The Panel has scrutinised Children's Services performance information detailed in the Purple and Blue Books. Members have raised a number of key questions regarding the recent increase in numbers of looked after children and expressed concerns regarding the high number of cases being presented to the 'front door' of Children's Services, which upon investigation were not appropriate for a Children's Social Care referral. Members challenged officers on what action was being taken to remedy this situation and were assured work would be undertaken to ensure partner agencies better understood thresholds.
- 5.4 The Panel has also considered the Improvement Plan for Children's Social Care, which had been drafted following the most recent Ofsted inspection of Children's Services. It was explained to the Panel that the Ofsted inspection report set out a number of priority actions and areas for improvement and that those had been embedded into the Improvement Plan, which had been developed according to six themes. Those themes were:
  1. Performance Management
  2. Quality Assurance
  3. Improving Front Line
  4. Partnership Working
  5. Scrutiny
  6. Communications
- 5.5 The Panel challenged the progress that was being made in putting those recommendations contained within the Improvement Plan into practice and received detailed proposals for work that had still to be undertaken.
- 5.6 The Panel has also received an update report on recent changes to the Children and Young People's Partnership, which had been established following a review of the Children's Trust. Members agreed that they would consider the Partnerships' Annual report in due course at a future Panel meeting.
- 5.7 The next meeting of the Children's Services (Safeguarding) Scrutiny Review Panel will be held after the May elections. A draft schedule of meetings will be circulated to Panel Members in due course.



**5.8 Witnesses/representatives**

5.8.1 Councillor Stansfield, Scrutiny Lead/Shadow Cabinet Member for Children’s Services and Culture and Heritage.

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 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 Notes of the Children’s Services (Safeguarding) Scrutiny Review Panel meetings held on 26 November 2014 and 26 January 2015.

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<b>Report to:</b>	<b>SCRUTINY COMMITTEE</b>
<b>Relevant Officer:</b>	Steve Sienkiewicz, Scrutiny Manager
<b>Date of Meeting</b>	26th February 2015

## EDUCATION SCRUTINY REVIEW PANEL

### 1.0 Purpose of the report:

1.1 The Committee to consider the report of the Education Scrutiny Review Panel.

### 2.0 Recommendation(s):

2.1 That the Scrutiny Committee notes the ongoing work of the Education Scrutiny Review Panel and makes comments or recommendations as appropriate.

### 3.0 Reasons for recommendation(s):

3.1 To ensure the scrutiny process continues to be fully accountable and an important part of the democratic 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 Tackling child poverty, raising aspirations and improving educational achievement.

### 5.0 Background Information

5.1 At its meeting on 25 October 2012, the Scrutiny Committee appointed a Panel to undertake scrutiny of education matters including consideration of school performance information and Ofsted Inspection Reports.

- 5.2 The Panel is supported by Delyth Curtis, Director of People, Carl Baker, Deputy Director of People (Children's Services), Charlotte Clarke, Head of Education Standards and Effectiveness and Chris Kelly, Senior Democratic Services Adviser (Scrutiny).
- 5.3 The membership of the Panel comprises of Councillors Stansfield (Lead Member), D Coleman, Green, Hutton and O'Hara.
- 5.4 The Panel has agreed a timetable of meetings based around school term times, with a total of six meetings scheduled for the academic year. Since the last report to the Scrutiny Committee the Panel has held two meetings and this report summarises the work undertaken by the Panel in those meetings.
- 5.5 The Panel meets within schools across Blackpool and prior to each meeting receives a tour of the school utilised as a venue. This gives Members a chance to speak directly to Headteachers and/or school children about their school.

#### **6.0 Meeting held 6 November 2014**

- 6.1 The Panel considered information regarding schools causing concern and information relating to the Register of Support. Members also received information relating to HMI monitoring inspections to Hawes Side Primary Academy, St Nicholas CE Primary School and Montgomery Academy. The Panel challenged what actions were being undertaken to improve standards in those schools causing concern.
- 6.2 School performance information from Boundary Primary School, St John CE Primary School, Westcliff Academy (including Blackpool Gateway) and South Shore Academy was presented to the Panel and Members raised a number of questions on the performance of those schools.
- 6.3 Data was presented to the Panel detailing the current numbers of looked after children in each school in Blackpool, in comparison to the numbers in each school for the previous academic year. The Panel was advised that looked after children should be placed into a school that was rated as being good or outstanding and Members raised a number of questions relating to the placements of looked after children.
- 6.4 The Panel received an up to date data matrix that provided Members with the data used by the Department for Education and Ofsted to measure the authority. Data was highlighted by exception with Members questioning key characteristics.
- 6.5 The Panel also considered the progress that had been made on the actions identified in the Blackpool School Improvement Plan. Members asked key questions regarding the plan and were provided with details of the actions undertaken and the progress

by themes. Those themes were:

- Performance Management (Managing the Performance of Schools)
- Quality Assurance
- Improving Front Line Services
- Partnerships
- Scrutiny
- Communications

## **7.0 Meeting held 22 January 2015**

7.1 The January meeting of the Panel followed an Ofsted inspection of School Improvement Services, the report from which was due to be published during week commencing 16<sup>th</sup> February 2015.

7.2 Members received detailed performance and school improvement information on Baines Endowed CofE Primary School and Highfield Humanities College, two schools that were causing concern.

7.3 The Panel discussed in depth the reasons for the decline in standards at the schools, which had included a high turnover of staff, inconsistent standards of teaching and a need to raise pupil expectations.

7.4 Members challenged officers on what had been done to address the insufficient standards and were advised of the measures that were being taken and provided with details of the support that had been brokered, in order to raise standards in the schools.

7.5 Members also considered the format for future meetings of the Panel and agreed that continuing to receive in depth reports on the individual schools causing concern would enable the Panel to better hold officers to account over what was being done to improve under-performing schools and on achieving value for money for the Council.

## **8.0 Witnesses/representatives**

8.1 Councillor Stansfield, Scrutiny Lead/Shadow Cabinet Member for Children's Services and Culture and Heritage.

Does the information submitted include any exempt information?

No

### **List of Appendices:**

None

## **9.0 Legal considerations:**

9.1 None

**10.1 Human Resources considerations:**

10.1 None

**11.0 Equalities considerations:**

11.1 None

**12.0 Financial considerations:**

12.1 None

**13.0 Risk management considerations:**

13.1 None

**14.0 Ethical considerations:**

14.1 None

**15.0 Internal/ External Consultation undertaken:**

15.1 None

**16.0 Background papers:**

16.1 Notes of the Panel meetings held on 6 November 2014 and 22 January 2015

<b>Report to:</b>	<b>SCRUTINY COMMITTEE</b>
<b>Relevant Officer:</b>	Steve Sienkiewicz, Scrutiny Manager.
<b>Date of Meeting</b>	26 <sup>th</sup> February 2015

## 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 9a.

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 9a: 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
<b>Housing, Public Safety and Enforcement and Street Scene and the Environment - Councillor Galley</b>				
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 28 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 Thursday, 25 June 2015.
<b>Tourism and Leisure, Highways, Transport and Equality and Diversity - Councillor Mrs Callow</b>				
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 April 2014 and the next meeting date has been arranged for 17 February 2015.
<b>Children's Services and Culture and Heritage - Councillor Stansfield</b>				
Children's Services (Safeguarding) Review Panel	Councillors Stansfield, D. Coleman, Green, Hutton, O'Hara and Ryan, Mrs Jackson	January 2014 - ongoing	Delyth Curtis Nancy Meehan	The last meeting of this Review Panel was held on 26 January 2015.  An update of the work of the Panel to date will be presented at the February Scrutiny Committee meeting.
Education	Councillors	January 2013 -	Delyth Curtis	This Review Panel is now fully established and meeting on a

Scrutiny Review Panel	Stansfield (Lead Member), O'Hara, Hutton, D Coleman, Green	ongoing	Carl Baker Charlotte Clarke	regular, timetabled basis.  The last meeting of the Panel was held on 22 January.  An update of the recent work of the Panel will be presented at the February Scrutiny Committee meeting.
<b>Urban Regeneration – Councillor Doherty</b>				
Apprenticeships Scrutiny Review Panel	Cllrs Elmes (Lead Member), Evans, Henderson, Hutton, O'Hara	March 2014	Peter Legg Mike Taplin Linda Dutton	Following the final report of the Panel being approved by the Scrutiny Committee on 1 May 2014, it was subsequently approved by the Executive on 19 May 2014.  Progress on the recommendations was reported to Panel Members in January 2015.
Outside Bodies Scrutiny Panel	Councillors: Doherty, Mrs Callow, D. Coleman Green, Hutton, M. Mitchell, O'Hara and Stansfield	November 2012	Alan Cavill Rob Green	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 28 April and the schedule for the next round of meetings has now been arranged as follows:  Economic Development Company: 12 March 2015, 2.00 pm at the Town Hall.
<b>Corporate Management and Resources – Councillor Benson</b>				
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.
<b>Public Health and Adult Social Care - Councillor Mrs Henderson MBE</b>				

Visits to Care Homes	Councillors Henderson MBE, Hutton, Ryan and O'Hara, D. Coleman, Benson	November 2013	Val Raynor	An initial briefing for interested Members was held on the 23 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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<b>Report to:</b>	<b>SCRUTINY COMMITTEE</b>
<b>Relevant Officer:</b>	Steve Sienkiewicz, Scrutiny Manager.
<b>Date of Meeting</b>	26 <sup>th</sup> February 2015

## 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 10a.

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 10b. At the Committee meeting on 9 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 10a: Scrutiny Committee Workplan.

Appendix 10b: 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

<b>Housing, Public Safety and Enforcement and Street Scene and the Environment –</b> Lead Member: Cllr Galley	Community Safety Partnership Scrutiny Review Panel (statutory responsibility). Two meetings will be held per year. Timely reports to be received by the Committee. Last met on 28 October 2014 and reported to Committee on 22 January 2015. <b>Next meeting will be held on 25 June 2015.</b>
	Regular updates on the Transience Projects – <b>Last update report to Committee on 12 December 2013. Next update TBC.</b>
	Potential topics for consideration, identified through discussions with the Cabinet Member: <ul style="list-style-type: none"> <li>• Impact of the mobile recycling centre</li> <li>• Decent Homes</li> </ul>
<b>Tourism and Leisure, Highways, Transport and Equality and Diversity</b> Lead Member: Cllr Mrs Callow	Outside body standing panels (one meeting each annually): <ul style="list-style-type: none"> <li>• Blackpool Zoo – <b>Next meeting to be held on 17 February 2015.</b></li> </ul>
	Prosperous Town Theme Report – <b>Next report will be presented to the Committee in February 2015.</b>
	Llandau Scrutiny – Following referral by Public Protection Sub-Committee. Due to commence at start of 2015/16 Municipal Year.
<b>Children’s Services and Culture and Heritage</b> Lead Member: Cllr Stansfield	Education Scrutiny Review Panel - <b>Standing Panel, Ongoing. Timely reports to be received by the Committee. The next meeting to be held on 11 March 2015 and the next report will be presented to the Committee in February 2015.</b>
	Children’s Services (Safeguarding) Scrutiny Panel - <b>Standing Panel, Ongoing. Last met on 26 January 2015. A report will be submitted to Committee in February 2015.</b>
<b>Urban Regeneration</b> 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. <b>First report presented October 2014.</b>
	Apprenticeships Scrutiny Review Panel - ‘In a day’ review to be held 26 <sup>th</sup> March 2014. <b>Final report approved by Scrutiny Committee May 2014. All recommendations accepted by Executive. Progress report circulated to Panel Members in January 2015.</b>

## SCRUTINY COMMITTEE WORKPLAN 2014/2015

	<p>Bathing Water Scrutiny Review Panel - <b>Final report approved by Committee 13 June 2013 (led by Cllr Mrs Callow)</b>. The Committee agreed that the Panel should meet annually to monitor progress. <b>Next meeting to be held on 25 February 2015.</b></p>
<p><b>Corporate Management and Resources.</b> Lead Member: Cllr Benson</p>	<p>Outside body standing panel (one meeting annually):</p> <ul style="list-style-type: none"> <li>• Blackpool Economic Development Company –<b>Next meeting due to be held on Thursday, 12 March 2015.</b></li> </ul>
	<p>Quarterly progress reports against the Council's priorities - <b>Reports due to Committee in September 2014, November 2014 and February 2015.</b></p>
	<p>Council Complaints Annual Report - <b>Report will be next presented to the Scrutiny Committee in June 2015.</b></p>
<p><b>Public Health and Adult Social Care.</b> 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. <b>To be considered early in 2015/16 Municipal Year.</b></p>
	<p>To consider Adult Safeguarding matters, including the annual Safeguarding report. <b>Quarterly reports to Committee. Report to be presented to Committee on 22 January 2015.</b></p>
	<p>Care Home Visits – The visits have commenced, following the initial briefing that was held on 23<sup>rd</sup> October 2013. An update report was presented to Committee on 20<sup>th</sup> March 2014 and there will be a further update presented in due course.</p>
	<p>Child Poverty - regular reports to be received by Committee as per recommendation at the Scrutiny Committee meeting in October 2013. <b>Next report to Committee Autumn 2015.</b></p>





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