

Blackpool Council

29 May 2018

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

The above members are requested to attend the:

RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE

Thursday, 7 June 2018 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 12 APRIL 2018 (Pages 1 - 6)

To agree the minutes of the last meeting held on 12 April 2018 as a true and correct record.

3 APPOINTMENT OF CO-OPTES (Pages 7 - 10)

The Committee to consider the appointment of Mr Sam Johnson as a diocesan co-

opted member to the Committee and Ms Frances McErlane as a parent governor co-opted member of the Committee.

4 PUBLIC SPEAKING

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

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

To consider the Executive and Cabinet Member decisions within the remit of the Resilient Communities and Children's Scrutiny Committee.

6 FORWARD PLAN (Pages 17 - 22)

To consider the content of the Council's Forward Plan, June 2018 – September 2018, relating to the portfolio of the Cabinet Secretary.

7 SCRUTINY WORKPLAN (Pages 23 - 32)

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

8 CHILDREN'S SERVICES PERFORMANCE REPORT (Pages 33 - 60)

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.

9 LEISURE SERVICES UPDATE REPORT (Pages 61 - 70)

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

10 ANNUAL COUNCIL PLAN PERFORMANCE REPORT 2017/2018 (Pages 71 - 92)

To receive the Annual Council Plan Performance Report 2017/2018 against Priority 2 Projects and complete with outcomes.

11 DATE OF NEXT MEETING

To note the date and time of the next meeting of the Committee as 13 September 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 Sharon Davis, Scrutiny Manager, Tel: 01253 477213, e-mail sharon.davis@blackpool.gov.uk

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Public Document Pack Agenda Item 2

MINUTES OF RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE MEETING - THURSDAY, 12 APRIL 2018

Present:

Councillor Rowson (in the Chair)

Councillors

Collett
Critchley

Hutton
O'Hara

D Scott
Mrs Scott

Stansfield

Ms Frances McErlane, Co-opted Member

In Attendance:

Mrs Diane Booth, Director of Children's Services

Mr John Blackledge, Director of Community and Environmental Services

Ms Liz Petch, Consultant in Public Health

Ms Julie McClements, Service Manager LAC

Ms Cindy Hunter, Service Manager, Children's Social Care

Ms Lisa Arnold, Leisure Services Manager

Ms Chloe Shore, Community Engagement and Partnerships Manager

Mr Scott Butterfield, Transformation Manager

Mrs Sharon Davis, Scrutiny Manager

Councillor Graham Cain, Cabinet Secretary

Councillor Maria Kirkland, Cabinet Member for Third Sector Engagement and Leisure Services

1 DECLARATIONS OF INTEREST

There were no declarations of interest on this occasion.

2 MINUTES OF THE LAST MEETING HELD ON 08 FEBRUARY 2018

The Committee agreed that the minutes of the last meeting of the Resilient Communities and Children's Scrutiny Committee held on 8 February 2018 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 EXECUTIVE AND CABINET MEMBER DECISIONS

The Committee noted that a number of decisions had been taken within the portfolio of the Cabinet Secretary and asked a series of questions in relation to EX15/2018 'Special School Provision Next Steps'. In response, Councillor Cain, Cabinet Secretary advised that the school would be an academy and that the Council was working with the Regional

**MINUTES OF RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE
MEETING - THURSDAY, 12 APRIL 2018**

Schools Commissioner and the Department for Education to identify an appropriate site for the school. He advised that analysis had been undertaken to identify the need for such a school in Blackpool, which had been recognised nationally and the funding was being provided by the Education and Skills Funding Agency.

Councillor Cain reported that the new school would be a through school and would ensure fewer children with additional emotional and mental health needs were educated out of borough. He added that places would be allocated through a referral system and suggested that regular progress updates be provided through the Children's Services Update Report submitted to each meeting of the Committee.

In response to further questions, Mrs Diane Booth, Director of Children's Services advised that she would be meeting with the proposed provider to ensure that enough staff would be employed to meet the needs of the children. She added that the school was targeting an opening date of September 2019.

Members went on to consider PH19/2018 'Fees and Charges for Leisure and Parks Services 2018/2019' and queried if the review of the pricing model for sports pitches would ensure that all pitches were maintained and whether enough income would be generated to ensure adequate maintenance. Councillor Maria Kirkland, Cabinet Member for Third Sector Engagement and Leisure Services advised that a comparison had been undertaken with other areas to ensure an appropriate level of fees and added that the intention of the service was not to make a profit.

Ms Lisa Arnold, Leisure Services Manager reported that funding had been received from the football foundation and 3G pitches would be incorporated into some venues in Blackpool. She added that work was ongoing regarding provision for other sports.

5 FORWARD PLAN

The Committee considered the Forward Plan, April 2018 – July 2018 relating to the portfolio of the Cabinet Secretary and noted that it contained one item 'Youth Justice Plan'. The Youth Justice Plan would form part of the item to be submitted to the next meeting of the Committee on Youth Justice.

6 SCRUTINY WORKPLAN

The Committee considered its Workplan for 2018/2019. Members noted that use of plastic was currently a prominent topic and queried the level of non-recyclable plastic products used by the Council. It was suggested that use of plastic products and identification of alternatives be investigated as part of a scrutiny review and it was noted that the subject matter fell within the remit of the Tourism, Economy and Resources Scrutiny Committee.

The Committee agreed to forward a request for a scrutiny review to be undertaken into the use of plastic products by the Council and identification of alternatives to the Tourism, Economy and Resources Committee for consideration.

**MINUTES OF RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE
MEETING - THURSDAY, 12 APRIL 2018**

7 KEY PRIORITY REPORT: COMMUNITY

Mr Scott Butterfield, Transformation Manager reported that there were two indicators within the performance basket for Community, the number of volunteer hours in parks and open spaces and the total patronage of leisure facilities. He advised that the overall performance was positive.

Ms Lisa Arnold, Leisure Services Manager provided up to date figures containing performance over the previous 12 months and highlighted that the number of volunteer hours had exceeded the target set. She added that there had been over one million visits to leisure centres, which was a significant increase on the previous year.

The Committee queried how volunteer hours were recorded and was informed that the friends of parks groups frequently submitted data and that it was a self-reporting process. In response to further questions, it was noted that data collection methods had been improved and that the total number of volunteers had also increased. Councillor Maria Kirkland, Cabinet Member for Third Sector Engagement and Leisure Services added that volunteers provided a valuable service and that work had been undertaken to identify and promote the positive impact of volunteering to volunteers.

Members went on to consider the leisure services budget and noted that the service was making a loss that was within budget. It was queried whether the increase in patronage was having a positive impact on the budget and reducing the deficit. In response, Ms Arnold advised that the deficit was being reduced and highlighted the increased use of digital platforms including online bookings and the leisure facilities app as contributors to the increase in patronage.

8 COMMUNITY ENGAGEMENT

Ms Liz Petch, Consultant in Public Health highlighted the changes to Community Engagement within the Council structure and introduced the new Community Engagement and Partnership Manager, Ms Chloe Shore.

Ms Shore advised that community engagement would be undertaken more strategically and services would be encouraged to work in a consistent way. She advised that currently engagement was undertaken on an ad hoc basis and that a toolkit was in development to address the inconsistency. In response to a question, she added that there were currently no key performance indicators relating to community engagement.

Members were informed that the ambition was to involve the public in the shaping of ideas, increase the numbers of residents working with the Council and to take a co-production approach. In order to achieve the changes, each service would be expected to provide a basic standard of engagement and to identify who to consult and when as part of project planning.

Councillor Maria Kirkland, Cabinet Member for Third Sector Engagement and Development noted that community engagement and volunteering were closely linked and the Committee had previously discussed the possibility of introducing a Volunteer Strategy. She advised that it had been determined that a strategy was too formal and that

**MINUTES OF RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE
MEETING - THURSDAY, 12 APRIL 2018**

the toolkit being developed would provide guidance to volunteer groups as well as Council services.

The Committee noted the important role of Councillors within community engagement and queried how Councillors could become more involved. It was noted that social media was an important tool for engagement and that training would be provided to Councillors in due course.

In response to questions, Councillor Kirkland advised that mapping of volunteers and service provision was being undertaken, that 'FYI' the health directory was able to be used as a directory of volunteers and that the Blackpool Volunteer Centre was a hub for volunteer opportunities.

Members queried the criteria that the Council had had to meet and how it had been met in order to achieve Dementia Friendly Town Status. It was agreed that the information would be circulated following the meeting. Ms Shore added that press releases would be made reporting of the achievement during Dementia Awareness Week.

The Committee agreed to receive the criteria and how the criteria had been met in order to achieve Dementia Friendly Town Status following the meeting.

9 CHILDREN'S SERVICES UPDATE REPORT

Mrs Diane Booth, Director of Children's Services reported that the 'Journey of the Child' work had been concluded and that staff within Children's Services and children and young people were being consulted on the outcomes. She agreed to report back to the Committee in detail at the next meeting.

Members noted the significant reduction in referrals to the 'front door' and questioned whether the required improvements had been made. In response, Mrs Booth advised that further reductions could be made and that work was ongoing with the partners to reduce the number of referrals further. She added that secondary schools also presented a number of challenges requiring reflection on the thresholds and how cases were dealt with, but were cooperative and supporting a changing agenda.

Mrs Booth reported that in order to reduce the number of referrals made, the service was offering reflective discussions which were documented and followed up. The introduction of the discussions had taken extra resource, however, the benefits had already been seen with partners demonstrating increased confidence in decision making, the reduction in referrals and, although it was early days, subsequently a reduction in the number of reflective discussions with no corresponding increase in referrals.

The Committee discussed the progress of Head Start and queried whether any outcomes could be documented. In response, Mrs Booth advised that successes had been identified including equine therapy and walk and talk counselling. A number of the initiatives were long term and outcomes were not expected until 2019. She added that she shared the Committee's concern that outcomes were not visible and advised that a report was expected at the next meeting of the Head Start Board to provide further information on outcomes.

**MINUTES OF RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE
MEETING - THURSDAY, 12 APRIL 2018**

In response to questioning regarding the Opportunity Areas funding, Mrs Booth reported that a large proportion of the £6 million Department for Education funding pot remained unallocated. She reported that the funding must be bid for and spent by schools around three priorities. It was agreed that a more detailed report on how the funding had been allocated to date and how the remainder would be bid for within the next two years would be provided to the next meeting of the Committee. The Opportunity Area Plan would also be circulated.

Members noted the positive news that more pupils would be staying within Blackpool for their secondary education and queried if less cross boarder drift demonstrated an increased confidence in Blackpool's schools. Mrs Booth reported that she believed three of the seven Blackpool Secondary Schools would realise improved academic performance in 2018. She added that she was proud of the achievement of schools in reducing the number of exclusions. Rather than excluding pupils, schools were focussing on teaching them.

The Committee agreed:

1. To receive a detailed report on the outcome of the 'Journey of the Child' work to the next meeting.
2. To receive a report back on Head Start outcomes.
3. To receive the Opportunity Area Plan and a detailed report on how funding had been spent to date to the next meeting.

10 LOOKED AFTER CHILDREN AND CHILD PROTECTION

Ms Julie McClements, Service Manager LAC reported that 422 cases had been reviewed in order to develop a forward plan of action. She advised that a number of children had been identified as suitable to be considered for adoption and others identified as ready for discharge from services. The review had created a clear picture that could be translated into work.

Members noted that the workforce had stabilised and Mrs Diane Booth, Director of Children's Services reported that the service had gone back to basics and was focussing on making good decisions early on, undertaking smart assessments in a timely manner and revisiting cases frequently to challenge whether the original course of action was still the right course of action. An emphasis was also being placed on safe and appropriate discharges from care. Ms McClements added that the impact on numbers of looked after children would be seen once the backlog of cases had been reduced. It was noted that the number of children being taken into care was still high but had been significantly reduced, although large sibling groups requiring care continued to contribute to large increases on occasion.

In response to questioning, Mrs Cindy Hunter, Service Manager, Children's Social Care advised that the adoption service performed well and that 21% of looked after children exited care through adoption. She reported that in 2017/2018, 38 children had been adopted and that the service was focussing on moving children through the process more quickly to achieve permanence at a younger age. It was noted that the majority of children adopted were aged five and under, however, the service was also identifying

**MINUTES OF RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE
MEETING - THURSDAY, 12 APRIL 2018**

appropriate older children suitable for adoption.

The Committee discussed the foster service and noted that previously recruitment and retention rates of foster carers had been high. Mrs Booth reported that a large amount of work was undertaken to ensure that the right foster carers were picked and supported, however, the service had struggled in the previous year to maintain recruitment and retention rates. She advised that the decrease had caused concern and was being analysed. It was agreed that the results of the analysis would be submitted to the Committee at the next meeting.

Members queried the development of the placement sufficiency strategy and in response, Mrs Booth advised that the strategy would be finalised in September 2018, following further analysis of placements, consideration of long term provision and after ensuring the full picture of placement requirements was understood. She added that the strategy would be submitted to the Committee in late 2018 for consideration.

The Committee agreed:

1. To receive the analysis of foster carers to the next meeting.
2. To receive the Placement Sufficiency Strategy in late 2018.

11 DATE OF NEXT MEETING

The Committee agreed to note the date of the next meeting as Thursday, 7 June 2018, commencing at 6.00pm.

Chairman

(The meeting ended at 7.33 pm)

Any queries regarding these minutes, please contact:
Sharon Davis, Scrutiny Manager
Tel: 01253 477213
E-mail: sharon.davis@blackpool.gov.uk

Report to:	RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE
Relevant Officer:	Sharon Davis, Scrutiny Manager.
Date of Meeting	7 June 2018

APPOINTMENT OF CO-OPTES

1.0 Purpose of the report:

- 1.1 The Committee to consider the appointment of Mr Sam Johnson as a diocesan co-opted member to the Committee and Ms Frances McErlane as a parent governor co-opted member of the Committee.

2.0 Recommendations:

- 2.1 To approve the appointment of Mr Sam Johnson as a diocesan co-opted member to the Committee.
- 2.2 To approve the appointment of Ms Frances McErlane as a parent governor co-opted member of the Committee.
- 2.3 To note the remaining Parent Governor and diocesan co-opted member vacancies.

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

5.0 Background Information

- 5.1 The School Standards and Framework Act 1998 requires the Council to have Parent Governor Representatives on the relevant Overview and Scrutiny body dealing wholly or partly with education functions. The representatives are entitled to participate in discussions on any issue but are only able to vote on any question which relates to the education functions of the Council.
- 5.2 The School Standards and Framework Act 1998, and the Education Act 1996 require the Council to have Church representatives on the relevant Overview and Scrutiny Committee which considers education matters. Like the Parent Governor representatives, they are entitled to participate in discussions on any issue, but only able to vote on any question which relates to the education functions of the Council.
- 5.3 The Council's Constitution allows for membership of the following representatives in order to comply with the statutory requirements:
- One Church of England diocese representative
 - One Roman Catholic diocese representative
 - Two Parent Governor representatives; and
 - such other representatives of other faiths or denominations as may be agreed
- 5.4 At the meeting of full Council on 14 May 2018, it was agreed that the Resilient Communities and Children's Scrutiny Committee should appoint two diocesan co-opted representatives and two governor co-opted representatives.
- 5.5 The Scrutiny Manager is continuing to seek appointments to the remaining statutory positions.

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 None.

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Report to:	RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE
Relevant Officer:	Sharon Davis, Scrutiny Manager
Date of Meeting	7 June 2018

EXECUTIVE AND CABINET MEMBER DECISIONS

1.0 Purpose of the report:

- 1.1 To consider the Executive and Cabinet Member decisions within the remit of the Resilient Communities and Children's Scrutiny Committee.

2.0 Recommendation:

- 2.1 Members will have the opportunity to question the Cabinet Secretary 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 The relevant Council Priority is 'Communities: Creating stronger communities and increasing resilience'.

5.0 Background Information

- 5.1 Attached at the appendix to this report 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.

6.0 Witnesses/representatives

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

- Councillor Kath Benson, Cabinet Member for Schools and Learning

Does the information submitted include any exempt information?

No

List of Appendices:

Appendix 5(a): Summary of Executive and Cabinet Member decisions taken.

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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APPENDIX 5(a)

DECISION / OUTCOME	DESCRIPTION	NUMBER	DATE	CABINET MEMBER
<p>PAYMENT TO PARK ACADEMY To approve the payment to Blackpool Multi-Academy trust of £200,000 and to enter into the required legal documentation with the Academy Trust.</p>	<p>Due to the rise in pupil numbers over recent years the Local Authority has agreed to support the expansion of Park Community Academy.</p> <p>A Cabinet Member decision (PH61/2016) was submitted and approved in August 2016 which agreed:</p> <ul style="list-style-type: none"> a) the disposal (via a long term lease) of the former Whitegate Family Centre at a value of £210,000 of land to the front of the school, (formally known as Whitegate Family Centre site) from the Council; and b) To provide a grant of £210,000 to the Blackpool Multi-Academy Trust to allow them to acquire the land for the provision of additional school places for children with special educational needs. <p>In addition to this, the report referred to an additional contribution that the Council had offered towards the scheme of £200,000. This paper seeks to support and agree this element of the funding and to approve the payment of this grant as a contribution towards the school's project.</p> <p>Planning permission has already been obtained to erect a single storey teaching block with external hardstanding learning area on the site.</p> <p>The funding will be transferred when the Local Authority have received final approval notification from the EFSA (Education Skills Funding Agency) that the remainder of the funding is in place for the scheme to progress.</p> <p>The Education Property Officer will request copies of the relevant valuation certificates before payment is made.</p>	PH35/2018	30 April 2018	Councillor Kath Benson, Cabinet Member for Schools and Learning

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Report to:	RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE
Relevant Officer:	Sharon Davis, Scrutiny Manager.
Date of Meeting	7 June 2018

FORWARD PLAN

1.0 Purpose of the report:

- 1.1 To consider the content of the Council's Forward Plan, June 2018 – September 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 6(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 6(a) – Summary of items contained within Forward Plan.

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

JUNE 2018 TO SEPTEMBER 2018)

*** Denotes New Item**

Anticipated Date of Decision	Matter for Decision	Decision Reference	Decision Taker	Relevant Cabinet Member
July 2018	Youth Justice Plan 2018/2021	14/2018	Council	Cllr Cain

EXECUTIVE FORWARD PLAN - KEY DECISION:

Matter for Decision Ref N° 14/2017	Youth Justice Plan 2018/2022
Decision making Individual or Body	Council
Relevant Portfolio Holder	Councillor Graham Cain, Cabinet Secretary (Resilient Communities)
Date on which or period within which decision is to be made	July 2018
Who is to be consulted and how	Consultation is to be undertaken internally with Senior Officers. Youth Justice Board for England
How representations are to be made and by what date	In writing to the responsible officer, at the address shown below, by 1 May 2018.
Documents to be submitted to the decision maker for consideration	Report
Name and address of responsible officer	Diane Booth, Director of Children' Services, Blackpool Council, Number 1 Bickerstaffe Square, Talbot Road, Blackpool, FY1 3AH. e-mail:diane.booth@blackpool.gov.uk Tel: (01253) 476558

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Report to:	RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE
Relevant Officer:	Sharon Davis, Scrutiny Manager.
Date of Meeting	7 June 2018

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 7(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 7(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 7(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 follow up questions as appropriate.

Does the information submitted include any exempt information?

No

List of Appendices:

Appendix 7(a): Resilient Communities and Children's Scrutiny Committee Workplan

Appendix 7(b): Scrutiny Review Checklist

Appendix 7(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 2018/2019	
7 June 2018	<ol style="list-style-type: none"> 1. Annual Council Plan Performance report on relevant Priority Two projects - complete with 'Blackpool Outcomes' 2. Leisure Services Update Report 3. Children's Services' Update Report – including Opportunity areas update, neglect update 4. Journey of the Child
13 September 2018	<ol style="list-style-type: none"> 1. Children's Services Update Report – including MASH update, Demand Management Plan update, CSE, young people NEET 2. Head Start – action planning, evidence and outcomes 3. Parks, Ecological Areas, Grounds Maintenance and Friends Groups 4. Key priority report: to be determined 5. SEND and Inclusion Strategy 6. Youth Justice – including PVP, Early Help, non-criminalising young people, required support, community orders/court involvement. Joint report with Police.
15 November 2018	<ol style="list-style-type: none"> 1. Children's Services Update Report – including Opportunity areas update, Corporate Parent Panel Annual Report, Placement Sufficiency Strategy 2. School Improvement – to include latest attainment data, have the short term goals been met, progress against long term planning, school readiness, employment readiness, transition to secondary school 3. Key priority report: to be determined 4. Blackpool Safeguarding Children's Board Annual Report 5. Better Start outcomes, value for money
7 February 2019	<ol style="list-style-type: none"> 1. Leisure Services Update Report 2. Children's Services Update Report – including MASH update, Demand Management Update, child neglect 3. Key priority report: to be determined 4. Child and Adolescent Mental Health to include prevalence, performance of CAMHS, emotional health, looked after children, additional educational needs
20 June 2019	<ol style="list-style-type: none"> 1. Annual Council Performance Plan 2. Community Engagement, Volunteer Strategy and Fairness Commission 3. Children's Services Update Report – including Opportunity Areas update, CSE, MASH update, Safeguarding 4. Key priority report: to be determined 5. Leisure Services Update Report

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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
1	29.06.17	To request that a precis of school Ofsted reports be sent to Members outside of Committee meetings.	Ongoing	Director of Children's Services	Recommendation amended following Committee meeting December 2017. First document received.	Green
2	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.	April 2018	Director of Children's Services	Mrs Booth met with newly qualified teachers, albeit a small group, and all were happy with the support offered to them by their academies. Additionally the opportunity area and strategic school improvement funding is available to support their development needs which in turn is hoped to improve retention.	Green
4	07.12.17	The Committee agreed to receive a report from Leisure Services in six months focussing on income generation (including funding applications), maintenance of equipment and facilities and patronage.	June 2018	Director of Leisure Services	On meeting agenda.	Green
5	12.04.18	To forward a request for a scrutiny review to be undertaken into the use of plastic products by the Council and identification of alternatives to the Tourism, Economy and Resources Committee for consideration.	25 April 2018	Scrutiny Manager	TER agreed to approve the checklist and a panel has been established.	Green
6	12.04.18	The Committee agreed to receive the criteria and how the criteria had been met in order to achieve Dementia	30 April 2018	Community Engagement and Partnership Manager	Information circulated to Committee Members 3 May 2018. Members are welcome to raise any additional questions on the information circulated.	Green

	DATE OF REC	RECOMMENDATION	TARGET DATE	RESPONSIBLE OFFICER	UPDATE	RAG RATING
		Friendly Town Status following the meeting.				
7	12.04.18	To receive a detailed report on the outcome of the 'Journey of the Child' work to the next meeting.	June 2018	Director of Children's Services	On meeting agenda.	Green
9	12.04.18	To receive a report back on Head Start outcomes.	June 2018	Director of Children's Services	To be included in Children's Services Overview Report.	
10	12.04.18	To receive the Opportunity Area Plan and a detailed report on how funding had been spent to date to the next meeting.	June 2018	Director of Children's Services	To be included in Children's Services Overview Report.	
11	12.04.18	To receive the analysis of foster carers to the next meeting.	June 2018	Director of Children's Services	To be included in Children's Services Overview Report.	
12	12.04.18	To receive the Placement Sufficiency Strategy in late 2018.	November 2018	Director of Children's Services	Consideration of the Placement Sufficiency Strategy has been included on the workplan for November 2018.	Not yet due

Report to:	RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE
Relevant Officer:	Mrs Diane Booth, Director of Childrens Services
Date of Meeting	7 June 2018

CHILDREN'S SERVICES UPDATE REPORT

- 1.1 To inform Scrutiny 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.

2.0 Recommendation:

- 2.1 To consider the contents of the report, provide challenge and identify any issues for further scrutiny.

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.

- 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 considered:

Not applicable.

4.0 Council Priority:

- 4.1 The relevant Council Priority is "Creating stronger communities and increasing resilience."

5.0 Background Information

5.1 School Inclusion Strategy

The necessary focus on inclusion and the inclusion plan has resulted in two project outlines being submitted to the Opportunity Area Board that have been approved. The focus of these projects is upon improving support for families through the school family groups and on considering the devolution of High Needs Block funding to schools so that they can commission high quality alternative provision and support for pupils who are close to exclusion, or who have unmet needs.

These plans will improve attendance, reduce exclusions, reduce costs associated with Council alternative provision (Pupil Referral Unit (PRU)) and reduce numbers in the PRU. Targets of a 20% reduction in permanent exclusions, a reduction in PRU places by 2021 to 200 and a reduction in the high needs budget that is allocated to alternative provision, cancelling out the forecast deficit have been set.

These approaches will build upon the successful introduction of a revised in year fair access panel, a reduction in PRU numbers this year of around 40 pupils at comparative points between 2016-2017 and 2017-2018 and an increase in attendance across Blackpool schools.

5.2 HeadStart

The last year has been a quick paced, intensive period for the HeadStart programme. Implementation of a town wide strategy that embeds new, ground breaking, co-productive activity not previously tested on this scale has proved to be a considerable challenge. However, the partnership has embraced and thrived upon it.

Whilst activity data is providing a degree of accountability and learning, it is still early days for a programme of this size and complexity to be reporting on impact and outcomes, however the “so what” question is firmly at the forefront of our minds. The recently established collaboration with the University of Brighton and the additional resources enlisted for the research and evaluation work will create an excellent position to have a wealth of data and evidence to share. It will also provide the basis for others, in the UK and globally, to learn from the Resilience Revolution and mechanisms are being developed to support the dissemination of learning across the globe including developing web resources and publications.

There has been significant learning for the programme on how to structure and embed a social justice approach to the work. Learning taken from eminent inequalities research has been utilised to develop the concept of the Resilience Revolution. Offering the whole community an opportunity to benefit from the programme is cognisant with Marmot’s review of health inequalities, proposing that

targeting support to small cohorts of people has limited impact on population indicators of health inequalities. The Resilience Revolution is HeadStart's strategy for embedding a social justice lens on the work, ensuring that the inequalities that are the root of issues such as mental ill health are starting to be addressed within the community.

Since the development of the phase 3 bid, the programme has grown from a collection of 16 different and separate projects to a cohesive and coherent town wide programme under the banner of the "Resilience Revolution". There is tangible evidence of Hart and collaborator's Resilience Framework being the "glue" that enables all aspects of this multi-layered programme to connect. There is also a strong sense of local ownership of the Resilience Framework with, for example, a local version being co-produced by school children and a Polish version translated by one of the young apprentices. Young people are reporting that they are learning about the framework in multiple environments including staff in school, social workers, Voluntary and Community Sector staff, parents/carers, other young people, digitally and of course from programme staff themselves.

The Resilience Revolution is allowing everyone who lives, works or volunteers in Blackpool to get involved. Learning from key inequalities publications such as the Marmot Review and The Spirit Level are being used to address the inequalities that weigh heavily on communities' mental health and resilience.

5.3 Children's Social Care

The high demand for services, which are amongst the highest in the country continue to be addressed. Blackpool has a high rate of referrals, assessments, Section 47 Enquiries, Child Protection (CP) Plans and children looked after per 10,000 population. As outlined in previous reports social work practices have been reviewed to ensure reductions are managed safely. The risk sensible operating model is beginning to be embedded into practice and more effective management of risk is being seen. In addition, the care planning process is more robust in respect to management and decision-making. The Council continues to work with partners via the Improvement Board to monitor the effectiveness of plans to manage demand and through the Board, challenging targets remain in place to bring Blackpool more in line with the national, regional and statistical neighbour picture; this is starting to occur.

As requested the following outlines our performance against key indicators in respect to looked after children and child protection. This gives an indication of progress against targets and this in conjunction with audit findings gives a holistic picture of quantitative and qualitative outcomes.

5.4 Child Protection

Children become subject to Child Protection (CP) Plans following a Section 47 enquiry having established a child(ren) is suffering or likely to suffer significant harm and is in need of protection via a CP Plan. Not all Section 47 enquiries result in the need for a child(ren) to become subject to a CP Plan.

- The number of Section 47s remains high, but there has been a significant reduction of 62% from a high in May 2017 (181) to the lowest in March 2018 (68).
- The number of children and young people subject to a CP Plan has again reduced to 276 in March 2018 from a high of 388 in August 2017. This is the lowest figure for some years and is a 29% decrease.
- The percentage of CP plans 3 months or less has also reduced and remains around 12% over the last 3 months which is a significant reduction and below most local authorities in the region.

5.4.1 Child Protection Plan Statutory Visits

All children subject to a CP Plan should receive a visit every 4 weeks. The average per month visited is 94%. Where visits have not taken place within the timescale these are followed up by team managers and explanations provided to the monthly performance Improvement meetings.

5.5 Looked After Children

The number of children and young people entering care had remained stable at 15/16 per month, but there was a big increase in March with 32 children entering care.

The number exiting care had slowed in recent months, but again March saw an increase with 21 children ceasing to be looked after. A discharge plan is in place looking at the discharge of care orders for those children in placements with parents or looked after children who are in long-term foster care who could secure permanence via a Special Guardianship Order (SGO).

In addition to those who are subject to a care order, children who are presently subject to care proceedings are being considered and, where appropriate to do so, a disposal of an SGO or plan for adoption is being recommended. The Council is projecting that 80-100 children and young people will exit care in the next 3-12 months through any of the above routes. This will provide a secure and permanent

placement for these children.

- The total number of looked after children fell in February (548 in June 2017 – 526 in February 2018 (22 less), but there was as outlined above a slight increase in March to 533. This was impacted by two large families having to come into care.
- Placement stability of children and young people experiencing three or more placements remains a challenge. This is due to the availability of placements for adolescents exhibiting challenging behaviour.

5.5.1 LAC Statutory Visits

All looked after children should receive a statutory visit. These visits vary in frequency depending upon their length of time in care and stability of placement. As outlined previously there have been challenges within the permanence team, who hold the majority of looked after children cases, which has impacted on performance. Work has been undertaken to address this and we are beginning to see improvements in the timeliness of these visits taking place; monthly average is 89% in timescale.

5.5.2 Open Cases

- The number of cases open (including Child Protection and LAC) has decreased by 10.5% from a high in April (2,092) to (1,872) in March. This represented 220 less cases open.
- Excluding CP and LAC there has been a 15.3% decrease (184 less) in open cases from a high in April 1,200 to a low in January of 1016. The March figure presently stands at 1,076. Some of these cases are cases stepping down from a child protection plan to a child in need plan.

5.5.3 Personal Education Plan (PEP)

Every looked after child should have a Personal Education Plan which is reviewed on a termly basis between the school, social worker, carer and young person. Performance in this area has dropped significantly below expectations. This has been due to difficulties encountered particularly within the permanence team. Work has been put in place to address this and there have been signs of improvement. In addition, the Headteacher for the Virtual School is reviewing the present PEP system to make it easier to use and again increase performance in this area.

5.6 Neglect Update

Subsequent to the report prepared for Scrutiny Committee last autumn Blackpool Safeguarding Children Board (BSCB) has continued to provide multi-agency training in the use of the neglect evaluation tools. A total of 101 practitioners have attended this training in the last eight months, bringing the total number trained to 339, including 92 from Children's Social Care, 70 from schools and 59 from health agencies. Having trained a significant number of professionals uptake and delivery of the training has understandably reduced in recent months, although it is understood that Children's Social Care intend to make completion of the course mandatory which will further boost this number.

As part of its preparation for a potential Joint Targeted Area Inspection under the neglect theme, BSCB undertook a multi-agency audit in September 2017 of five cases in which children were subject to child protection plans under the category of neglect. This audit was a follow up to one completed in January 2017 and identified better multi-agency working and interaction, together with evidence of considerable interventions being provided for the children. However, this did not always translate into good outcomes. A number of the issues identified by the audit in respect of the quality of child protection plans were already known and are subject to actions under the Continuous Improvement Board.

The Graded Care Profile 2 (this is the most in depth general assessment of neglect in the suite of tools) had only been used in one case audited, as a result of which BSCB surveyed practitioners who had completed neglect assessment tool training in November 2017. Of the 81 respondents, 61 had not used the tool, although the most common reason cited for this was that the need had not arisen. Respondents who had used the tool primarily came from Children's Social Care and schools and were more likely to have used the tool as part of an early help intervention, as opposed to at a statutory level. The majority of respondents reported positive outcomes for the children and families they had worked with including:

"The family were able to see that they needed to make improvements and were clear where these areas were due to the Graded Care Profile as it clearly identifies areas of need"

"Home environment and meeting the children's needs has improved, also parents awareness of the impact on their children"

The survey also included more practical feedback as to the use of the tools, which has been incorporated into the training. It is intended to repeat this survey in

forthcoming months to further evidence the use of the tools and to assist understanding of the challenges that practitioners face in identifying and managing neglect.

BSCB promotes the use of the neglect assessment tools throughout its publications and activities. The assessment tools are referenced within the BSCB thresholds document, *Keeping Children Safe In Blackpool*, the Early Help Assessment form and the BSCB *Multi-Agency Standards for Safeguarding*, which will be published this month. These form the key reference documents for working with children across the Continuum of Need and therefore encourage practitioners to be aware of and assess neglect with all children they work with. The use of the tools has also been referenced in practitioner briefings in respect of serious case reviews and is included throughout the Board's training programme. Strategic Board members are expected to promote the use of the tools within their own agencies.

5.7 Care Leavers

All care leavers should be kept in touch with at least every three months. In order to ensure the quality of these keep in touch meetings it is insisted that these should be face-to-face meetings unless there is good reason for this not to take place. This has impacted on previous performance data in which any form of contact e.g. telephone, text was being counted. More recent performance shows a vast improvement with 94% (May 2018) of care leavers now receiving face-to-face contact.

Work continues to provide care leavers with opportunities for Education, Training or Employment. A total of 21 care leavers are being supported through university which is excellent performance. In addition, there are three care leavers in apprenticeship positions within the Council, one within the Chief Executive Office, one as a Children's Participation Officer and one in Adults' Commissioning. Work continues to look at increasing these opportunities and systems have been put in place to alert care leavers to vacancies within the Council through the Greater Jobs website.

Currently there are 49.4% of care leavers in employment, education or training.

The Council continues to look to secure, suitable accommodation for care leavers and is working with Blackpool Coastal Housing and others to look at appropriate suitable accommodation. The Blackpool Young People's Service (BYPS) is a member of the Positive Transitions Group who lead on this work. A review of the plan is taking place to look at how a range of accommodation options can be provided. Unfortunately, some care leavers are presently in custody which impacts on the overall percentage in suitable accommodation. In May 2018, 18 care leavers were deemed to be in

unsuitable accommodation, 13 of these being in custody.

5.8 Blackpool Opportunity Area – Allocation of Funding to date

Background

- The Blackpool Opportunity Area programme is led by the Department for Education in partnership with a local Partnership Board on which Blackpool Council is represented.
- The Blackpool Opportunity Area Delivery Plan was published in October 2017 and summarises proposed action under three priorities underpinned by an overarching theme.

Priority 1 – Raise Attainment And Progress In Schools

- Raise attainment at Key Stage 2
- Raise attainment and increase progress at Key Stage 4
- Improve transition of pupils between all phases of education

Priority 2 - Support For Vulnerable Children And Families To Improve Attendance And Outcomes And Reduce Exclusions From School

- Support schools to reduce the number of children excluded
- Improve the pastoral support to Blackpool's neediest children

Priority 3 - Improve Advice And Support For Young People When Moving Between Schools/Colleges And Into Work

- Building connections with employers and embed careers education in schools
- Increasing the percentage of young people in a sustained education, employment or training destination
- Reduce NEET amongst vulnerable groups

Overarching theme - Building Local Capacity To Coordinate And Manage Initiatives

- Build local capacity to co-ordinate and strategically manage interventions

5.8.1 Progress and Investment to date

2017/2018

Over £1 million allocated on the following projects :-

- **Primary to Secondary School transition** – a project to improve transition between primary and secondary phases and to foster collegiate working within families of schools.
- **English Key Stage 4 Programme** – a project involving all Blackpool secondary schools and the Pupil Referral Unit to improve outcomes in Key Stage 4 English for up to 2,500 students.
- **Community Wide Assessment** – review of all social mobility data across Blackpool

and evidence on “what works” to ensure any investment is targeted on what is needed.

- **“Our Future Our Choice” careers event** – co-funded the event attended by over 1,600 pupils in Year8/9 from across Blackpool to help them with their option choices.

In addition, Blackpool will be receiving just over £1 million over two years for the new Essential Life Skills programme. There is evidence that a lack of opportunity for children and young people to participate in extra curricula activities is a social mobility barrier. Each school and college has been allocated funding to provide extra curricula activities for children and young people who do not usually participate and a directory of potential providers has been produced to assist schools and colleges. A number of schools have started delivering activities and it is anticipated that the programme will be fully implemented from September 2018.

5.8.2 2018/2019 – 2019/2020

- In April 2018, the Blackpool Opportunity Area Board held a meeting to take stock of investment to date and review plans for the remaining two years of the programme.
- This provided an opportunity to review “Pipeline Projects” – programmes which are at various stages of development with a view to launching over the next two years.

Pipeline projects include :-

Priority 1 – building on the English Key Stage 4 programme to deliver a broader literacy programme at Key Stage 3, teacher recruitment and retention, pupil tracking system and supporting school improvement.

Priority 2 – Inclusion support package covering wrap around support in schools for pupils to provide early intervention, support for pupils who arrive new into Blackpool and developing an alternative curriculum offer for pupils. Smaller projects include workforce training to support pupils with Special Educational Needs and Disabilities (SEND) and the expansion of family learning.

Priority 3 – establish a Careers hub, targeted support for young people in the Not in Education, Employment or Training (NEET) group, expanding careers activities in primary schools through the Primary Futures project and enabling young people to become involved in the Opportunity Area programme through a youth participation project.

A consultation on social mobility barriers within the local community is currently being undertaken. The results of which will be used to review and shape activity funded through the Opportunity Area programme.

5.9 Special Educational Needs and Disability (SEND) Update

- **Highfurlong School** has appointed a new Headteacher called Neil Oldham; Neil is currently a Senior Leader and Special Educational Needs Coordinator (SENCO) in a Blackpool mainstream high school, he starts in September 2018.
- **Woodlands School** has also successfully appointed a new Headteacher called Karen Haworth and she starts in September 2018. Karen is currently a Deputy Headteacher of a special school in Oldham.
- The Local Authority and the Department for Education (DFE) have appointed a sponsor for the Social, Emotional Mental Health Needs (SEMH) Free School. Blackburn Central High school with Crosshill School have been appointed. The Local Authority will work with the new sponsors and the Department for Education to design and build the new school with a plan to open it for September 2019. The school will cater for young people aged 10-16 with Social, Emotional Mental Health Needs and will be located on Langdale Road (Old Adult Services building site).
- The Local Authority is also planning a commission review of the short breaks provision for children aged 0-19. A copy of the review document and survey are being sent out to parents who access this provision in the next few days.
- Special Educational Needs transport - parents and carers are being asked to reapply for transport so that required capacity for September can be planned and to ensure that the right transport assistance is being provided to eligible people. This has caused some concern for people, as this exercise has never been undertaken before. Legally, transport provision should be reviewed every four years but Blackpool Council has not carried out the exercise for at least the last four years.

5.10 Journey of the Child

Attached at Appendix 8(a) is the presentation shared with employees and partners that facilitates consultation with regard to potential changes to the service delivery model. Mrs Diane Booth will take Scrutiny members through the specifics during the course of the meeting.

Does the information submitted include any exempt information? No

7.0 List of Appendices:

Appendix 8(a) Journey of the Child Consultation Presentation

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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Journey of the Child

Consultation – Opening 25 April 2018

The Journey of the Child

- Big thank you for patiently participating
- The Journey of the Child started with a review, and has become a description of the change that you and the leadership team have said is needed.
 - A clear vision
 - Well managed demand
 - Good partnerships that compliment our work and desired outcomes
 - Clear performance management processes which allow you to reflect numbers and quality
 - Sound tools for staff to use to develop innovative and creative solutions.

The Journey of the Child

- Vision –
 - To help children, young people and families in Blackpool to achieve good outcomes....
 - To be SAFE
 - To be HAPPY
 - To be HEALTHY
 - To DO WELL IN SCHOOL
 - To GET A GOOD JOB
 - To HAVE A VOICE AND HAVE IT LISTENED TO

The Journey of the Child

- Lots of change has already happened and is showing :
 - A new approach to the Police Protecting Vulnerable People process
 - The introduction of the Early Help Hub
 - Transfer process more robust
 - Compliance rates are moving in the right direction
 - Audit work feeding learning and development
 - Risk sensible model
 - Clarity of roles and responsibilities, managers, AP's etc.
 - Discharge plans
 - School family relationships

The Journey of the Child

- How do we know it is working?
- Audit outcomes
- Key Performance Indicators

Challenge

- Basic building blocks are in place – we need now to be demonstrating evidence for the outcomes.

The Journey of the Child

- Today is launching a consultation on four key projects
 - Front Door
 - Children with Additional Needs and SEND
 - Preventing Exploitation
 - Relationship between Families in Need (FiN) and Children in Need (CiN)
 - Plus – impact of this change on rest of the service
- There is a document pack to take away that summarises the change and outlines how you can participate in the consultation.

Front Door

- Genuinely multi disciplinary – weighing information and directing children and families to the right support.
- Social Care, Prevention, Police, Health.
- Screening function, not an assessment function.
- Advice, guidance, support and challenge.
- How does it link to Outcomes?
 - SAFE
 - HAPPY
 - HEALTHY
 - To HAVE A VOICE AND HAVE IT LISTENED TO
 - DO WELL IN SCHOOL

Front Door

- How is it resourced? Levels of expertise and experience?
- What do people need to feel safe and secure in the decision making without an onerous recording methodology?
- How will we measure effectiveness?
- How is it managed and governed?

Children with Additional Needs

- Joining the team with SEND
- Your welfare, your health and your education, all in one place.
- Maximising the opportunities to have plans which are cohesive and working toward the same goals
- Effective budget control and decision making
- Leading on the Inclusion agenda
- Reducing duplication and building relationships
- How does it link to outcomes?
 - HAVE A VOICE AND HAVE IT LISTENED TO
 - HAPPY, HEALTHY, DO WELL IN SCHOOL, GET A GOOD JOB

Children with Additional Needs

- What about safeguarding? When issues for a family are complex, how do we respond, support and challenge?

Preventing Exploitation

- Widening and refreshing our approach in partnership with Police and Health to CSE – building on the good things and extending out to other forms of Exploitation.
- Supporting the whole workforce (us, but not just us) to recognise and respond to the “flags” of vulnerability and reduce the risk
- Expertise to support those who have been exposed to exploitation, stop it and help them recover.
- Cross focus on supporting the victims and disrupting the networks that are creating them
- Outcomes.....

Preventing Exploitation

- How do we use our resource effectively to reach the maximum number of people?
- How do we make sure we have a consistently good offer of support – build on what young people have told us works.
- As a system, we don't listen – how do we change this?
- How do we reduce the risk?
- Missing from Home/ Care – maximising the opportunity to talk. Who should be listening?

Relationship between FiN and CiN

- Clarifying the difference between a FiN case and a CiN case.
- CiN plans with effective, preventative support and resource
- Not asking people to juggle priorities to the same extent – CiN can't win.
- Swift, outcome focussed, risk aware and robust.
- Outcomes.....

Relationship between FiN and CiN

- Resource – how do we organise ourselves to meet the challenge?
- Quality step up and step down processes that are efficient and effective, not a revolving door, what is needed to make sure this happens?
- How can we be flexible and responsive, but also have clarity for all?

Next Steps

- This is the start of consultation – have a think about the ideas shared today, talk about them, provide constructive feedback that helps develop them in the right way.
- Form in the pack.
- Work continues.

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Report to:	RESILIENT COMMUNITIES AND CHILDREN'S SCRUTINY COMMITTEE
Relevant Officer:	John Blackledge, Director of Community and Environmental Services
Date of Meeting	7 June 2018

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 an update on performance following on from the previous report presented on 7 December 2017.

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 Leisure Services contributes to all three council priorities:

- Priority One 'The economy: Maximising growth and opportunity across Blackpool';
- Priority Two 'Communities: Creating stronger communities and increasing resilience' ;
- Priority Three 'Organisational Resilience'.

5.0 Report Information

5.1 Scope of the Report

5.1.1 The report provides an update on the performance of the service with year-end finance and patronage figures for 2017/2018. Leisure Services' 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 & 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 2017/2018 the leisure service received over one million attendances to activities and facilities provided across Blackpool, with the three main leisure facilities alone seeing 1,032,746 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 includes 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.

5.2 Budget Information

5.2.1 Leisure Services has an annual expenditure budget of £4,075,000 and an annual income target of £3,264,000, resulting in a net annual cost of £811,000.

- 5.2.2. Property Services has a maintenance budget for facilities of £1,775,000 of which £478,000 relates to NNDR and £393,000 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 £552,000.

5.3 Service Performance, Highlights and Challenges

- 5.3.1 A performance dashboard can be found in Appendix 9(a) giving a more detailed overview of patronage performance in key areas along with customer feedback statistics for 2017/2018 compared to 2016/2017.

5.4 Health & Fitness

- 5.4.1 Leisure Services operate health and fitness facilities at all three leisure centres. The facilities include dedicated fitness studios, spinning studios and exercise class studios at each site. In 2017/2018 the health and fitness facilities had over 260,000 visits across the three sites with Moor Park Health and Leisure Centre seeing the highest number of visits. Whilst this figure is less than the previous year, the growth in health and fitness in the last six months of the year was considerable.
- 5.4.2 The growth is thanks to the service entering into a partnership with a private marketing and business development company, Big Wave Media in September 2017, who specialise in supporting local authority leisure providers to continue to grow this area of the business. The graph shown in Appendix 9(a) clearly demonstrates the impact Big Wave has had since September 2017, with the income reaching similar levels to two years prior when the service operated four health and fitness facilities.
- 5.4.3 Whilst the health and fitness income targets for 2018/2019 are stretching, work carried out to analyse the latent demand locally demonstrates that these figures are achievable.

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	80,306

- 5.5.2 The Active Blackpool programme saw a 7% growth in 2017/2018 compared to the previous year.
- 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 4,245 attendances to cardiac specific classes ran by Active Blackpool, from April – October 2017 compared to 2,542 for the same period in 2016 – a 67% increase.
- 5.5.5 The Active Blackpool team will be trialing a self-referral campaign in June 2018 via social media aimed at individuals with diabetes. The campaign will ask if they would like to improve their health and wellbeing and if so, ask them to complete a contact form inviting them in for a health and wellbeing talk to encourage them to enroll on the Active Blackpool programme. If the campaign is successful, the service will look to broaden the campaign to other health conditions to support more local residents with existing health conditions to lead a healthy lifestyle.

5.6 Learn to Swim

- 5.6.1 The learn to swim scheme which runs at both Palatine Leisure Centre and Moor Park Health & 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 30% 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 has 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 is 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 un-catered for market. In 2017/2018, the facilities attracted over 89,000 visits, with Moor Park particularly seeing a significant increase in users.

5.8 Outdoor Activities

- 5.8.1 The outdoor activity service obtained their 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 impacted on the income generated over the summer of 2017, however the shortfall was 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.

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

- 5.9.2 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?’. Appendix 9(a) shows that between 01/05/17 and 01/04/18 over 6,300 feedback questionnaires were sent to customers with over 800 responding. The overall satisfaction scores for Palatine Leisure Centre and Blackpool Sports Centre saw an increase compared to the same period the previous year.

5.10 Service wide challenges

- 5.10.1 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.
- 5.10.2 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.

5.11 Future Priorities

- 5.11.1 A key project due to take place over the Summer of 2018 is the development of a new 3G pitch in Stanley Park to replace one of the two existing sand dressed pitches. The development is part of a town wider approach to developing facilities to meet the growing demands of football with a new pitch also being built on the Unity Academy site. The project is funded by the Football Foundation and supported by Lancashire Football Association.
- 5.11.2 The aging condition of the buildings presents 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.
- 5.11.3 A focus on the Outdoor Activity service on Stanley Park will continue. Leisure and Parks are

currently working in partnership with the Friends of Stanley Park to explore external funding opportunities that would enable the lake to be desilted along with wider park infrastructure improvements. 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.

- 5.11.4 Due to the increase in direct debit collections in the last 2 years following the introduction of direct debit for learn to swim and junior activities alongside the continued growth in health and fitness customers, the work required by the administration team to process them has increased considerably. A review will be carried out to explore the options for continuing to process the direct debits in house compared to using a third party company to carry out this function.
- 5.11.5 Whilst there is now a clearer understanding of GDPR and the requirements to ensure compliance, the practical implications of a number of these requirements will be better understood in the coming months. New practices and processes have been and will continue to be introduced to ensure the service is compliant whilst balancing the need to communicate effectively with both existing and potentially new customers. Part of this process will be a major upgrade of our point of sale and booking system – Gladstone MRM. This will not only ensure our software is compliant but will provide a more intuitive and user friendly platform for our receptionists when processing bookings and payments.

Does the information submitted include any exempt information?

No

6.0 List of Appendices:

Appendix 9(a) – Leisure Services Performance dashboard

7.0 Legal considerations:

None

8.0 Human Resources considerations:

None

9.0 Equalities considerations:

None

10.0 Financial considerations:

None

11.0 Risk management considerations:

None

12.0 Ethical considerations:

None

13.0 Internal/External Consultation undertaken:

None

14.0 Background papers:

None

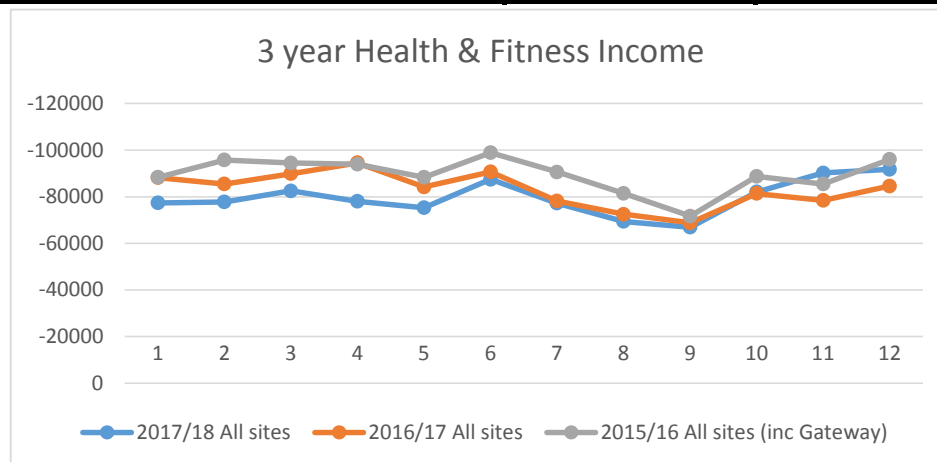
Leisure Services Key Performance Indicators - Service Overview

Leisure Services Performance		2016/17 Patronage	2017/18 Patronage	./-	2016/17 Income	2017/18 Income	./-
Overall facility patronage		941,994	1,032,746	9.6%			
Health & Fitness		266,641	260,123	-2.5%	£ 996,723.00	£ 955,975.00	-4%
Swimming		125,860	117,521	-6.5%	£ 235,706.00	£ 241,165.00	2%
Active Blackpool		19,854	20,962	5.6%	£ 54,983.00	£ 57,783.00	5%
Feel Good Factory		89,531	89,616	1.0%	£ 120,662.00	£ 142,419.00	18%
Learn to swim*		55,946	74,020	32.3%	£ 215,431.00	£ 289,935.00	34%
Young People facilities*		126,619	139,422	10.1%			
Young people outreach		Not available	32777	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	01/05/16 - 01/05/17	01/05/17 - 01/05/18	./-
Net Promoter Score (NPS)	MPHLC	61	57	-4%
	PLC	51	53	2%
	BSC	47	56	9%
Customer feedback questionnaires sent		2771	6399	130%
Customer feedback questionnaires returned		441	837	90%



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Report to:	RESILIENT COMMUNITIES AND CHILDREN'S SERVICES SCRUTINY COMMITTEE
Relevant Officer:	Scott Butterfield, Transformation Manager
Date of Meeting:	7 June 2018

ANNUAL COUNCIL PLAN PERFORMANCE REPORT 2017/2018

1.0 Purpose of the report:

- 1.1 To receive the Annual Council Plan Performance Report 2017/2018 against Priority 2 Projects and complete with outcomes.

2.0 Recommendation(s):

- 2.1 The Committee is asked to scrutinise the content of the report and highlight any areas for further consideration, which will be reported back to the Committee.

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? Yes

- 3.3 Other alternative options to be considered: N/A

4.0 Council Priority:

- 4.1 The relevant Council Priority is:

- Communities – create stronger communities and increase resilience

5.0 Background information

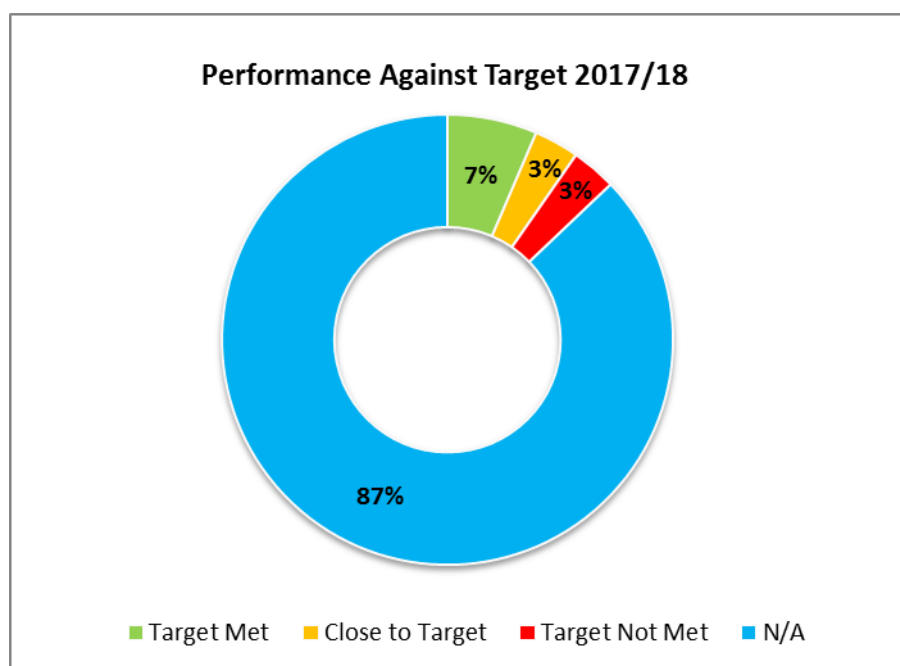
- 5.1 The list of corporate performance indicators covers a wide range of service areas that link directly with the Council's vision and priorities. The measurement of performance across these key areas enables the organisation to monitor the direction of travel, and

more accurately focus on, specific services and outcomes that determine the success of Blackpool as a place to live and visit.

6.0 Overview of Performance

6.1 There are 34 performance indicators in Priority 2 which fall within the remit of the Committee. End of year data is available for 31 of these indicators (please see Appendix 10(a) – End of Year 2017/2018 KPI Summary).

6.2 The chart below shows the direction of travel when performance is compared with the annual targets for 2017/2018.



6.3 The majority of the indicators do not have annual targets and therefore it was not possible to compare performance. When comparing performance with 2016/2017, 32.4% of indicators show an improvement in performance. There are three indicators where performance has deteriorated compared with 2016/2017 and/or the annual target has not been achieved. Further information on these indicators can be found in Appendix 10(b) – End of Year 2017/2018 Exception Reports.

6.4 In terms of performance for the Priority 2 outcomes relevant to this Committee:

- Generally performance around safeguarding issues is improving when compared with 2016/2017; although there has been a slight worsening of performance in some areas (looked after children). Performance for HeadStart is also generally positive, although some data is currently unavailable.

- There are no targets set for educational performance but when compared to national figures Blackpool is still falling behind in many areas. However, there is an improvement in the proportion of Key Stage 2 pupils achieving the expected standards.
- The number of people involved in voluntary work in parks and open spaces and the number of people engaged with community leisure activities has increased significantly compared to 2016/2017.

6.5 As well as monitoring performance against the corporate outcomes, the Performance and Delivery team has produced an overarching position statement for Priority 2 which focuses on the wider Blackpool outcomes which the Council's work should ultimately influence (see Appendix 10(c) – Priority 2 Context and Outcomes).

6.6 The indicators included in the position statement provide population context and show performance against longer-term strategic outcomes, with some datasets using data from previous years. Changes in these outcomes take time and the impact of even large scale local interventions can be negated or reversed by a combination of national policy and economic conditions. These indicators therefore cannot not be considered as corporate KPIs, as the Council is not solely or mainly responsible for influencing performance.

7.0 Performance Framework 2018/2019

7.1 As part of the current review of the Council Plan, the set of corporate performance indicators has been revised from over 100 indicators to a much smaller set of headline performance indicators (see Appendix 10(d) – Headline KPIs 2018-2019). These indicators relate directly to corporate objectives and are designed to provide a short, focused sweep of performance across the core business of the Council. Also included, are a number of headline indicators relating to the performance of the wholly owned companies, as these companies make crucial contributions to the delivery of our corporate objectives.

7.2 Sitting underneath the headline KPI's is a structured suite of supporting performance indicators which give context and challenge to the headline indicators, and will be monitored and presented to the relevant boards to support effective, evidence-based decision making.

Does the information submitted include any exempt information?

No

List of Appendices:

Appendix 10(a) – End of Year 2017-2018 KPI Summary

Appendix 10(b) – End of Year 2017-2018 Exception Reports

Appendix 10(c) – Priority 2 Context and Outcomes
Appendix 10(d) – Headline KPIs 2018-2019

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 N/A

15.0 Background papers:















15.1 None

Appendix A - End of Year 2017/2018 KPI Summary

Performance as at 31 March 2018

KEY:			
	Performance is improving	DoT	Direction of Travel
	Small change in performance	A	Annual
	Performance is deteriorating	N/A	Not Applicable

Priority 2: Communities - create strong communities and increase resilience

Cabinet Secretary for Resilient Communities and Children's Services														
	Indicator	Outturn 2014/15	Outturn 2015/16	Outturn 2016/17	DoT	Q1 17/18	Q2 17/18	Q3 17/18	Q4 17/18	Outturn 2017/18	DoT	Target	DoT	Notes
					2014/15 v 2016/17						Previous Performance		Performance Against Target	
Safeguarding	Number/rate of referrals per 10,000 children	No. 2,937 Rate 1,011.7	No. 2,758 Rate 957.3	No. 3,347 Rate 1,166.8		No. 3,226 Rate 1,127.8	No. 3,056 Rate 1,068.3	No. 2,983 Rate 1,042.8	No. 2,729 Rate 954.0	No. 2,729 Rate 954.0		No Target Set	N/A	Performance has improved compared with 2016/17.
	Number/rate of S.47 Child Protection enquiries started	No. 1,358 Rate 467.8	No. 1,380 Rate 479.0	No. 2,048 Rate 714.0		No. 1,932 Rate 675.4	No. 1,829 Rate 639.4	No. 1,651 Rate 577.2	No. 1,383 Rate 483.5	No. 1,383 Rate 483.5		No Target Set	N/A	Performance has improved compared with 2016/17.
	Number/rate of children currently subject to a Child Protection Plan per 10,000 population	No. 355 Rate 122.3	No. 362 Rate 125.7	No. 366 Rate 127.6		No. 375 Rate 131.1	No. 379 Rate 132.5	No. 352 Rate 123.1	No. 276 Rate 96.5	No. 276 Rate 96.5		No Target Set	N/A	Performance has improved compared with the previous 3 years.
	Number/rate of current children in need per 10,000 population (including LAC and CP)	No. 1,786 Rate 615.2	No. 1,902 Rate 660.2	No. 2,126 Rate 741.2		No. 2,001 Rate 699.5	No. 1,967 Rate 687.6	No. 1,962 Rate 685.9	No. 1,873 Rate 654.8	No. 1,873 Rate 654.8		No Target Set	N/A	Performance has improved compared with 2016/17.
	Number/rate of Children Looked After per 10,000 population	No. 454 Rate 156.4	No. 469 Rate 162.8	No. 525 Rate 183		No. 548 Rate 191.6	No. 531 Rate 185.6	No. 536 Rate 187.4	No. 533 Rate 186.3	No. 533 Rate 186.3		No Target Set	N/A	There has been a small increase when compared with 2016/17.
	Number/rate of children who ceased to be looked after during year	No. 187 Rate 64.4	No. 216 Rate 75	No. 215 Rate 75		No. 208 Rate 72.7	No. 215 Rate 75.2	No. 195 Rate 68.2	No. 208 Rate 72.7	No. 208 Rate 72.7		No Target Set	N/A	There has been a small decrease when compared with 2016/17.
	% of young people with a LAC review who participated in review	95.4%	95.8%	98.1%		96%	95.8%	95.4%	95.7%	95.7%		No Target Set	N/A	Performance has worsened slightly compared with 2016/17.
	Number of Early Help assessments	New PI		2,757	N/A	617	1,070	1,590	2,009	2,009	N/A	No Target Set	N/A	

Cabinet Secretary for Resilient Communities and Children's Services														
	Indicator	Outturn 2014/15	Outturn 2015/16	Outturn 2016/17	DoT	Q1 17/18	Q2 17/18	Q3 17/18	Q4 17/18	Outturn 2017/18	DoT	Target	DoT	Notes
					2014/15 v 2016/17						Previous Performance		Against Target	
HeadStart	Rate of hospital admissions for self harm (all ages)	New PI			N/A	653.3 per 100,000 pop.	A	A	A	653.3 per 100,000 pop.	New PI	No Target Set	N/A	
	Rate of hospital admissions for self harm (10-24 years)	New PI			N/A	1,444.7 per 100,000 pop.	A	A	A	1,444.7 per 100,000 pop.	New PI	No Target Set	N/A	
	Number of young people benefitting directly from HeadStart Universal Support	New PI			N/A	402	698	370	516	1,335	New PI	1,340	☹️	Target has narrowly been missed for 2017/18. The annual outturn reflects the total number of individual children and young people directly benefitting from Head Start.
	Number of young people benefitting indirectly from HeadStart Universal Support	New PI			N/A	2,341	7,188	8,652	8,988	9,790	New PI	9,289	😊	Target has been achieved for 2017/18. The annual outturn reflects the total number of individual children and young people indirectly benefitting from Head Start.
	Number of young people benefitting from targeted HeadStart Universal Support	New PI			N/A	171	234	290	353	874	New PI	1,141	☹️	The target for 2017/18 has not been achieved. Please see App B - Exception Reports for more details. The annual outturn reflects the total number of individual children and young people benefitting from targeted support.
	Reported Strengths & Difficulties Questionnaire (SDQ) outcomes for looked after children	13.5	13.3	13.3	☹️	A	A	A	Data available June 2018			No Target Set	N/A	
	Increased resilience score population level	New PI			N/A	A	A	A	Awaiting national data		New PI	No Target Set	N/A	Awaiting publication of national data to enable us to calculate the outturn.

[illegible]

Young People	Indicator	Outturn 2014/15	Outturn 2015/16	Outturn 2016/17	DoT 2014/15 v 2016/17	Q1 17/18	Q2 17/18	Q3 17/18	Q4 17/18	Outturn 2017/18	DoT Previous Performance	Target	DoT Against Target	Notes
	% of KS4 pupils achieving the Ebacc with standard 9-4 passes in English and maths	New PI			N/A	A	8.9%	A	A	8.9%	New PI	No Target Set	N/A	Data is for the 2016/17 academic year. Comparative data for England is 21.9%.
	% of KS4 pupils achieving the Ebacc with standard 9-5 passes in English and maths	New PI			N/A	A	8.1%	A	A	8.1%	New PI	No Target Set	N/A	Data is for the 2016/17 academic year. Comparative data for England is 19.7%.
	Progress made by pupils across 8 GCSE subjects at KS4, relative to others with similar prior attainment	New PI		-0.38	N/A	A	-0.56	A	A	-0.56	☹️	No Target Set	N/A	Data is for the 2016/17 academic year. A negative score means pupils on average do worse at KS4 than those with similar prior attainment nationally. Comparative data for all state funded schools is -0.03.
	Close the gap for Pupil Premium at KS4 to within 2 percentage points of national	New PI		-16.14	N/A	A	A	-16.9	A	-16.9	☹️	No Target Set	N/A	Data is for the 2016/17 academic year.
	% overall attendance at Blackpool primary schools	95.8%	95.9%	96.2%	😊	A	A	A	96.1%	96.1%	☹️	No Target Set	N/A	Slight reduction in performance compared with the previous year. Data is for the 2016/17 academic year.
	% overall attendance at Blackpool secondary schools	93.7%	93.4%	93.9%	😊	A	A	A	93.8%	93.8%	☹️	No Target Set	N/A	Slight reduction in performance compared with the previous year. Data is for the 2016/17 academic year.
	Number of permanent exclusions	14	61	45	😊	A	A	A	39	39	😊	No Target Set	N/A	Exclusions have continued to reduce when compared to the previous year. Data relates to the 2016/17 academic year.
	Number of pupils on roll at Pupil Referral Unit	132 (May 2014)	304 (May 2015)	322 (May 2016)	☹️	328 (May 2017)	A	A	A	328 (May 2017)	☹️	No Target Set	N/A	Commentary for this indicator already included in Q1 report.
	Number of pupils on the Elective Home Education register	130	134	177	☹️	192	167	195	212	212	☹️	No Target Set	N/A	Numbers of have continued to increase over the last 4 years. Please see App B - Exception Reports for more details.
	% take up of free school breakfasts	82.3%	83.1%	83.3%	😊	A	A	A	91.73%	91.73%	😊	No Target Set	N/A	Take up has continued to increase in 2017/18.
	Number of children and Young People engaged in Sport and Physical Activity	New PI			New PI	30,257	28,905	43,156	Awaiting data		New PI	No Target Set	N/A	No target set for 2017/18 as this is a new PI. The final figure for this year will be the driver for 2018/19 target.

Cabinet Secretary for Resilient Communities														
	Indicator	Outturn 2014/15	Outturn 2015/16	Outturn 2016/17	DoT 2014/15 v 2016/17	Q1 17/18	Q2 17/18	Q3 17/18	Q4 17/18	Outturn 2017/18	DoT Previous Performance	Target	DoT Against Target	Notes
Community	Number of volunteer hours in parks and open spaces	New PI	1,783.5	8,586.4	😊	3,422.75	3,325.15	3,292.55	3,434.05	13,474.50	😊	10,000	😊	The annual target for this year has been exceeded by 3,474.50 volunteer hours.
	Total patronage of leisure facilities	912,133	946,650	941,994	😊	266,997	262,420	235,591	267,738	1,032,746	😊	No Target Set	N/A	Total patronage has increased by over 90,000 when compared with 2016/17.

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HEADSTART

Indicator Description	Better to be?
Number of young people benefitting from targeted HeadStart Universal Support	High

2017/18					Target
Q1	Q2	Q3	Q4	EoY	
171	234	290	353	874	1,141

Service Response:

The annual outturn reflects the total number of individual children and young people benefitting from targeted support; it is not a cumulative total.

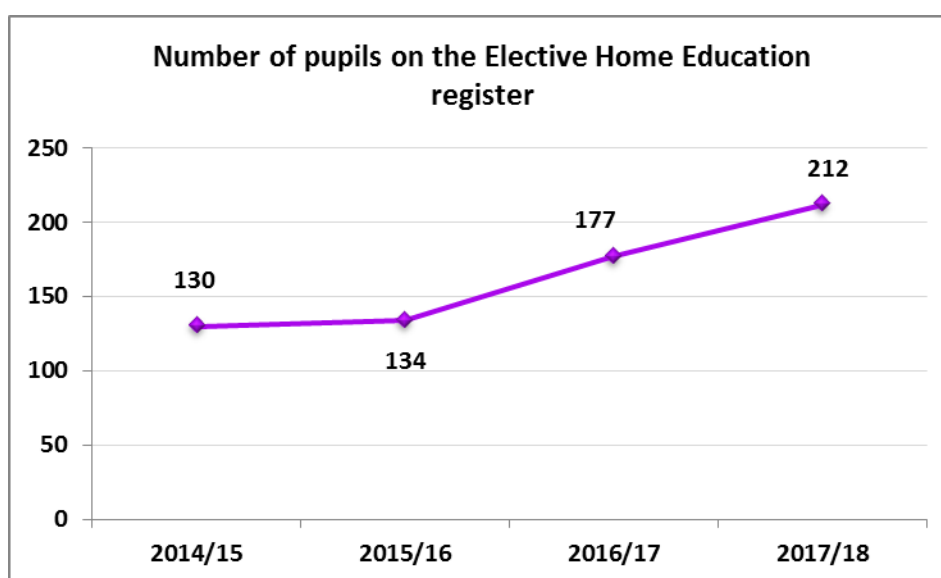
In the context of HeadStart being a research and learning programme, the forecasts set for performance across the programme with the Big Lottery in all six areas were in the context of these being estimates of activity, based on a short period of pilot activity with a re-forecasting exercise expected annually as part of the review.

The Big Lottery is not considering these performance figures as targets to be met, more as a foundation for discussions and learning.

YOUNG PEOPLE

Indicator Description	Better to be?
Number of pupils on the Elective Home Education register	Low

2015/16	2016/17	2017/18					Target
		Q1	Q2	Q3	Q4	EoY	
134	177	192	167	195	212	212	No target set



Service Response:

There is no annual target for this indicator however the general performance trend shows a continuing increase in the numbers of children being educated at home. This mirrors the trend nationally, with the numbers of children being educated at home estimated to have increased by around 21%.

There is a statutory right in place that allows parents to elect to home educate their child. Many parents choose this course of action on religious and/or philosophical grounds and education is being delivered in an appropriate manner and at a good level, which is reviewed and discussed on a regular basis.

Some parents appear to be choosing this as an option to remove their child off a school roll where there is action/challenge being taken by the local authority due to non-attendance at school and there appears to be an increase in numbers reflecting this. Parents are being made aware that enforcement action will continue where this is the case.

Guidance for Elective Home Education and parents information booklets are being revised to advise and guide parents/carers when thinking about elective home education and the appropriate steps to take when considering this important decision in a child's life/education.

Appendix 10(b) - Exception Reports (End of Year 2017/2018)

Note:

Further information on the following indicator has not been included in this report as it has already been included in the Quarter 1 2017/18 Council Plan performance report:

- Number of pupils on roll at Pupil Referral Unit

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Appendix 10(c): Priority 2 – Context and Outcome Indicators

Indicator	Blackpool Value & Comparable	Regional Comparison	National Comparison	Commentary on trends, ranks or rates of change
Well-being (2016/17)				Well-being looks at the positive and negative aspects of people's lives. Well-being can reflect the nature of individual opportunities and community cohesion.
High Life Satisfaction "Overall, how satisfied are you with life nowadays?" (% scoring 7-10)	76.1	79.7	81.7	Life Satisfaction has been improving since 2014/15. High Life Satisfaction in Blackpool increased 2%pp in 2016/17, whereas the national average only grew 0.5% pp.
High General Happiness "Overall, how happy do you feel nowadays?" (% scoring 7-10)	71.8	73.7	75.2	Despite a small, but consistent, deficit compared to regional and national estimates, Blackpool's self-reported 'happiness' score has gradually increased over time. However, there was no change in high general happiness in Blackpool from 2015/16 to 2016/17.
Health and Social Care				
Life Expectancy in Years [Male and Female combined] (2012/14)	77.3	80.0	81.4	Female life expectancy has remained broadly steady since 2008–2010 though decreased slightly in 2012–2014. Male life expectancy in Blackpool has increased at a steady rate since 2009–2011. The gap between males and females is 5.2 years.
Childhood Obesity [%] (2016/17)	21.1	20.8	20.0	This measure of obesity is those who had a BMI greater than or equal to the 95th percentile of the UK90 growth reference. Childhood Obesity decreased for the first time in five years.
Emergency Admissions for Alcohol Abuse [per 100,000 people] (2015/16)	3,544	2,601	2,179	Hospital admissions due to alcohol abuse have kept increasing since 2008/09, the rate of admissions due to alcohol consumption is still 62.6% higher than the national average.
% aged 16+ participating in at least 30 minutes of sport at moderate intensity at least once a week (2015/16)	28.0	35.7	35.6	Blackpool's participation rates increased 2% pp, following a 6.3% pp drop the previous year.
Looked after Children [rate per 100,000 aged under 18] (2016/17)	184	86	62	The number of looked after children has increased over 15% since 2015/16 both

				nationally and regionally and remains over double the national average.
Mortality Rate from Causes Considered Preventable [per 100,000 people] (2014/16)	316.1	223	182.8	The gap in preventable Mortality Rates has widened nearly 16% from the national average from 2012-2014 to 2014-2016. The preventable Mortality Rate for Blackpool is at its highest since 2008-2010.
Housing Quality				
Rate of homelessness acceptances per 1,000 households (2016/17)	0.8	1.5	2.5	Blackpool's rate of homelessness acceptances has fallen in contrast to the regional and national picture.
Known Private Sector Homes with Category 1 Hazards [rate per 1,000] (2015/16)	144		20	A category 1 hazard is an assessment where housing issues are of life threatening or serious nature. At present, Blackpool has 7 times the rate of private sector homes with category 1 issues than the national average, in part reflecting more inspection activity in Blackpool but also suggesting a high amount of poor quality stock.
Education				
Key Stage 2 Pupils Reaching Expected Attainment Score [%] (2017)	62	61	61	In Blackpool there was a 29.2% increase in KS2 pupils reaching their expected attainment for reading, writing and mathematics from 2016 to 2017, which was nearly double the increase seen nationally and regionally.
GCSE Attainment 8 Average Score per Pupil (2016/17)	38.2	45.3	44.2	Attainment 8 measures a student's average grade across eight subjects. Blackpool's average score per pupil dropped in line with the regional and national trend.
Adults Educated to an NVQ4 level or above [%] (2016)	25.7	34	38.2	Across Great Britain, the proportion of NVQ4 level or above residents increased, with a 3.8%pp increase in Blackpool from 2015 to 2016.
Crime				
Violent Crime Rate [per 1,000 population] (2015/16)	36.7	17.6	17.2	Blackpool has the highest rate of violent crime in the North West. Violent crime rose at a comparable rate to the national average but nearly 10% lower than the North West average.
Children in the Youth Justice System (10–18 years old) [per 1,000 population] (2015/16)	9.5	5.8	5	Levels have remained the same in Blackpool from the previous year, whereas nationally and regionally, the number of children in the Youth Justice System has fallen year-on-year.

Re-offending Levels [%] (2014)

29.1

26.2

25.4

Re-offending levels have remained consistent following a decrease from 2011 to 2013.

Democracy (2017)

Voter Participation (%)

63.0

68.0

69.1

Blackpool and the North West experienced around a 2% pp drop in voter turnout between the EU Referendum and the latest National Election, half the drop of the national average.

Environment

CO2 Emissions per Capita (tonnes) (2015)

3.8

4.7

4.8

Since 2012, emissions have dropped nationwide, emissions at all levels dropped between 0.2–0.3 tonnes from 2014.

Household Waste Recycled or Composted [%] (2016/17)

33.5

45.6

42.8

There was a sharp decrease in the percentage of household waste being recycled or composted in Blackpool, with a 25.7% decrease. This trend continued in the North West with a 0.9% decrease, this contrasted with the national average, with a 1.0% increase.

Deprivation and Social Mobility

Population Living in the 20% Most Deprived Areas [%] (2015)

49.6

31.9

20.2

Blackpool was ranked 2nd in Lancashire and 5th in the North West for the proportion of the population living in the 20% most deprived areas.

Index of Multiple Deprivation Rank (IMD) (2015)

1st

Blackpool's ranking dropped from 6th to 1st (Rank of average LSOA score) between 2010 and 2015.

Social Mobility Index Rank (2017)

313th

Blackpool was ranked 313 from 324 local authorities. A higher rank indicates a lower level of social mobility.

Transport (2013/15)

People Killed or Seriously Injured (KSI) on the Roads (per 100,000 people)

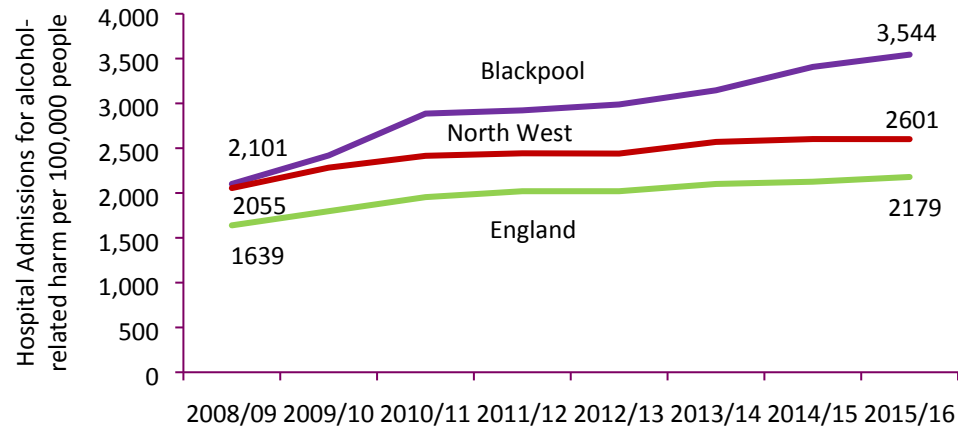
43.4

39.4

38.5

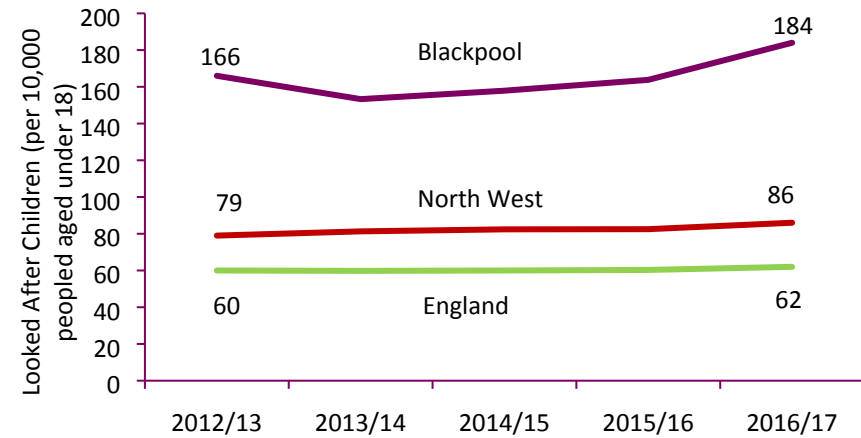
People killed or seriously injured in Blackpool increased slightly from the previous time period, this differed from the North West and England as a whole, where the KSI rate decreased.

Trend – Hospital Admissions for Alcohol-related Harm



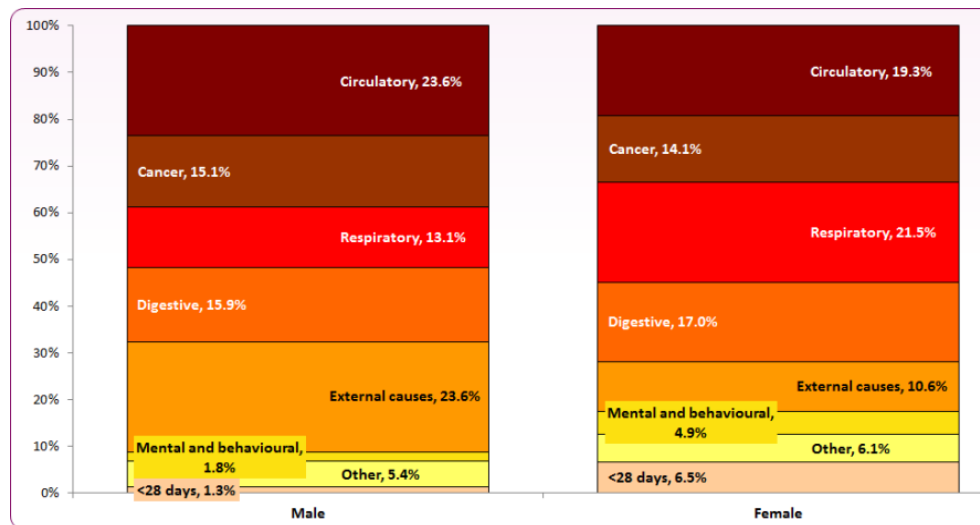
Alcohol-related harm remains a significant and substantial health problem in Blackpool and has increased dramatically between 2008 to the present, while national levels have remained broadly steady in recent years.

Trend – Looked after Children



The Department of Education data shows the majority of children (61%) are looked after due to an initial need stemming from abuse or neglect. Most of the increase in numbers is due to more females starting to be looked after. However, more males (56%) require to be looked after than females (44%).

Scarf Chart showing the breakdown of the life expectancy gap between Blackpool as a whole and England as a whole, by cause of death, 2012-2014



The key causes of shorter life expectancy in Blackpool are deaths from external causes (especially in males), cardio-vascular disease (CVD), respiratory disease (especially chronic obstructive airways disease in females), diseases of the digestive system and cancer. Deaths in younger people contribute to a larger proportion of the gap, as more years of life are lost.

Deprivation Rankings for Blackpool – 2015 – all domains

Indices of Deprivation Domain	Rank of Average Score	Rank of area in most deprived 100 LAs
Index of Multiple Deprivation	1	7
Income	3	9
Employment	2	7
Education and Skills	17	24
Health Deprivation and Disability	1	4
Crime	9	7
Barriers to Housing and Services	326	264
Living Environment	23	20
Additional Indices		
Income Deprivation affecting Children	9	11
Income Deprivation affecting Older People	21	34

Blackpool ranks amongst the poorest ranked authorities for nearly all domains. The Health domain showed the greatest degree of change toward more deprivation. This was driven largely by increases in acute morbidity and mental health need. Blackpool ranks well on Housing due to high affordability and close proximity to services.

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Appendix 10(d) - Headline KPIs 2018/2019

Priority One – Strong Economy

Outcome	Headline Outcome Indicator(s)	Frequency
Blackpool will be the number 1 tourist destination in the UK	Visitor numbers	Annual
	Overall value of the visitor economy	Annual
	Tram ridership	Quarterly
	Combined attraction based indicator	TBC
People in Blackpool will have access to a range of employment options	Economically active	Annual
	Number of people supported into employment across all schemes delivered by Positive Steps	Quarterly
	New jobs created on the Enterprise Zone	Quarterly
	Enterprise Zone – jobs attracted	TBC
	Growth in rateable value per annum in the Enterprise Zone	Annual
The Council will support businesses to prosper and expand	Total number of new businesses assisted by the Council	Quarterly
	Jobs secured by Council projects	Quarterly
The town centre in Blackpool will be strong and vibrant	New bookings / events in the conference centre	
	Footfall	Quarterly
	Satisfaction of residents and visitors with the town centre offer (shopping)	TBC
Good quality and affordable housing which meets the needs of a varied population across the rental and privately owned sector in Blackpool	Number of new homes built	Annual
	Number of new, quality affordable rented units created by My Blackpool Home	Quarterly
	Satisfaction of BCH tenants with the quality of their home	TBC

Priority Two – Resilient Communities

Outcome	Headline Outcome Indicator(s)	Frequency
Families are supported to provide stable home lives where children and young people can flourish	Number of Children who are “Looked After”	Quarterly
Good quality education provision in Blackpool supporting all children and young people to develop skills and obtain qualifications which set them up for a range of employment options	The proportion of schools in Blackpool that are rated as “good” or better by OFSTED	Annual
	GSCE results data	Annual
	Percentage of young people who are not in education, employment or training	Annual
Improving health outcomes for people who live in Blackpool, with fewer people developing preventable long term health conditions	Mortality rate from conditions considered preventable	Annual
	Healthy life expectancy at birth	Annual
Communities in which people feel safe and secure in their immediate environment	Percentage of people consulted who say that they feel safe and secure in their community	TBC
When people in Blackpool are well enough to be discharged from hospital, there will be no delay as a result of the availability of support for their social care needs	Delayed Transfers of Care – Social Care Delays	Quarterly
People who need social care in Blackpool will receive an assessment in good time, have access to support from a range of good quality providers and they will have a regular review of their needs	Proportion of providers registered with CQC in Blackpool rated “Good” or better	Annual
	Average waiting time for assessment	TBC
	Percentage of long-term service users with an annual review	Quarterly

Organisational Resilience

Outcome	Headline Outcome Indicator(s)	Frequency
Budget Management	Council tax collected in year	Quarterly
	Business Rates collected in year	Quarterly
	% undisputed invoices paid within 30 days	Quarterly
	Value of budget cuts achieved	Quarterly
	Forecast level of year end General Fund Working Balances	Monthly
	Level of earmarked reserves	TBC
Workforce	Average number of working days lost due to sickness absence per FTE (Council – current staff only)	Quarterly
	Staff satisfaction	Annual
	Gender pay gap	Annual
	Staff turnover	Quarterly
Residents are satisfied with Council services	Satisfaction with the way the Council runs things	TBC
	Channel Shift - % of online transactions versus traditional methods	TBC

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