

Blackpool Council

28 November 2017

To: Councillors Collett, Critchley, O'Hara, Owen, Rowson, D Scott, Mrs Scott, Stansfield and L Taylor.

Co-optees Mr Johnson and Ms McErlane

The above members are requested to attend the:

RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE

Thursday, 7 December 2017 at 6.00 pm
in Committee Room A, Town Hall, 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 either a

- (a) personal interest
- (b) prejudicial interest
- (c) disclosable pecuniary interest (DPI)

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 19 OCTOBER 2017 (Pages 1 - 6)

To agree the minutes of the last meeting held on 19 October 2017 as a true and correct record.

3 PUBLIC SPEAKING

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

4 FORWARD PLAN (Pages 7 - 12)

To consider the content of the Council's Forward Plan, December 2017 – April 2018, relating to the portfolio of the Cabinet Secretary.

5 CHILDREN'S SERVICES UPDATE REPORT (Pages 13 - 24)

To inform the Committee of the work undertaken by Children's Services on a day to day basis and to update on the progress and implementation of developments within the areas.

6 COUNCIL PLAN PERFORMANCE REPORT 2017/2018 (Pages 25 - 34)

To present performance against the Council Plan 2015-2020 for the period 1 April – 30 September 2017.

7 LEISURE SERVICES PERFORMANCE REPORT (Pages 35 - 48)

To review the performance of Leisure Services with an emphasis on service delivery, statistics, performance indicators and customer satisfaction.

8 SCRUTINY WORKPLAN (Pages 49 - 58)

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

9 DATE OF NEXT MEETING

To note the date and time of the next meeting of the Committee as Thursday, 8 February 2018, commencing at 6pm.

Venue information:

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

Other information:

For queries regarding this agenda please contact Chris Kelly, Senior Democratic Governance Adviser, Tel: 01253 477164, e-mail chris.kelly@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.

Agenda Item 2

MINUTES OF RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE MEETING - THURSDAY, 19 OCTOBER 2017

Present:

Councillor Stansfield (in the Chair)

Councillors

Collett

O'Hara

D Scott

L Taylor

Critchley

Owen

Mrs Scott

Frances McErlane, Co-optee.

In Attendance:

Councillor Graham Cain, Cabinet Secretary (Resilient Communities)

Councillor Kath Benson, Cabinet Member for Schools and Learning

Diane Booth, Director of Children's Services

Dr David Sanders, Chair of Blackpool Children's Safeguarding Board

Paul Turner, School Safeguarding Advisor

Val Watson, Delivery Development Officer, Blackpool Council

Mr Steve Sienkiewicz, Clerk to the Committee.

1 DECLARATIONS OF INTEREST

There were no declarations of interest on this occasion.

2 MINUTES OF THE LAST MEETING HELD ON 7 SEPTEMBER 2017

The Committee agreed that the minutes of the last meeting of the Resilient Communities and Children's Scrutiny Committee held on 7 September 2017 be signed by the Chairman as a true and correct record.

3 PUBLIC SPEAKING

The Committee noted that there were no applications from members of the public to speak at the meeting.

4 COUNCIL PLAN PERFORMANCE REPORT 2017/2018 - YOUNG PEOPLE

The Committee considered a report which detailed performance against the priorities in the Council Plan 2015 – 2020. The report contained seven indicators from the Headstart programme and ten indicators based on young people. The report was presented by Mrs Val Watson, Delivery Development Officer, who explained that it was the first report of its type to be presented to the Committee and would be developed further in the future.

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The Committee asked whether the indicator referring to the number of young people benefitting directly from Head Start Universal Support, referred to those enrolled on the programme or actually deriving benefit from it, and were it the latter, how that was quantified. Mrs Watson agreed to explore the matter further and report back in due course.

The Committee raised questions around the indicator concerned with the number of pupils on the Elective Home Education Register, pointing out that despite showing significant increases in numbers since 2015/2016, it was indicating green in terms of performance. Mrs Diane Booth, Director of Children's Services, explained that the indicator referred to an improvement in performance between quarter 1 and quarter 2 of 2017/2018. She acknowledged however that more needed to be understood about the reasons why children were being educated at home and that Children's Services was part way through developing a full Inclusion Strategy, which she offered to present at the next meeting of the Committee. She further explained that part of the Strategy would be around elective education, but also about the wrap around support that was available.

The Committee asked whether checks were made as to whether children were being properly educated at home. Mrs Booth explained that a robust system of monitoring was in place and that this was part of the Inclusion review being carried out.

In response to questions regarding the figures appertaining to non-attendance at school, Mrs Booth confirmed that pupil referral numbers did not affect those figures. She agreed to bring further information about the Blackpool Led Improvements System to the next meeting of the Committee.

The Committee pointed out that the numbers of permanent exclusions had risen and asked why this was the case. Mrs Booth explained that the statistics related to individual schools and that inclusion workshops being held on 9 and 10 November 2017 would examine this in more detail. She pointed out the need to look at the individual requirements of each school and provide appropriate wrap around services to support them.

The Committee discussed the indicator relating to the rate of hospital admissions for self-harm and the higher numbers referring to the 10-24 age group. Members queried how the figures were accumulated and pointed out that (an unknown) proportion might well relate to people from outside of Blackpool. Mrs Booth acknowledged the question and agreed to query this further and report back in due course.

The Committee agreed to defer any questions from Members concerning the numbers of looked after children until the next agenda item.

The Committee agreed to note the report and to receive further information on both the Inclusion Strategy and the Blackpool Led Improvements System at the next meeting.

Background papers: None.

**MINUTES OF RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE
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5 CHILDREN'S SERVICES UPDATE REPORT

The Committee considered a report which highlighted key areas of work and progress within the Children's Services Directorate. The report was presented by Mrs Booth, Director of Children's Services, who began by providing a verbal summary of the main content of the report under the following headings:

- Self-View Pilot
- Blackpool Young People's Service
- Improvement Board
- Staffing
- Partnership working – White Ribbon Accreditation.

Mrs Booth then responded to comments and questions from the Committee in relation to the content of the report and the summary she had provided.

With regards to the numbers of looked after children, the Committee questioned why Blackpool was above average in comparison with other local authorities with similar deprivation levels and demographics. Mrs Booth acknowledged the situation and explained that it was part of a whole system issue, based upon the following main points;

- Partners requiring more support
- How the threshold around social care was managed
- Funding pressures.

Mrs Booth went on to explain that the needs of children continued to be at the forefront of everyone's mind and that should a child need to be placed in to care, that would happen. However, a change of culture was required, together with different ways of doing things. Early intervention was a key element in reducing the numbers of children in care.

Members pointed out that there appeared to be a degree of propensity in taking children into care and questioned whether Blackpool had been too keen to resort to those measures to date. Mrs Booth acknowledged that a change of approach was needed, which had now commenced. There was a need to ensure that thresholds were embedded to ensure that only the right children came into care.

Members asked whether set procedures were being changed in order to achieve the change of approach that was referred to. Mrs Booth explained that changes had been made to the scheme of delegation in relation to looked after children. There were also two Priority 2 plans, one relating to looked after children and the other to educational attainment, as well as the Social Care Improvement Plan, all of which would be brought to the Committee, going forward.

The Committee discussed the implications and concerns for staff relating to making mistakes, or making a wrong decision. Mrs Booth explained that she would always support a decision that was made for the right reasons, based upon the available information at the time, although it had to be acknowledged that situations could

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sometimes change very quickly. Where possible, decisions made by staff were checked by supervisors and recent feedback from staff events had been largely positive.

The Committee suggested that it might be helpful for Members to have access to case studies and Mrs Booth agreed that this would be arranged.

In connection with information sharing and whether this could be done more effectively between agencies, Mrs Booth acknowledged that improvement was needed in this area and was currently being looked at. She added that the majority of serious case reviews highlighted insufficient sharing of information. The Committee asked about new restrictions on data sharing that were coming into place, to which Mrs Booth agreed to provide more information at the next meeting of the Committee, following a briefing that she was due to attend on 20 October 2017.

The Committee agreed to note the report.

Background papers: None.

6 EDUCATIONAL ATTAINMENT UPDATE REPORT

The Committee considered a report which provided details of educational attainment in Blackpool in 2016/2017. The report was presented by Mrs Booth, Director of Children's Services, who responded to questions from the Committee in relation to its content.

The Committee asked about choices in relation to the English Baccalaureate (EBacc) performance measure and whether there was a compulsory element to this. Mrs Booth confirmed that both schools and children would need to choose and select this, should they wish to take part in it.

Members discussed statistics relating to the Pupil Premium and the disappointing results in the area. Responding to questions relating Pupil Premium funding, Mrs Booth confirmed that the funding would follow a child through their school life. She explained that the issues around the statistical gap between Pupil Premium and non-Pupil Premium were mainly connected to aspiration. Efforts were now being made to challenge the lack of aspirational behaviour via the School Led Improvement System.

The Committee agreed to note the report.

Background papers: None.

7 BLACKPOOL SAFEGUARDING CHILDREN BOARD ANNUAL REPORT

The Committee considered the Blackpool Safeguarding Children Annual Report for the year to 31 March 2017, presented by Dr David Sanders, Independent Chair of the Board.

Dr Sanders introduced the report by highlighting a number of headline areas, as follows:

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- Since the arrival of Mrs Booth as Director of Children's Services, there had been a much closer focus on what was happening in terms of looked after children and children in need. As such, there was a high degree of confidence that the numbers of looked after children would reduce over the next 18 months to two years.
- The response to child sexual exploitation in Blackpool was of high quality and high order. Strong multi-disciplinary support was in place across the Safeguarding Board.
- The Board had concentrated significantly on early help provision. Membership of the Board had improved and relationships with schools had also seen improvement.
- Data analysis methods had improved.
- The development of the Pupil Voice Group had made a significant contribution to the work of the Board.
- Training capacity had seen major developments and improvements, with a multi-agency training programme now in place.

The Committee acknowledged that Dr Sanders was leaving the Board at the end of October and asked what was being done to ensure a level of continuity in the position of Chair, going forward. Dr Sanders explained that his successor had already been appointed and there would be a properly facilitated handover of the post. Dr Sanders indicated his continued willingness to work with the Director of Children's Services in the future.

The Committee agreed to note the report.

Background papers: None.

8 CORPORATE PARENT PANEL ANNUAL REPORT

The Committee considered the Corporate Parent Panel Annual Report, covering the period from April 2016 to March 2017. The report was presented by Mrs Booth, Director of Children's Services, who highlighted the main areas of the report and aspirations for the future. She spoke about plans to increase the involvement of children and young people going forward and for them to be consulted more, outside of the Corporate Parent Panel meetings. Speaking about the continued drive to ensure that the children got what they required, she informed the Committee of their involvement in some of the Council 'takeover' meetings they had taken part in and the good ideas that had been generated as a result of those meetings.

The Committee asked about the proportion of looked after children who were proactively involved in saying what they want from the Council. Mrs Booth explained the various forums that were in place to facilitate such communication, including the Headstart forum (approximately 45 children) and Care Leavers group, which ranged between six and

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20 young people being involved. Mrs Booth acknowledged that the Council needed to think more innovatively about communications with children and young people and to apply processes to ensure that people who did not normally speak up, had the opportunity to do so.

The Committee questioned Mrs Booth about the current numbers of looked after children in Blackpool (530) and the target figure of 440. Asked whether the target figure was realistically achievable, Mrs Booth spoke of the importance of trying to achieve the target in a safe way, by ensuring that the right children continued to be placed into care, whilst at the same time providing alternative support methods where appropriate. The target figure was comparable with that of other local authorities with a similar demographic to Blackpool and she believed that with the measures that were being applied, the figure was achievable. Councillor Cain, Cabinet Secretary (Resilient Communities), added his support to that sentiment.

The Committee agreed to note the report.

Background papers: None.

9 SCRUTINY WORKPLAN

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

The Committee agreed to note the Workplan.

Background papers: None.

10 DATE OF NEXT MEETING

The Committee agreed to note the date of the next meeting as Thursday 7 December 2017, at 6.00pm.

Chairman

(The meeting ended at 19:10)

Any queries regarding these minutes, please contact:
Chris Kelly, Senior Democratic Governance Adviser (Scrutiny)
Tel: 01253 477164
E-mail: chris.kelly@blackpool.gov.uk

Report to:	RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE
Relevant Officer:	Sharon Davis, Scrutiny Manager.
Date of Meeting	7 December 2017

FORWARD PLAN

1.0 Purpose of the report:

1.1 To consider the content of the Council's Forward Plan, December 2017 – April 2018, relating to the portfolio of the Cabinet Secretary.

2.0 Recommendations:

2.1 Members will have the opportunity to question the relevant Cabinet Member in relation to items contained within the Forward Plan within the portfolio of the Cabinet Secretary.

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.

3.0 Reasons for recommendations:

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 The relevant Council Priority is 'Communities: Creating stronger communities and increasing resilience'.

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 4(a) is a list of items contained in the current Forward Plan. Further details appertaining to each item contained in the Forward Plan has previously been forwarded to all members separately.

6.0 Witnesses/representatives

- 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 Graham Cain, Cabinet Secretary.

Does the information submitted include any exempt information?

No

List of Appendices:

Appendix 4(a) – Summary of items contained within Forward Plan
December 2017 –April 2018.

7.0 Legal considerations:

- 7.1 None.

8.0 Human Resources considerations:

- 8.1 None.

9.0 Equalities considerations:

- 9.1 None.

10.0 Financial considerations:

10.1 None.

11.0 Risk management considerations:

11.1 None.

12.0 Ethical considerations:

12.1 None.

13.0 Internal/ External Consultation undertaken:

13.1 None.

14.0 Background papers:

14.1 None.

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EXECUTIVE FORWARD PLAN - SUMMARY OF KEY DECISIONS

(DECEMBER 2017 TO APRIL 2018)

*** Denotes New Item**

Anticipated Date of Decision	Matter for Decision	Decision Reference	Decision Taker	Relevant Cabinet Member
December 2017	Development Proposals for improvements at Carleton Cemetery	32/2017	Executive	Cllr Cain

EXECUTIVE FORWARD PLAN - KEY DECISION:

Matter for decision	Development Proposals for improvements at Carleton Cemetery
Ref 32/2017	
Decision making individual or body	Executive
Relevant Cabinet Member	Councillor Graham Cain, Cabinet Secretary (Resilient Communities)
Date on which or period within which decision is to be made	December 2017
Who is to be consulted and how	The evaluation includes the results of surveys of local residents
How representations are to be made and by what date	Not Applicable
Documents to be submitted to the decision maker for consideration	Executive Report
Name and address of responsible officer	Mark Towers, Director of Governance and Partnerships e-mail: mark.towers@blackpool.gov.uk Tel: (01253) 477007

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Report to:	RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE
Relevant Officer:	Diane Booth, Director of Childrens Services
Date of Meeting	7 December 2017

CHILDREN'S SERVICES UPDATE REPORT

1.1 To inform the Committee of the work undertaken by Children's Services on a day to day basis and to update on the progress and implementation of developments within the areas.

2.0 Recommendation(s):

- 2.1
- To note the contents of the report and to ensure that current work continues to meet statutory obligations and that work to prepare for external inspections continues.
 - To continue to meet statutory monitoring, challenge and support obligations.
 - To work with schools to support improvement and preparation for external scrutiny and support the work of the Blackpool Challenge Board in order to improve the progress and attainment of Blackpool Children especially at KS3 and KS4.
 - To identify any further information and actions required.

3.0 Reasons for recommendation(s):

3.1 For Members of the Scrutiny Committee to be fully informed as to the day to day work of the Children's Services Directorate and have assurance that Blackpool is continuing to meet its statutory obligations for future inspection requirements. The LA remains and retains a statutory responsibility to monitor all schools in order to support improvement and raise the attainment and progress for all children in the Local Authority Area.

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? Yes

Other alternative options considered:

3.3 Services are subject to national and statutory frameworks.

4.0 Council Priority:

4.1 The relevant Council Priority is 'Communities: Creating stronger communities and increasing resilience'.

5.0 Background Information

5.1 Children Social Care

5.1.1 Audit

5.1.2 Children's Services have launched its new audit framework with all of our early help/children's social care and safeguarding Senior Management Team, all having attending a half day briefing. This will provide Children's Services with greater capacity within its services to complete audits and thus provide a more comprehensive understanding and ownership of the quality of our practice. In addition Children's Services has recruited two independent agency auditors who have undertaken more than 100 full case audits and 120 specific audits looking at thresholds and management oversight in respect to child protection enquiries. The full case audits completed included looking at the following areas:

- Neglect cases as part of a possible Joint Targeted Area Inspection
- Compliance and quality of Looked after Children cases
- Compliance and quality of Strategy Discussions/ Sec 47 Enquiries/ Assessments
- Compliance and quality of Care Leavers services

5.1.3 The above audits have identified the following overarching themes which require improvement:

- **Voice of the Child:** Whilst the voice of the child is often evident in the file, the impact is not always transparent
- **Analysis within Assessments:** There is inconsistency in quality of analysis within assessments
- **Plans:** Generally plans are not considered to be SMART, outcome focused and not always linked to the assessment.
- **Supervision and Management Oversight:** Supervision is occurring, however this could be improved upon by scrutinising case work more thoroughly and focusing on SMART actions and tracking of such. There is inconsistency across the service in evidence of management footprint at critical decision making points.
- **Basic Details/Case Summaries/Chronologies:** These remain outstanding on some cases and a plan is in place to address these.

5.1.4 Action Taken

- Sharing of audit findings with all Social Care Senior Management Team, Service Team Managers and at Service development days.
- Findings shared with Safeguarding Quality and Review Team and IRO's asked to monitor future practice and highlight any practice areas where improvement not being made
- Training and Learning Circles being set up to address the voice of the child/lived experience, SMART planning.
- Risk Sensible training commenced which addresses areas of understanding/analysis of risk in assessments, child's experience and SMART planning.
- Safeguarding supervision completed with Team Managers with positive feedback on the quality of training and how this will be put into practice.
- Reports have been made available to Team Managers via Report Manager which highlight outstanding documentation/performance.

5.1.5 Performance Management

5.1.6 A review of our performance framework has taken place and the suite of performance reports has been revised. Work has been completed in conjunction with managers and our Business Intelligence Team to provide frontline managers with up to date performance information in which they can performance manage. The new suite of performance reports available on Report Manager was launched with managers on the 6 November 2017. This provides managers with performance information in relation to their service area/teams and individual workers in areas such as chronologies and case summaries on file, assessments completed within timescale. It also provides managers with information of other social work activity that is due and enables them to ensure workers have these in their diary to complete.

5.1.7 A Performance and Practice Improvement Meeting has also been established which presently includes Service Managers from across Children's Services. This meeting reviews present performance across a range of social work practice from Contacts/Referrals to Care Leaver information and links performance and findings from audit, thus providing both quantitative and qualitative information. It also measures our performance against National, regional and statistical neighbours' performance.

5.1.8 A performance dashboard which is linked to our improvement plan has been developed which has challenging targets. This is monitored on a monthly basis and progress is being made against a number of these:

- There has been a reduction in Contacts/Referrals as a result of robust triage arrangements in place with the Police to review PVPs at the front door, as part of the wider MASH review. Triage is also being carried out on all referrals to the front door, with those not appropriate for social care being diverted to the Early Help hub, which directs work more appropriately and provides guidance and support to partners in managing need at a universal, or early help.
- The numbers of children subject to child protection plans have reduced
- The numbers of children ceasing to be subject to child protection plans three months or less has reduced. An audit is presently taking place to review child protection plans three months or less to review thresholds and decision-making and provide assurance that children have been signposted to appropriate services to manage the risk.
- The numbers of LAC has reduced from 548 in June 2017 to 529 in October 2017 with an increase to 533 in November related to a large sibling group. We continue to identify children and young people who can safely leave our care, and tracking progress to ensure no drift, but this work is behind schedule. We also continue to develop our edge of care offer to prevent children needing to be looked after.

5.2 School Improvement

5.2.1 Blackpool School Improvement Board and Inclusion Strategy update

5.2.2 Blackpool School Improvement Board has been re-structured to provide greater focus and improved strategy. This will mean greater collaboration is possible between schools, using a “family” of schools model (Appendix 5a). Each school is now grouped, with representation from primary, secondary and special school partners, to work together to ensure that their needs and priorities are represented at the Blackpool School Improvement Board strategic board. Projects and initiatives that have been funded through the department for education via various strategies are delivered by system leaders through these “families” and data is shared that shows each family’s relative need, in relation to children in need, in need of protection, who may be our children and attendance, exclusion etc.

5.2.3 The impact of the strategies that are in place can then be evidenced at the Blackpool School Improvement Board and new funding streams and initiatives can be cascaded down to schools. A comprehensive data-set has been established to allow all partners to see the outcomes for individual schools and groups of children and a data-sharing agreement has been ratified by partner schools.

5.2.4 School Inspection

Since September we have had two school inspections. Westcliffe Primary Academy maintained Good and Layton Maintained Primary School received an Outstanding judgement.

5.3 HeadStart

5.3.1 A brand new version of the Resilience Framework has been launched, which was co-produced with young people from Mereside School (Appendix 5b). At HeadStart we always focus co-production and have shown what superb outcomes we can reach if we take our time, include young people in the process and really listen and learn from their expertise.

5.3.2 All Year 2 schools are engaging with the Whole School Resilience Approach and from September 'Bounce Forward' sessions are being delivered in eight of these schools. Resilience Coach activity is increasing, for example some good outcomes are being achieved with some of our most vulnerable young people via the Edge of Exclusion programme.

5.3.3 The 'Resilience Revolution' message is starting to spread with a steady increase in social media followers as well as further promotion at The World Mental Health Day event, the Staff Conference, senior leadership team, a Better Start Conference and a two-day HeadStart conference in Wolverhampton. One of HeadStart's apprentices also represented the programme by taking part as a volunteer co-researcher for a drought project in South Africa. A social media campaign was created to link in with World Mental Health Day, and 'Vlogtober' has seen HeadStart staff, young people, parents and carers create a resilient move each day and vlogging their experience. This has been a great success and 'Sophie's' vlog has had over 4,500 views which are continuously being shared.

<https://www.youtube.com/watch?v=ghVW4SjU0TU&feature=youtu.be>

<https://www.youtube.com/watch?v=GhMjYnRY5Mw>

5.3.4 The therapeutic benefit of creating digital content has been seen to improve confidence and communication skills for young people and this will need to be researched further.

5.4 Blackpool Music Service and Education Hub Success

5.4.1 The Key Data for Music Education Hubs 2016 has recently been published by the Department for Education and Arts Council England. Birmingham City University collated specific evidence from all 121 Music Education Hubs with a clear focus on the National Plan for Music Education and, School Music Education Plans.

- 5.4.2 Blackpool Music Service is the lead organisation for Blackpool Music Education Hub and our report celebrates 100% School Engagement, extensive School Music Education Plan and Continuous Professional Development support and, that our 99% school support for singing strategies are second to none. In addition, we teach 21% more instrumentalists and vocalists than the national average, 93% more instrumentalists in small groups and significantly higher numbers of musicians in ensembles. All data clearly identifies higher outcomes than the national average, often significantly higher.
- 5.4.3 All schools annually participate in their various programmes with 94% of schools having up to 26 hours of weekly tuition. 87% of our Primary Schools receive our Wider Opportunities programme and 41% of these pupils continue after the initial programme. This too is significantly higher than the national average of 26.6%.
- 5.4.4 The report confirms that Blackpool receives the third lowest national grant allocation which only covers 38% of its work. The remaining financial support (£666,000) is self-funding thus indicating exceptional value for money and totally inclusive support across Blackpool.
- 5.4.5 A copy of the full report is available on line or via Music Adviser, Andrew White.

6.0 National Anti-Bullying week 13-17 November 2017

- 6.1 During November, Blackpool Children’s Services in conjunction with the Diana Award Charity hosted the National Anti-Bullying Week event 2017. This was held in the De Vere Village Hotel on Thursday 16 November 2017 with over 350 students and staff attending from all over the North of England. The event was a celebration of all that the young people were doing in their school community to tackle bullying and raise awareness of the key theme for this year which was *‘All Different, All Equal’*.
- 6.2 There was a series of workshops throughout the day for the young people including: song writing; poetry and drama; graffiti art; T-shirt design; dance and expressive arts. All the workshops were displayed at the end of the day in front of all the delegates.
- 6.3 Councillor Graham Cain attended and kindly agreed to be a Dragon for the day in the ‘Dragons Den’ session to award a cash prize to the school with the best idea which was showcased on the day. Planning for next year’s event (in Blackpool) start now.

Does the information submitted include any exempt information? No

7.0 List of Appendices:

Appendix 5(a) – Blackpool School Improvement Board - restructure
Appendix 5(b) – Resilience Framework – YP Friendly

8.0 Legal considerations:

8.1 None

9.0 Human Resources considerations:

9.1 None

10.0 Equalities considerations:

10.1 None

11.0 Financial considerations:

11.1 None

12.0 Risk management considerations:

12.1 None

13.0 Ethical considerations:

13.1 None

14.0 Internal/ External Consultation undertaken:

14.1 None

15.0 Background papers:

15.1 None

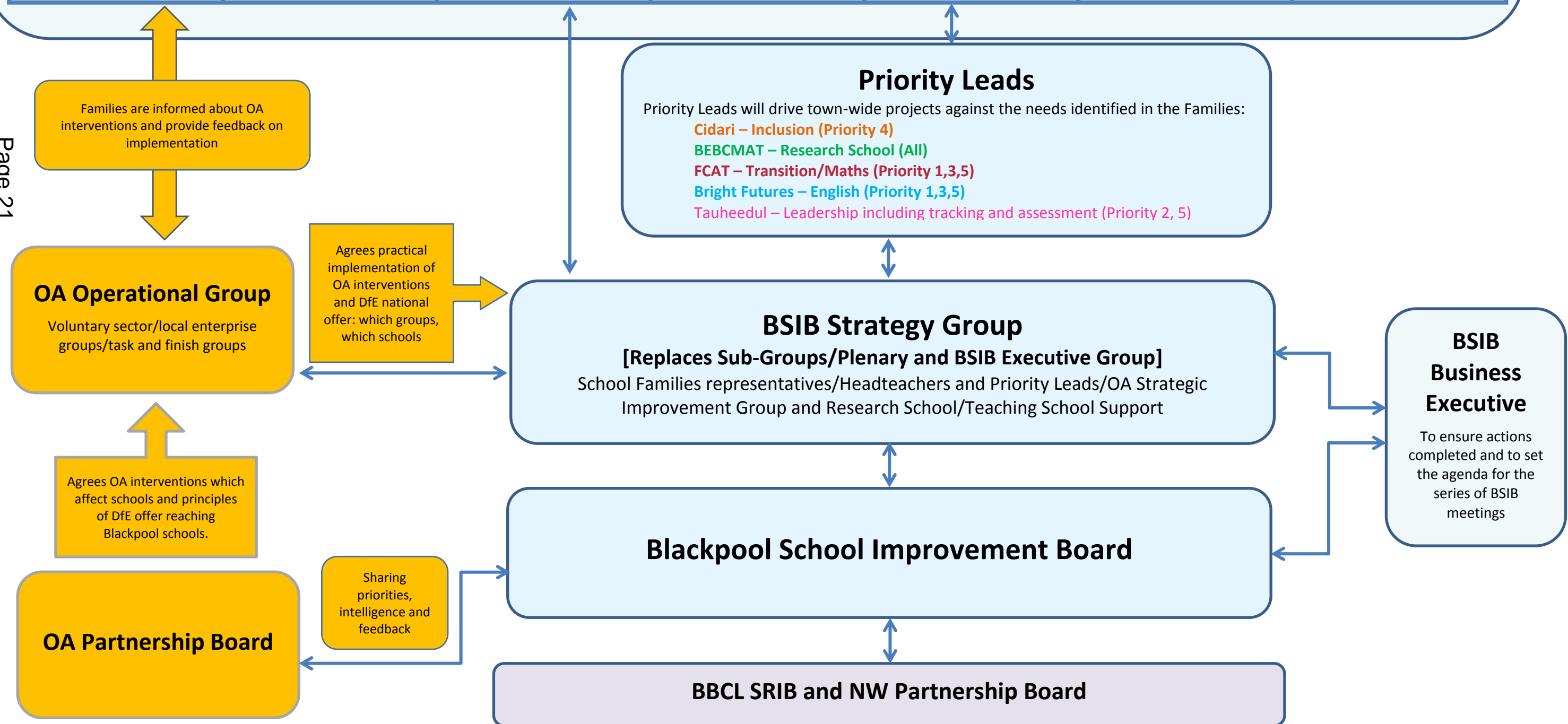
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School Families

These will function as drivers for appropriate action in relation to need, clustered around these similar schools.
 Monthly datasets will be produced to indicate areas of strength and weakness, initially focused around attendance, deprivation, LAC, NTA admissions and NR admissions.

1	2	3	4	5	6	7
Aspire Boundary Hawes Side Highfurlong Layton Moor Park St John's CE	Anchorsholme Bispham Endowed KinCraig Montgomery Norbreck Westcliff	Devonshire Gateway Langdale Unity Westminster	Baines Endowed St George's St Nicholas	Christ the King Holy Family Our Lady St Bernadette's St Cuthbert's St John Vianney St Kentigern's St Mary's St Teresa's	Educational Diversity Marton Revoe South Shore Thames Waterloo	Highfield Mereside Park Roseacre Stanley Woodlands

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RESILIENCE FRAMEWORK

Basics

- Good Housing
- Money to live
- Being safe
- Transport and getting to places
- Healthy diet
- Exercise and fresh air
- Enough sleep
- Play and hobbies
- Not being judged

Belonging

- Find somewhere you feel like you belong
- Find your place in the world
- Spend time with good people and in good places
- Keep relationships going
- More healthy relationships the better
- Take what you can from relationships where there is some hope
- Get together with people you can rely on
- Responsibilities & obligations. For example: looking after your brother/sister or going to school
- Focus on good times and places
- Understand what has happened in your life
- Predict a good experience of someone or something new
- Make friends and mix with other people

Learning

- Make school or college work as well as possible
- Engage mentors
- Plan out your future
- Organise yourself
- Highlight achievements
- Develop life skills

Coping

- Understand right from wrong
- Be brave
- Solving problems
- Focus on the good things in life. Put on your Positivity Glasses!
- Find time for your interests
- Calming down and making yourself feel better
- Remember tomorrow is another day
- Lean on others when necessary
- LOL Have a laugh

Core self

- Instil a sense of hope
- Understand other people's feelings
- Know and understand yourself
- Take responsibility for yourself
- Find time for your talents
- There is existing help and solutions for problems, use them

Noble truths

- Accepting
- Conserving
- Commitment
- Enlisting

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Report to:	RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE
Relevant Officer:	Val Watson, Delivery Development Officer
Date of Meeting:	7 December 2017

COUNCIL PLAN PERFORMANCE REPORT Q2 2017/2018 - SAFEGUARDING

1.0 Purpose of the report:

1.1 To present performance against the Council Plan 2015-2020 for the period 1 April – 30 September 2017.

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 performance against the Council Plan 2015-2020.

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 Priority is 'Communities: Creating stronger communities and increasing resilience.'

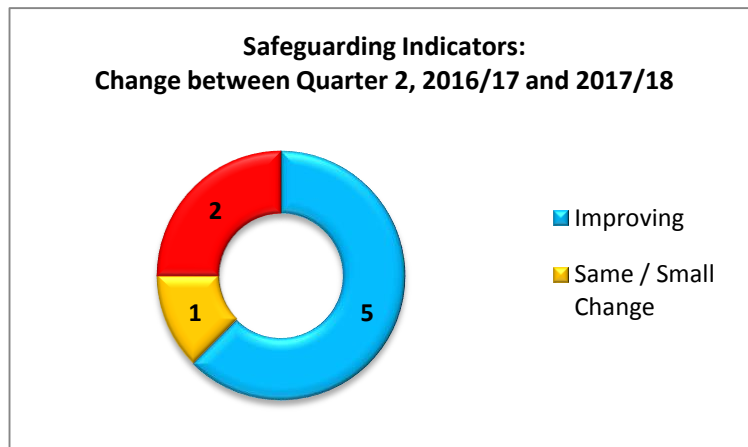
5.0 Background information

5.1 This report reviews performance against the priorities in the Council Plan 2015 - 2020. It focuses on a set of core performance indicators, developed in consultation with the Corporate Leadership Team.

- 5.2 To allow for sufficient time and attention to be given to the indicators, the Committee considers one theme within Resilient Communities and Children’s area at each meeting. The theme of this report is Safeguarding.
- 5.3 The primary focus of this report is the most recent performance data available – which is for Quarter 2 of 2017/2018. Performance comparisons against previous years and national data (where this is available) can be found in **Appendix 6(a) – Key Performance Indicator Summary**. Note that a tolerance of +/- 5% is applied when comparing performance, to ensure the focus is on indicators with a significant degree of movement.

6.0 Overview of Safeguarding Performance

- 6.1 There are eight indicators within the performance basket for Safeguarding. The chart below shows change against previous performance:



- 6.2 There are five of the PI’s showing an improvement in performance, one having a small change and two have deteriorated.
- 6.3 Targets are not set for these performance indicators, therefore no comparison can be made with a target figure.
- 6.4 **Appendix 6(b) – Q2 Exception Reports** provides more detailed analysis of indicators where performance is significantly below target, where performance has deteriorated during the quarter, or where the indicator has been identified as a top priority.

Does the information submitted include any exempt information?

No

List of Appendices:

Appendix 6(a): Q2 KPI Spreadsheet

Appendix 6(b): Exception Reports

7.0 Legal considerations:

7.1 None

8.0 Human Resources considerations:

8.1 None

9.0 Equalities considerations:

9.1 None

10.0 Financial considerations:

10.1 None

11.0 Risk management considerations:

11.1 None

12.0 Ethical considerations:

12.1 None

13.0 Internal/ External Consultation undertaken:

13.1 None

14.0 Background papers:




14.1 None















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Council Plan Performance Report 2017/18

Appendix A: Key Performance Indicator Summary, Safeguarding

April - September Quarter 2

	Performance is improving	Key:	
	Small change in performance		DoT - Direction of Travel (whether performance is improving or deteriorating)
	Performance is deteriorating		N/A - Not Available

Lead Cabinet Member	Indicator	Outturn 2014/15	Outturn 2015/16	Outturn 2016/17	DoT (14/15 v 16/17)	Q1 17/18	Q2 17/18	DoT	Target	DoT	National Comparator	Notes
	Cabinet Secretary for Resilient Communities & Children's							Performance Against Q2 16/17		Performance Against Target		
Safeguarding	Number/rate of referrals per 10,000 children	No. 3098 Rate 1067.2	No. 2944 Rate 1021.9	No. 3520 Rate 1227.1		No. 3343 Rate 1168.7	No. 3128 Rate 1093.5		No Target Set	N/A		3128 compared with 3425 in Q2 16/17. National comparator - Blackpool is above the national rate but the gap has fallen slightly - from 548.3 in 14/15 to 489.7 in 15/16.
	Number/rate of 5.47 Child Protection enquiries started	No. 1371 Rate 472.3	No. 1382 Rate 479.7	No. 1978 Rate 689.6		No. 1901 Rate 664.6	No. 1816 Rate 643.9		No Target Set	N/A		1816 compared with 1825 in Q2 16/17. National comparator - Blackpool is above the national rate but the gap has fallen slightly - from 518.9 in 14/15 to 489.9 in 15/16.
	Number/rate of children currently subject to a Child Protection Plan per 10,000	No. 355 /Rate 122.3	No. 362 /Rate 125.7	No. 366 /Rate 127.6		No. 375 Rate 131.1	No.385 Rate 134.6		No Target Set	N/A		385 compared with 418 in Q2 16/17. National comparator - Blackpool is above the national rate and the gap has risen slightly - from 79.4 in 14/15 to 82.6 in 15/16. Comparison based on Purple book data, LG inform data is different.
	Number/rate of current children in need per 10,000 population (including LAC and CP)	No. 1826 /Rate 629.0	No. 1916 /Rate 665.0	No. 2118 /Rate 738.4		No. 1971 Rate 689.0	No. 1932 Rate 675.4		No Target Set	N/A		1932 compared with 2126 in Q2 2016/17. National comparator - Blackpool is above the national rate.
	Number/rate of Children Looked After per 10,000	No. 454 Rate 156.4	No. 469 Rate 162.8	No. 525 Rate 183.0		No. 548 Rate 191.6	No. 531 Rate 185.6		No Target Set	N/A		531 compared with 503 in Q2 16/17. National comparator - Blackpool is above the national rate and the gap has risen slightly - from 96.4 in 14/15 to 102.8 in 15/16. Comparison based on Purple book data, LG inform data is different.
	Number of children who ceased to be looked after during year	187	216	215		208	215		No Target Set	N/A		215 compared with 213 in Q2 16/17. National Comparison available for raw number (not the rate) via LG inform. Blackpool's number is consistently higher than the mean. A comparison of the rate in the Purple book shows that the number per 10,000 ceasing to be looked after is much higher than the all-England rate.
	% of young people with a LAC review who participated in review	95.40%	95.8%	94.7%		95.9%	95.8%		No Target Set	N/A	N/A	95.8% compared with 91.5% in Q2 2016/17
	Number of Early Help assessments	New PI	New PI	3139	N/A	629	514		No Target Set	N/A	N/A	514 compared with 964 in Q2 2016/17.

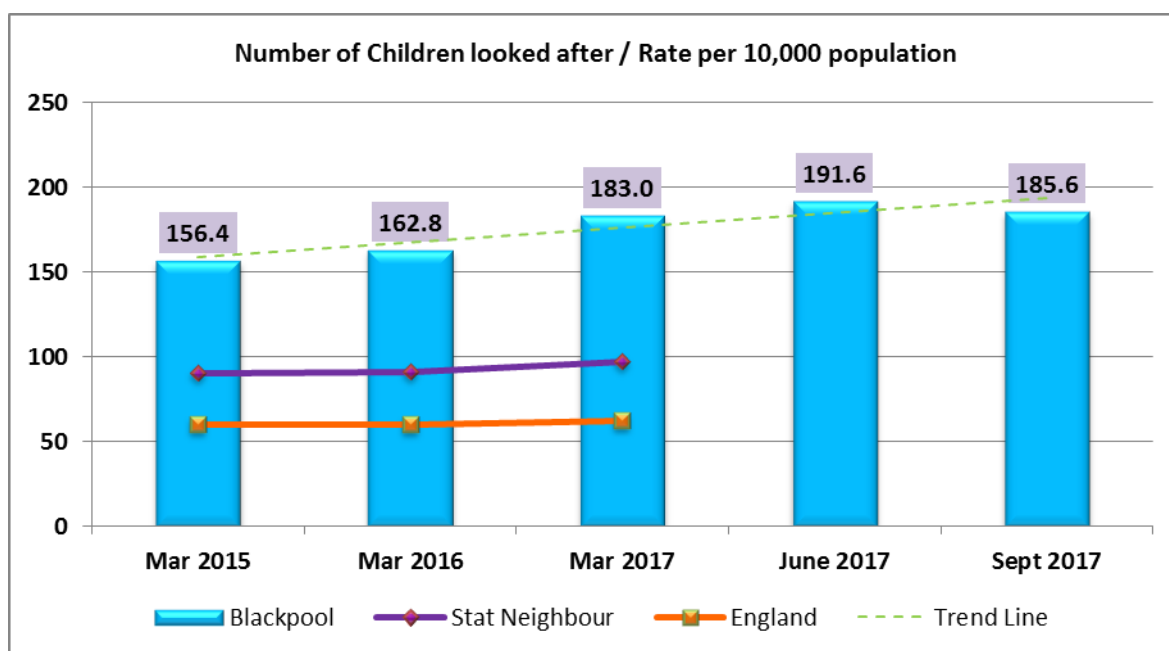
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CABINET SECRETARY FOR RESILIENT COMMUNITIES & CHILDRENS

Indicator Description	Better to be?
Number/Rate of children looked after per 10,000	Low

	2015/16	2016/17	2017/18				Target
			Q1	Q2	Q3	Q4	
No. (Rate)	469 (162.8)	525 (183.0)	548 (191.6)	531 (185.6)			No Target Set

There are no targets set for this KPI, so the comparisons used instead are the general trend of performance, plus comparisons against our statistical neighbours and the all-England figure. The rate of Looked After Children has increased consistently since 2015 at a higher rate than the two comparator groups. However, the rate at Q2 of 2017/18 has decreased slightly compared to Q1.



Service Response:

As part of the Children’s Services improvement plan we have clear actions to reduce the number of children looked after. The plan includes examining thresholds for entering care, providing services for those children and young people on the edge of care to safely remain at home and reviewing existing plans in place for looked after children and again where it is safe to do so and in the child/young person’s best interest looking at permanence options and alternatives to remaining in care. For the first time in a number of years the number entering care has remained stable at 15 per month for this quarter. In the same quarter the number ceasing to be looked after has been greater than the number entering care.

The total at 30 September 2017 is 531 and this number has continued to fall. As outlined above there is a clear plan to reduce the numbers of LAC and this includes the discharge plan in respect to CYP adopted, who could progress to SGO and 21 young people will turn 18 before the end of March 2018.

The present cohort of LAC by age is as follows:

Under 1: 39 1-4 yrs: 71 5-9 yrs: 127 10 – 15 yrs: 199 16 and over: 89

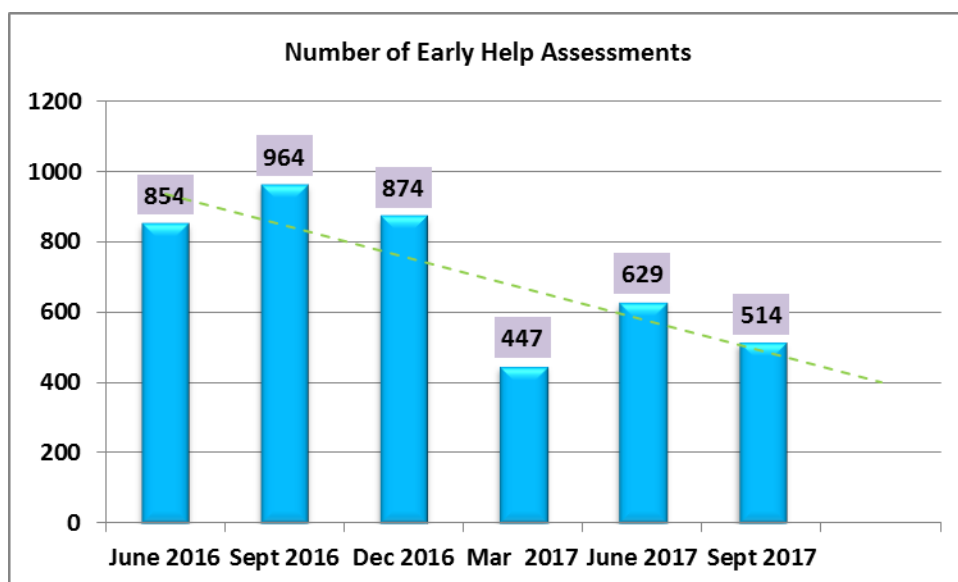
The younger age group should represent the opportunity to achieve permanence via adoption or SGO and this forms part of our discharge plan

Appendix 6(b) - Exception Reports (Q2 2017/18)

Indicator Description	Better to be?
Number of early help assessments	High

2015/16	2016/17	2017/18				Target
		Q1	Q2	Q3	Q4	
New PI	3139	629	514			No Target Set

The trend is for the number of assessments being undertaken to have dropped over the last 12 months. Year-on-year comparisons for both June and September show a significantly lower number in 2017 compared to the previous year:



Service Response:

Data collection continues to be a challenge as there is currently no robust system in place to gather partnership wide Early Help activity meaning this only represents a snapshot of Early Help Activities

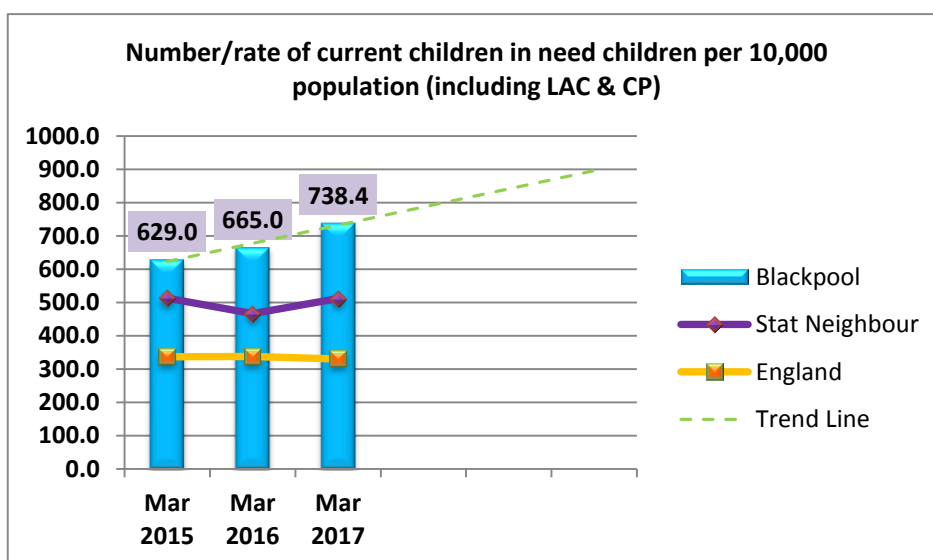
The development of the Early Help Hub (as part of the Improvement Plan) will see a more robust system developed.

Appendix 6(b) - Exception Reports (Q2 2017/18)

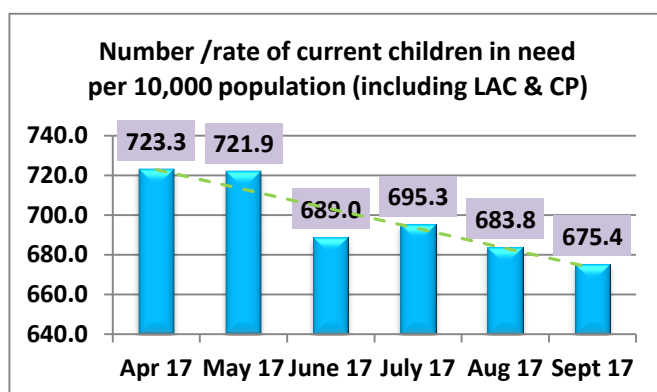
Indicator Description	Better to be?
Number/ rate of current children in need per 10,000 population (including LAC & CP)	Low

2015/16	2016/17	2017/18				Target
		Q1	Q2	Q3	Q4	
No.1916 Rate 665.0	No. 2118 Rate 738.4	No. 1971 Rate 689.0	No.1932 Rate 675.4			No Target Set

When comparing figures from March over three previous years against those of our statistical neighbours and England, Blackpool's numbers are high and increasing more rapidly:



However, when looking at the figures calculated after changes that were implemented in April 2017, the figures show a substantial decrease over the 6 months, with a slight increase in July 2017 compensated for by a further reduction in August. If the trend were to continue at this rate, the Blackpool figure would be down to the average of our statistical neighbours by Q3 of 2018/19:



Appendix 6(b) - Exception Reports (Q2 2017/18)

Service Response:

The Children's Services Improvement and Demand Management plans have clear plans/actions in place to address demand and ensure robust monitoring and review of existing plans is in place for children and young people looked after, subject to child protection plans and receiving statutory Sec 17 Child in Need services. As outlined above there has been success in the reduction of LAC as a result of the measures taken e.g. examining thresholds for entering care, edge of care services to support children and young people in their home, reviewing and taking action where children and young people can safely cease remaining in care.

The Blackpool Safeguarding Children Board has also launched the new agreed thresholds and continuum of need documents with partner agencies which provides greater clarity on which services should meet particular needs and the appropriate management of risk. In addition to this we have robustly reviewed children and young people who are subject to child protection plans ensuring the criteria continues to be met for a child to remain on a child protection plan as well as undertaking robust assessments at the front door to ensure in line with the continuum of need that children and young people are signposted to the right service to meet their needs. This has led to a reduction in child protection plans.

Report to:	RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE
Relevant Officer:	John Blackledge, Director of Community and Environmental Services
Date of Meeting	7 December 2017

LEISURE SERVICES PERFORMANCE REPORT

1.0 Purpose of the report:

1.1 To review the performance of Leisure Services with an emphasis on service delivery, statistics, performance indicators and customer satisfaction. The report provides a brief outline of the various elements of the services and highlights any current or anticipated issues.

2.0 Recommendation:

2.1 To scrutinise the performance of the service and identify any matters for further scrutiny.

3.0 Reasons for recommendation:

3.1 To ensure effective scrutiny of Leisure Services.

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? Yes

3.3 Other alternative options to be considered:

Request Internal Audit to programme in to the annual work plan.
Refer to external audit.

4.0 Council Priority:

4.1 The relevant Council Priority is 'Communities: Creating stronger communities and increasing resilience'.

5.0 Report Information

5.1 Scope of the Report

5.1.1 The report provides an overview of the various sections of Leisure Services and highlights any current or anticipated challenges facing the service. Leisure Services provide a broad range of activities and programmes from within the three main leisure facilities and in community settings to help local residents to lead an active and healthy lifestyle.

5.1.2 The scope of this report includes all service areas within Leisure, as set out below:

- Leisure facilities;
 - Palatine Leisure Centre
 - Blackpool Sports Centre
 - Moor Park Health and Leisure Centre
- Outdoor Activities Service
- School Games programme
- Active Blackpool GP Referral programme
- Family Weight Management programme – Making Changes
- Better Start Volunteer Programme
- Outreach and Street Games programmes

5.1.3 In 2016/2017 the leisure services received over one million attendances to activities and facilities provided across Blackpool, with the three main leisure facilities alone seeing in excess of 940,000 attendances. The leisure service provides a range of activities and programmes to meet the growing demand of supporting people to lead an active and healthy lifestyle. The range of services include targeted programmes that are free at the point of delivery along with a broad range of universal activities, which are available at a subsidised rate. The leisure facilities offer a range of concessionary pricing options for targeted groups along with 'pay as you go', direct debit and annual membership options for those accessing the facilities on a regular basis.

5.1.4 The service delivers a number of other concessionary programmes to attract hard to reach groups and individuals from across Blackpool, more detail can be found regarding these programmes in Appendix 7(a).

5.2 **Budget Information**

5.2.1 Leisure Services has an annual expenditure budget of £3,963,000 and an annual income target of £3,264,000, resulting in a net annual cost of £699,000.

5.2.2 Property Services have a maintenance budget for facilities of £1,109,000 of which £478,000 relates to NNDR and £358,000 to energy. These costs have increased significantly over the last few years. In addition, there is a notional capital depreciation charge set against the facilities of £659,000.

5.3 **Service Performance, Highlights and Challenges**

5.3.1 A Performance dashboard can be found in Appendix 7(b) giving a more detailed overview of patronage performance in key areas along with customer feedback statistics this year to date compared to the same period in 2016/2017.

5.4 **Health and Fitness**

5.4.1 Leisure Services operate health and fitness facilities at all three of its leisure centres. The facilities include dedicated fitness studios, spinning studios and exercise class studios at each site. In 2016/2017 the health and fitness facilities had over 265,000 visits across the three sites with Moor Park Health and Leisure Centre seeing the highest number of visits.

5.4.2 The service has recently entered into a partnership with a private marketing and business development company, Big Wave Media, who specialise in supporting local authority leisure providers to continue to grow this area of the business. Whilst this service area has some stretching and challenging income targets to achieve, it has been identified following a recent review that there is an opportunity for growth in this area.

5.4.3 Health and Fitness alone generates in excess of £1,000,000 a year for the service. The management team dedicate a lot of their time and resources focusing on achieving these targets, which at times can result in other areas of the business receiving less attention.

5.4.4 Furthermore, local competition has increased in recent years with the opening of DW Fitness and the first budget gym, the Gym Group opening in the town centre resulting in the need for the service to distinguish themselves from the competition, keep up with industry trends and market themselves effectively to maintain and grow the share of the health and fitness market.

5.4.5 This service area has seen a 9% decline in patronage in 2017 year to date as demonstrated in the performance overview table (Appendix 7(b)), but having recently entered into partnership with Big Wave, clear action plans are in place to improve and exceed previous patronage and income targets in 2018/2019.

5.5 Active Blackpool

- 5.5.1 The Active Blackpool programme is a referral programme aimed at individuals who would benefit from additional support to lead a more active lifestyle. Traditionally, the programme has accepted referrals from health practitioners, with a particular focus on GP surgeries, however over the last two years there has been a focus on increasing the referral partners to other health practitioners and partners which has resulted in a growth in the programme as demonstrated in the table below:

Active Blackpool Facilities Patronage	
2012/13	24,126
2013/14	36,959
2014/15	56,641
2015/16	74,494
2016/17	75,160
2017/18 YTD	52,975

- 5.5.2 Based on the year to date figures, the Active Blackpool programme is expected to grow by a further 15% in 2017/2018 compared to 2016/2017.
- 5.5.3 The programme is open ended, allowing customers to access the service for life. There is an ongoing cost for customers from the start of the programme, giving them the opportunity to 'pay as you go' or pay for a membership via a monthly direct debit (£20/month).
- 5.5.4 The service has a very strong partnership with the Cardiac Rehabilitation Service ran by Blackpool Victoria Teaching Hospital, who work in partnership to deliver a cardiac rehabilitation programme for clients who have a cardiac condition, including heart failure, from the leisure facilities. This programme has seen significant growth in the previous 12 months, with 4245 attendances to cardiac specific classes ran by Active Blackpool, from April – October 2017 compared to 2542 for the same period in 2016 – a 67% increase.
- 5.5.5 The Active Blackpool team is currently working closely with the Stroke Association and Macmillan Cancer Support in partnership with the Cancer service at Blackpool Victoria Teaching Hospital to offer a referral pathway and dedicated sessions for patients engaged with these services.

5.6 Learn to Swim

- 5.6.1 The learn to swim scheme which runs at both Palatine Leisure Centre and Moor Park Health and Leisure Centre provides an opportunity for children to learn to swim, develop their aquatic skills and ultimately progress into the local swimming club, Blackpool Aquatics. Leisure Services work in partnership with Blackpool Aquatics to provide a seamless progression pathway and competitive swimming opportunities for local people.

- 5.6.2 The learn to swim programme has seen significant growth of over 20% in the previous 12 months, following the increase in delivery weeks to 50 weeks/ year, the introduction of a direct debit payment option and the 'parent portal' allowing parents to monitor their child's progress through an online account.
- 5.6.3 The learn to swim programme is projected to continue growing over the next three years, which presents an opportunity for increased income generation and an increase in the number of children learning a vital life skill.
- 5.6.4 However this growth presents a number of challenges in balancing the demand for water space across the two swimming pools, to meet the demands of a wide range of customers from local clubs to families and fitness swimmers. Furthermore, there will need to be consideration given to growing the pool of qualified swimming coaches as demand nationally is not currently being met. Consideration is being given to a development programme through utilisation of the apprenticeship levy and upskilling of existing staff in other roles.

5.7 Feel Good Factory

- 5.7.1 Leisure Services have two Feel Good Factory facilities – one at Palatine Leisure Centre and the other at Moor Park Health and Leisure Centre. The facilities are aimed at the older generation and adults who are inactive. The facilities offer a range of toning equipment that are easy to use and low impact in a friendly and social setting, providing a workout environment that is relaxing and informal.
- 5.7.2 The facilities continue to grow in popularity, providing an exercise opportunity for a previously uncatered for market. In 2016/2017, the facilities attracted over 88,000 visits and in the first six months of this year, usage has grown by 19% compared to the same period the previous year.

5.8 Outdoor Activities

- 5.8.1 The outdoor activity service obtained its AALA license in March 2017, enabling them to provide a range of watersports activities including kayaking, canoeing and raft building on Stanley Park Lake to children and young people across Blackpool. In addition, the service offers a range of outdoor activity packages, including high ropes activities, team building, den building and ecological activities, rock climbing and bouldering.
- 5.8.2 The service is still in its infancy and is continuing to increase the range of groups and organisations it works with including a recent partnership arrangement with the Pupil Referral Unit (PRU) who now include 20 hours/ week of outdoor activities as part of their curriculum offering to all of their pupils. Furthermore, a number of primary and secondary schools have purchased education packages to enable local children to develop their skills and experiences through outdoor activities.

5.8.3 A challenge for this service remains the unpredictable nature of Britain’s weather, which impacts particularly on ‘pay on the day’ customers to both the high ropes course and watersports activities. The weather has impacted on the income generated over the Summer of 2017, however the shortfall has been recovered through an increase in groups and educational bookings.

5.9 Customer Engagement

5.9.1 Leisure Services take a proactive approach to engaging with customers and encourage them to provide feedback on their visitor experience to enable the service to make informed decisions on how to improve the service.

5.9.2 Leisure Services uses an internationally recognised system for proactively measuring satisfaction amongst service users.

5.9.3 Net Promoter Score®, or NPS®, measures customer experience across a number of business sectors internationally. Customers are asked ‘On a scale of 0 - 10 how likely are you to recommend Moor Park Health and Leisure Centre to friends and family?’ A more detailed overview of the system and performance for 2016/2017 can be found in Appendix 7(c)

6.0 Service wide challenges

6.1 The service strives to continually provide opportunities to increase the health and wellbeing of Blackpool residents through a range of free and low cost initiatives, projects and activities. In recent years the amount of external funding opportunities available to local authority leisure providers has reduced significantly making the opportunity to provide targeted projects and activities challenging. Furthermore, the drive to realise savings and reduce the net subsidy of providing leisure has resulted in increased income targets in the more commercial activities provided, such as health and fitness.

6.2 The continual need to balance the drive to increase income with supporting Blackpool residents to lead a healthier lifestyle through subsidised initiatives can be challenging, particularly when communicating our service aims and objectives to partners and third sector organisations.

6.3 Future Priorities

6.4 The Blackpool Sport and Physical Activity Strategy requires a refresh to ensure it continues to reflect the aims and objectives of our local, regional and national partners and adopts the new direction of travel for sport and physical activity set out by Sport England in their latest strategy ‘Towards an Active Nation’.

6.5 The service will continue to focus on developing the range of facility based activities, that both reflect a growing a developing market and meet the needs of the local residents. This

will involve continually reviewing the areas that are popular and those that are underutilised as well as continuing to follow trends within the industry.

- 6.6 The aging condition of the buildings present a challenge in retaining customers who expect a higher standard of facilities than is currently on offer, particularly ancillary facilities such as changing rooms and toilets. Property Services hold the budget for building maintenance, which has failed to meet customer expectations in recent years due to budget constraints. Moving forward, consideration will need to be given to how the facilities can be invested in to improve standards and meet customer expectations.
- 6.7 A key focus for the service will be to grow the range of outdoor activities on offer through exploring options to de-silt Stanley Park lake and improve the ancillary facilities, to offer a true Outdoor Activity Centre in Blackpool. This work will enable a greater range of watersports to be offered such as sailing, windsurfing, stand up paddle boarding and potentially open water swimming.
- 6.8 Marketing of the service is key to ensuring its success – raising the brand awareness and reaching new audiences who don't currently or have never accessed our service will be a priority to ensure the service continues to grow and achieve the overall aim of supporting local people to lead a more active and healthy lifestyle.
- 6.9 A clearer understanding of the impact of the GDPR regulations due to come into force in May 2018 is a priority to ensure we are still able to effectively market and promote our services to existing and potential customers without being in breach of the new regulations.

Does the information submitted include any exempt information?

No

7.0 List of Appendices:

Appendix 7(a) – List of concessionary programmes

Appendix 7(b) – Performance Dashboard

Appendix 7(c) – Systems and Performances

8.0 Legal considerations:

8.1 None

9.0 Human Resources considerations:

9.1 None

10.0 Equalities considerations:

10.1 None

11.0 Financial considerations:

11.1 None

12.0 Risk management considerations:

12.1 None

13.0 Ethical considerations:

13.1 None

14.0 Internal/External Consultation undertaken:

14.1 None

15.0 Background papers:

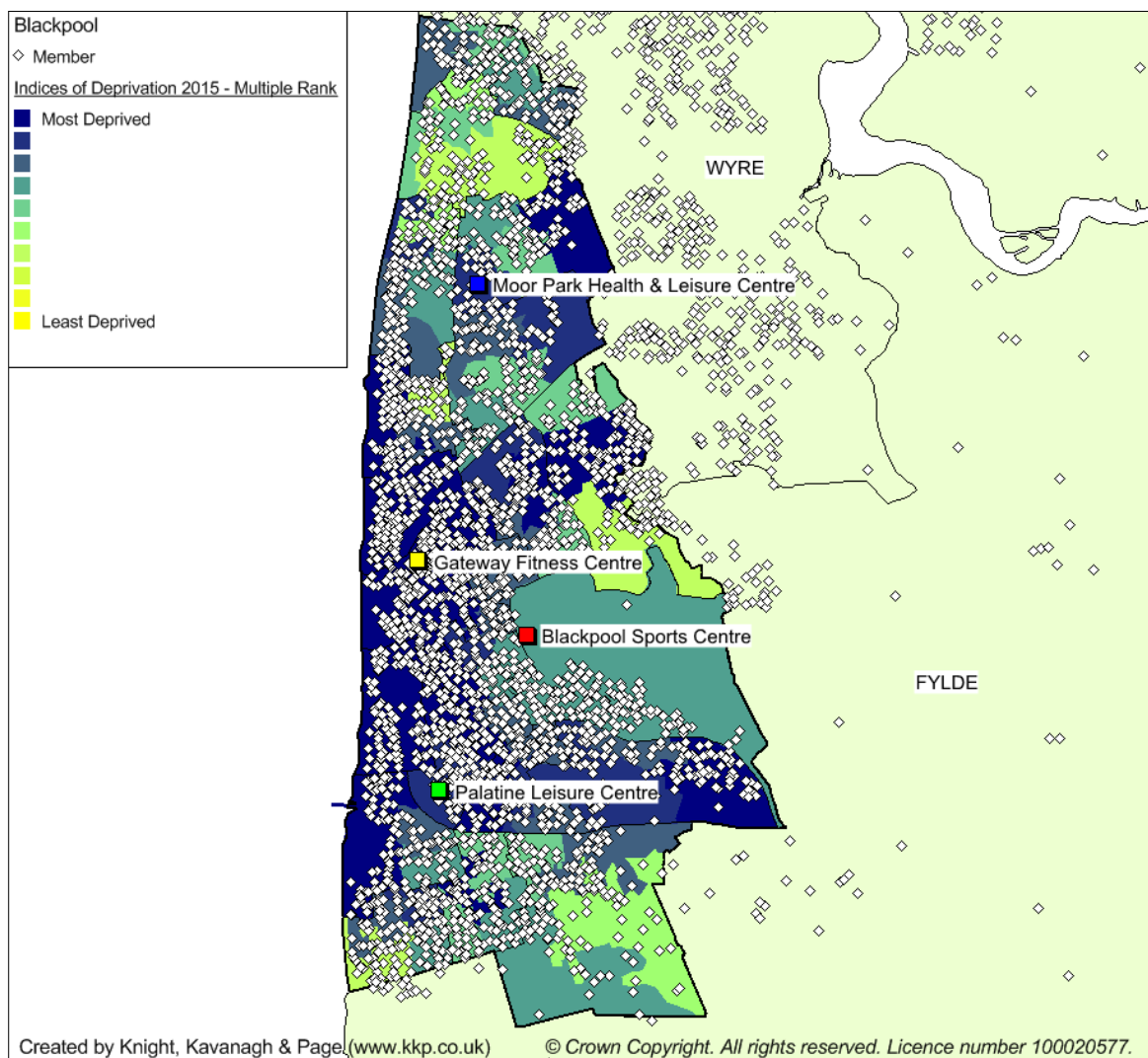
15.1 None

Leisure Services; Concessionary programmes

Leisure Services offer a concessionary scheme that allows local residents to access their local leisure facilities at a subsidised rate. 2016/2017 the service received over 300,000 visits from individuals on one of our concessionary pricing scheme as highlighted below:

Category	Patronage	People	%
Disabled	19,168	520	6
Student	24,388	1,187	7.5
Junior	117,747	7,532	36
No/Low income	36,319	1,682	11
Over 60	130,709	2,591	39.5
Totals	328,331	13,512	100%

The below map demonstrates the geographical draw that the leisure facilities and activities attract, which shows that 45% of attendees are from the 20% most deprived areas of Blackpool.



We also run a number of other concessionary programmes to attract hard to reach groups and individuals from across Blackpool, an overview of these are outlined below:

- a) Passport to Leisure – the Passport to Leisure scheme is provided for Looked After Children under the care of Blackpool Council. The programme provides all children with a Leisure card and free access to a range of activities including swimming, badminton, table tennis and the fitness rooms along with half price access to coaching programmes including gymnastics, rock climbing, exercise classes and swimming lessons.
- b) Free Swimming During School Holidays – this allows all children and young people aged 16 years and under to go swimming as many times as they wish during the school holidays for free. In 2016/17 there were over 21,042 attendances during the 13 weeks of school holidays.
- c) Free Access for Carers – We allow carers who accompany a disabled user to access a range of activities for free across our three leisure sites, including swimming and the fitness rooms.
- d) Under 5's swim free – throughout the year, parents can bring a child under the age of five swimming for free.
- e) Blackpool Polar Bears Disability Swimming Club - Blackpool Council, Leisure Services financially support Blackpool Polar Bears to provide free swimming lessons to adults and children with a disability from across Lancashire. The club are provided with free use at Moor Park Health & Leisure Centre every Sunday morning and coaches to support the session are provided by leisure services free of charge.
- f) Blackpool Bears Multi Sport Disability Club – Blackpool Bears are Grant funded by Leisure Services to provide a multi sport club for children, young people and adults with a disability. The club operates from Blackpool Sports Centre on a Saturday morning and attracts over 100 people each week to take part in a range of sports.
- g) Over 50's free inductions – Anyone over the age of 50 years is entitled to a free induction within one our three leisure facilities, to encourage more over 50's to become or remain physically active as they get older.

Leisure Services Key Performance Indicators - Service Overview

Leisure Services Patronage		April - October 2016	April - October 2017	./-/-
Overall facility patronage		572838	618124	8%
Health & Fitness		166355	151663	-9%
Swimming		82743	76773	-7%
Active Blackpool		11145	12272	10%
Feel Good Factory		51205	61078	19%
Learn to swim*		28752	42033	46%
Young People facilities*		62845	83653	33%
Young people outreach		Not available	17668	n/a

* the data collection approach for these service areas changed in April 2017, resulting in a significant increase in recorded attendances in 2017/18 compared to 2016/17. Whilst there has been growth in both areas, the 'true growth' is less than the % increase stated.

Leisure Services Customer Engagement & Feedback

	Site	April - October 2016	April - October 2017	./-/-
Net Promoter Score (NPS)	MPHLC	54	60	11%
	PLC	46	51	11%
	BSC	50	52	4%
Customer feedback questionnaires sent		9106	11565	27%
Customer feedback questionnaires returned		1741	2178	25%

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Leisure Services Customer Feedback and Engagement System Overview

Leisure Services take a proactive approach to engaging with customers and encourage them to provide feedback on their visitor experience to enable the service to make informed decisions on how to improve the service.

Leisure Services uses an internationally recognised system for proactively measuring satisfaction amongst service users.

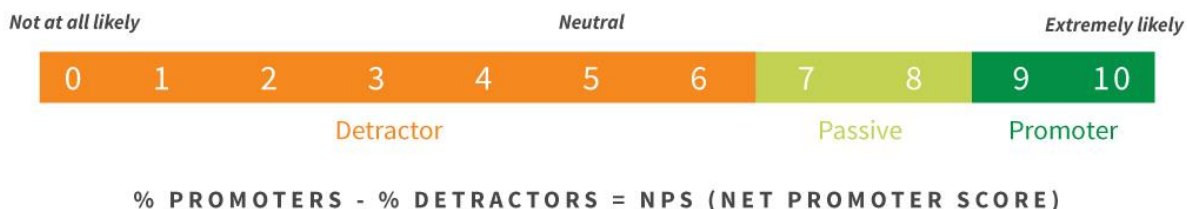
Net Promoter Score®, or NPS®, measures customer experience across a number of business sectors internationally. Customers are asked ‘On a scale of 0 - 10 how likely are you to recommend Moor Park Health and Leisure Centre to friends and family?’

Respondents are grouped as follows:

Promoters (score 9-10) are loyal enthusiasts who will keep buying and refer others, fueling growth.

Passives (score 7-8) are satisfied but unenthusiastic customers who are vulnerable to competitive offerings.

Detractors (score 0-6) are unhappy customers who can damage your brand and impede growth through negative word-of-mouth.



Subtracting the percentage of Detractors from the percentage of Promoters yields the Net Promoter Score, which can range from a low of -100 (if every customer is a Detractor) to a high of 100 (if every customer is a Promoter).

Sport Blackpool TRP Results April 2016 – March 2017

12,371 surveys were sent over the 12 month period, with 2,327 responses received – a 19% response rate.

Sport Blackpool scored an overall satisfaction score of +51. This is 8 points higher than the national average across the leisure industry (inclusive of local authority, trust and private operators) and 15 points higher than the North West industry average.

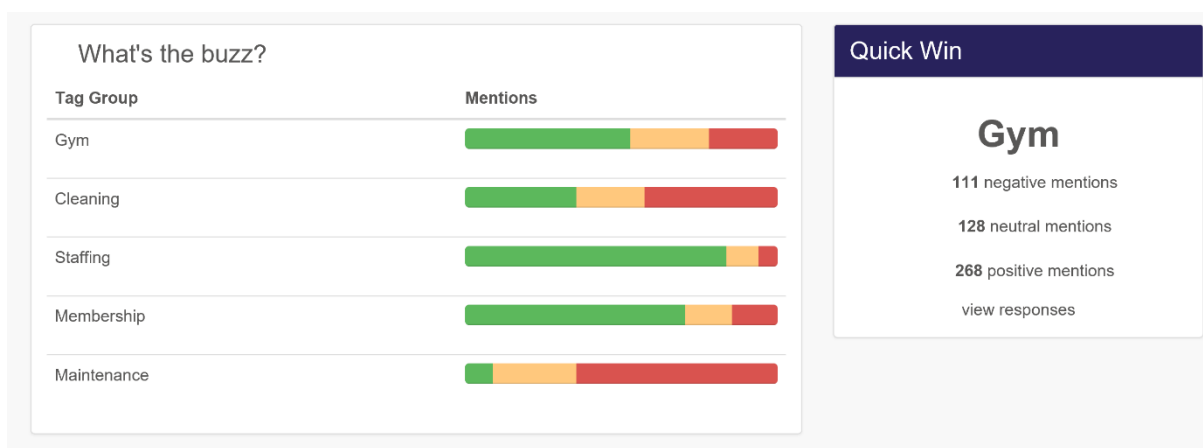
The table below shows the NPS score and responses by category for each leisure facility.

Rank	Location	Score	Detractors	Passives	Promoters
1st	Moor Park Health & Leisure Centre	56	100(9.92%)	242(24.01%)	666(66.07%)
2nd	Blackpool Sports Centre	48	76(13.38%)	144(25.35%)	348(61.27%)
3rd	Palatine Leisure Centre	47	95(12.65%)	206(27.43%)	450(59.92%)
Total		51	271(11.98%)	592(25.59%)	1,464(62.42%)

The management team aim to contact every customer who rates the service below 7 to gain further feedback and understand how the service can be improved. Over the 12 month period, an average of 80% of those customers were contacted, with a breakdown by site shown in the table below. There is a clear correlation between following up with customers who are considered 'detractors' and the number of those customers who then 'drop out' of using the service, with Palatine following up on 90% of customers and seeing a 9% dropout rate, compared to Moor Park who only followed up on 72% and saw a 24% dropout rate.

Rank	Location	follow up		Drop outs	
1st	Palatine Leisure Centre	90%	87/97	9%	9/97
2nd	Blackpool Sports Centre	77%	64/83	23%	19/83
3rd	Moor Park Health & Leisure Centre	72%	72/100	24%	24/100

As well as scoring the service from 0 – 10, customers have the opportunity to provide a comment on their experience. The top five areas that customers have commented on are shown below, along with whether their overall score made them a 'promoter', 'passive' or 'detractor'.



The biggest areas that customers comment on are the gym, with some very positive testimonials received from customers who have benefited from using the facilities.

The most positive area that customers have provided feedback on over the past 12 months has been staffing, with 993 comments received about leisure staff of which 84% have provided an overall positive score (9 – 10).

Report to:	RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE
Relevant Officer:	Sharon Davis, Scrutiny Manager.
Date of Meeting	7 December 2017

SCRUTINY WORKPLAN

1.0 Purpose of the report:

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

2.0 Recommendations:

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

2.2 To monitor the implementation of the Committee's recommendations/actions.

3.0 Reasons for recommendations:

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 The relevant Council Priority is 'Communities: Creating stronger communities and increasing resilience.'

5.0 Background Information

5.1 Scrutiny Workplan

5.1.1 The Scrutiny Committee Workplan is attached at Appendix 8(a). The Workplan is a flexible document that sets out the work that the Committee will undertake over the course of the year.

5.1.2 Committee Members are invited, either now or in the future, to suggest topics that might be suitable for scrutiny in order that they be added to the Workplan.

5.2 Scrutiny Review Checklist

5.2.1 The Scrutiny Review Checklist is attached at Appendix 8(b). The checklist forms part of the mandatory scrutiny procedure for establishing review panels and must therefore be completed and submitted for consideration by the Committee, prior to a topic being approved for scrutiny.

5.3 Implementation of Recommendations/Actions

5.3.1 The table attached to Appendix 8(c) has been developed to assist the Committee to effectively ensure that the recommendations made by the Committee are acted upon. The table will be regularly updated and submitted to each Committee meeting.

5.3.2 Members are requested to consider the updates provided in the table and ask questions as appropriate.

Does the information submitted include any exempt information?

No

List of Appendices:

Appendix 8(a): Resilient Communities and Children’s Scrutiny Committee Workplan

Appendix 8(b): Scrutiny Review Checklist

Appendix 8(c): Implementation of Recommendations/Actions

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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RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE WORKPLAN 2017/2018	
29 June 2017	Children's Overview Report Council Plan Overview Report
7 Sept 2017	Children's Overview Report Children's Services – Demand Management and Early Help Thresholds Thematic Discussion: Neglect
19 Oct 2017	Children's Overview Report Education Attainment Priority Two – Key Priority report: Young People BSCB Annual Report Corporate Parent Panel Annual Report
7 Dec 2017	Children's Overview Report - Priority Two – Key Priority report: Safeguarding Leisure Services Overview report
8 Feb 2018	Children's Overview Report Child Sexual Exploitation and Abuse – to include inter-familial abuse Demand Management Plan progress
12 April 2018	Children's Overview Report Looked After Children - Priority Two – Key Priority report: Community
7 June 2018	Annual Council Plan Performance report on relevant Priority Two projects, complete with 'Blackpool Outcomes' – for summer 2018

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SCRUTINY SELECTION CHECKLIST**Title of proposed Scrutiny:**

The list is intended to assist the relevant scrutiny committee in deciding whether or not to approve a topic that has been suggested for scrutiny.

Whilst no minimum or maximum number of 'yes' answers are formally required, the relevant scrutiny committee is recommended to place higher priority on topics related to the performance and priorities of the Council.

Please expand on how the proposal will meet each criteria you have answered 'yes' to.

	Yes/No
The review will add value to the Council and/or its partners overall performance:	
The review is in relation to one or more of the Council's priorities:	
The Council or its partners are not performing well in this area:	
It is an area where a number of complaints (or bad press) have been received:	
The issue is strategic and significant:	
There is evidence of public interest in the topic:	
The issue has potential impact for one or more sections of the community:	
Service or policy changes are planned and scrutiny could have a positive input:	
Adequate resources (both members and officers) are available to carry out the scrutiny:	

Please give any further details on the proposed review:

Completed by:

Date:

MONITORING THE IMPLEMENTATION OF SCRUTINY RECOMMENDATIONS

DATE OF REC	RECOMMENDATION	TARGET DATE	RESPONSIBLE OFFICER	UPDATE	RAG RATING
04.02.16	To receive any action plans developed from the Serious Case Reviews and the details of lessons learnt for detailed consideration.	Tbc	Director of Children's Services	To be received at a future meeting. Members to determine if the item should form the basis of a thematic discussion.	Not yet due
17.03.16	The Committee agreed to receive a CSE update report once the Ofsted inspection had been undertaken.	Following inspection	Philippa Holmes	Date for update to be received once inspection has been undertaken.	Not yet due
29.06.17	To request that a shortened version of school Ofsted reports be attached to the Children's Services update report at future Committee meetings.	Ongoing	Director of Children's Services	In future, summary versions of Ofsted reports be attached to the Children's Services update.	Green
07.09.17	To request that an update on the Opportunity Area Plan be provided at a future meeting.	October or December meeting	Director of Children's Services	Information due.	Amber
07.09.17	To request that the Committee be kept informed as to the outcome of Mrs Booth's meeting with the newly qualified school teachers.	By next meeting	Director of Children's Services	Update due	Amber
07.09.17	To request that the Committee be kept informed in terms of MASH performance and the work being done to improve matters.	Ongoing	Director of Children's Services	To be included regularly in the Children's Services Overview Report.	Amber
19.10.17	Val Watson to report back on the indicator referring to the number of young people benefitting directly from Head Start Universal Support, referred to those enrolled on the programme or	Before next meeting	Delivery Development Officer	Circulated amongst Committee Members on 6 November 2017	Green

DATE OF REC	RECOMMENDATION	TARGET DATE	RESPONSIBLE OFFICER	UPDATE	RAG RATING
	actually deriving benefit from it, and were it the latter, how that was quantified				
19.10.17	To bring more information on the Inclusion Strategy and the Blackpool Led Improvements System to the next meeting.	Next meeting	Director of Children's Services	Included in the report on the Agenda.	Green
19.10.17	To query the indicator relating to the rate of hospital admissions for self-harm and the higher numbers referring to the 10-24 age group and report back in due course.	By next meeting	Director of Children's Services	Circulated amongst Committee Members on 6 November 2017	Green