

Blackpool Council

6 October 2020

To: Councillors Burdess, Mrs Callow JP, Galley, Hugo, Mitchell, Mrs Scott, Stansfield and Walsh

The above members are requested to attend the:

SCRUTINY LEADERSHIP BOARD

Thursday, 15 October 2020 at 6.00 pm
via Zoom meeting

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 5 MARCH 2020 AND SPECIAL MEETINGS HELD ON 1 AND 22 JULY 2020 (Pages 1 - 20)

To agree the minutes of the last ordinary meeting held on 5 March 2020 and the special meetings held on 1 July 2020 and 22 July 2020 as a true and correct record.

3 PERFORMANCE REPORTING 2020/2021 (Pages 21 - 30)

To advise the committee of the arrangements for reporting performance in 2020/2021.

4 FINANCIAL AND BUDGET SCRUTINY PROPOSALS (Pages 31 - 34)

To set out the proposals for budget and financial scrutiny for the financial year and beyond for Members' consideration and approval.

5 SCRUTINY WORKPLANS (Pages 35 - 54)

To consider the workplans of the Board and Scrutiny Committees, the impact assessment of the Whole System Transfers of Care Scrutiny Review and the update provided on the Community Engagement Strategy.

6 DATE AND TIME OF NEXT MEETING

To note the date and time of the next meeting as the informal meeting to be held on 10 December 2020, commencing at 6pm.

Other information:

For queries regarding this agenda please contact Sharon Davis, Scrutiny Manager, Tel: 01253 477213, e-mail sharon.davis@blackpool.gov.uk

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

Present:

Councillor Mrs Callow JP (in the Chair)

Councillors

Galley	Mitchell	Stansfield
Hobson	Mrs Scott	Walsh

In Attendance:

Mr John Blackledge, Director of Community and Environmental Services
Ms Annie Heslop, Green Infrastructure Development Manager
Ms Kate Staley, Corporate Marketing and PR Manager
Mr Philip Welsh, Head of Tourism and Communication
Mrs Sharon Davis, Scrutiny Manager

1 DECLARATIONS OF INTEREST

There were no declarations of interest on this occasion.

2 MINUTES OF THE LAST MEETING HELD ON 19 SEPTEMBER 2019

The minutes of the last meeting held on the 19 September 2019 were signed by the Chairman as a true and correct record.

3 GREEN AND BLUE INFRASTRUCTURE STRATEGY IMPLEMENTATION AND ACTION PLAN PERFORMANCE REPORT

Mr John Blackledge, Director of Community and Environmental Services provided an overview of the work undertaken to date through the implementation of the Green and Blue Infrastructure Strategy and progress made against the action plan. He advised that a new position had been created to drive forward the green and blue agenda and that services were being regularly brought together to identify how the green and blue infrastructure could be improved through changes to planning policy, housing developments, leisure facilities and town centre development.

The Board was informed of the development of a Tree Strategy which aimed to increase tree coverage across the borough and it was suggested that a workshop be carried out in order to allow scrutiny input into the strategy development. The level of tree canopy was measurable and there was an intention to maximise social value from contracts to increase the level of trees to the maximum within resources. It was suggested that garden centres could be approached to sponsor trees and Mr Blackledge advised that the Council was being as innovative as possible in its work to improve tree planting.

MINUTES OF SCRUTINY LEADERSHIP BOARD MEETING - THURSDAY, 5 MARCH 2020

In response to a question, Ms Annie Heslop, Green Infrastructure Development Manager advised that support was being provided to create new 'Friends of' groups at parks that did not previously have one e.g. Revoe Park. Members raised concern that the level of expectation on such groups was too high and that the Council should be the body approaching local businesses to increase engagement. Ms Heslop advised that groups were being supported and empowered and that additional work would be undertaken to further engage the business community.

Members noted that the land recently sold at Stanley Park Golf Course was not mentioned in the Strategy and suggested that it was a prime area to include green and blue infrastructure. Mr Blackledge noted the concerns previously raised around the site and the importance of preserving habitats. He suggested that some people viewed that the change of use would actually provide space that was available for use by more residents.

The town centre was discussed in detail, and the lack of trees in particular was noted. Potential options for increasing the number of trees were considered including the use of raised beds similar to the approach taken in Southport. The use of permitted sums to create green space was also discussed as was the importance of trees in flood management. Mr Blackledge reported that various approaches and models were being considered for implementation including how car parks could include green infrastructure and how private drives and gardens might be utilised with the support of residents.

The Leadership Board highlighted that the Green and Blue Infrastructure Strategy was largely focussed on 'green' aspects with little contact on the improvement of blue spaces such as lakes, ponds, and the seafront. Mr Blackledge acknowledged that there was a gap in the strategy around blue infrastructure and highlighted that the lake in Stanley Park was considered to be of excellent water quality. He advised that it was hoped the lake could be utilised for activities such as kayaking and sailing in the future. He also reported that the quality of bathing water at the sea was much improved.

The Scrutiny Leadership Board agreed:

1. To set up a workshop for scrutiny input into the developing Tree Strategy.
2. To receive a further report on the overall implementation of the Green and Blue Infrastructure Strategy and Action Plan in approximately 10 months, with specific reference to:
 - a. Additional actions identified around 'Blue infrastructure' in that time following the Leadership Board's identification of a gap in that area.
 - b. Work undertaken by the Council to further engage the business community.

4 SOCIAL MEDIA AND SCRUTINY

Mrs Sharon Davis, Scrutiny Manager reported that the North West Employer's Review of Scrutiny at Blackpool had identified a number of recommendations around improving public engagement and potential use of social media. In order to explore the potential use of social media, Mr Philip Welsh, Head of Tourism and Communications and Ms Kate Staley, Corporate Marketing and PR Manager were in attendance to discuss options with the Scrutiny Leadership Board.

MINUTES OF SCRUTINY LEADERSHIP BOARD MEETING - THURSDAY, 5 MARCH 2020

Members highlighted that there had been success in improving engagement with community and third sector groups on particular issues to be considered by scrutiny, however, there was a desire to improve general public knowledge of scrutiny at the Council through tweeting, or including on Facebook, links to agendas and highlighting specific items in the week preceding a meeting. It was considered important to focus on items that would be of particular interest to members of the public.

Mr Welsh highlighted that The Gazette regularly reported on scrutiny meetings and therefore there was a base to build on. He suggested that Your Blackpool could be utilised to cover information about scrutiny and the dates of upcoming meetings and Members considered that it was important to raise general awareness of the function of scrutiny as well as of specific items.

It was considered that live streaming scrutiny meetings, delayed webcasting of scrutiny meetings with attention brought to key items and topics and utilising social media to broadcast 'soundbites' of meetings should all be explored.

Consideration was also given to utilising social media to gather the views of the public on certain areas of service provision to provide Members of Committees with an additional, anecdotal source of information. It was suggested that once the information had been considered by Committees, the outcomes of those discussions could also be highlighted.

The Scrutiny Leadership Board agreed that Mr Philip Welsh and Ms Kate Staley explore further the potential use of social media and other mediums to further promote scrutiny and engage the public and report back the Leadership Board with their findings.

5 EXECUTIVE/SCRUTINY PROTOCOL APPROVAL

The Scrutiny Leadership Board considered the Executive/Scrutiny Protocol and agreed to approve it for consideration by the Executive following which it would be submitted to Full Council for incorporation into the Constitution.

6 SCRUTINY WORKPLANS

The Chairs of the Housing and Homelessness Scrutiny Review, the Inclusion in Education Scrutiny Review and the Channel Shift Scrutiny Review provided an update on the progress of the reviews and highlighted key issues to the Leadership Board.

Members went on to consider the workplans of each committee. The Chair of the Adult Social Care and Health Scrutiny Committee highlighted that the recommendations of the Healthy Weight Scrutiny Review had been approved by the Executive and that he had requested that addition of an item at the next meeting on infant mortality and preventable baby deaths following recent national press coverage.

The Vice Chair of the Children and Young People's Scrutiny Committee advised that a focus was being placed on the Youth Offending Team due to the slow improvement being made, the issue of recruiting foster carers and the communication between the Getting to Good Board and the Scrutiny Committee.

MINUTES OF SCRUTINY LEADERSHIP BOARD MEETING - THURSDAY, 5 MARCH 2020

The Tourism, Economy and Communities Scrutiny Committee Chair reported a focus on climate change, Housing Strategy and the Illuminations.

Following the consideration of items on this agenda the Scrutiny Leadership Board agreed to add items on Tree Strategy development, Green and Blue Infrastructure update, social media and Active Lives Strategy to its workplan.

7 COMMUNITY ENGAGEMENT POLICY SCRUTINY REVIEW

Councillor Galley, Chair of the Community Engagement Policy Scrutiny Review provided an overview of the work carried out by the review panel.

The Scrutiny Leadership Board noted the recommendations of the Panel and agreed to add consideration of the implementation of the Community Engagement Policy into its workplan.

8 DATE AND TIME OF NEXT MEETING

The date and time of the next formal meeting of the Scrutiny Leadership Board was noted as Thursday 21 May 2020, commencing at 6pm subject to confirmation at Annual Council.

Chairman

(The meeting ended at 7.46 pm)

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

MINUTES OF SCRUTINY LEADERSHIP BOARD MEETING - WEDNESDAY, 1 JULY 2020

Present:

Councillor Mrs Callow JP (in the Chair)

Councillors

Burdess
Galley

Hugo
Mitchell

Mrs Scott
Stansfield

Walsh

In Attendance:

Mrs Diane Booth, Director of Children's Services

Mr Alan Cavill, Director of Communications and Regeneration

Mrs Jeanette Richards, Assistant Director

Mr Philip Welsh, Head of Tourism and Communication

Mr Robert Arrowsmith, Performance, Systems and Intelligence Manager

Mrs Sharon Davis, Scrutiny Manager

Councillor Lynn Williams, Acting Leader of the Council and Cabinet Member for Children's Services

Councillor Gillian Campbell, Cabinet Member for Tourism and Culture

1 DECLARATIONS OF INTEREST

Councillor Galley declared a personal interest in Item 3 'Tourism Recovery Planning', the nature of the interest being that he was a non-Executive director of Blackpool Entertainment Company Limited (BECL). He would declare a prejudicial interest should any detailed questions be asked regarding the position of BECL.

Councillor Andrew Stansfield declared a personal interest in Item 2 'Children's Services', the nature of the interest that he was an employee of a care home outside of the borough.

Councillor Gerard Walsh declared a personal interest in Item 3 'Tourism Recovery Planning', the nature of the interest that he worked within the hospitality sector.

2 CHILDREN'S SERVICES

Mrs Diane Booth, Director of Children's Services presented the report to the Committee highlighting its focus on the Children's Services response to the pandemic and the social care improvement journey. Ofsted visits had been suspended until autumn, the scheduled commissioner review had been delayed due to the pandemic until December 2020, but an interim corporate stocktake would be undertaken in July 2020, which would inform the final review.

The Board queried reference in the report to an increase in contacts that coincided with the May bank holidays. Mr Robert Arrowsmith, Performance, Systems and Intelligence

MINUTES OF SCRUTINY LEADERSHIP BOARD MEETING - WEDNESDAY, 1 JULY 2020

Manager explained that increase in demand was often seen around bank holidays, however, it had been exacerbated by the Government's significant announcements regarding pandemic restrictions tending to coincide with bank holiday weekends during the crisis.

Reference was made to the out of time reviews and Members queried to what extent were reviews behind schedule and the plans that were in place to address the backlog. In response, Mr Arrowsmith advised that six weeks worth of ongoing reviews which had been scheduled had been lost due to the pandemic. However, the majority of reviews were being undertaken on time and those that had been delayed were being worked through. Mrs Jeanette Richards, Assistant Director, Children's Services added that children had been prioritised dependent on need and that additional staff including two HM Inspectors had been working to get reviews back on track. Panels had continued to meet to oversee permanency plans and advise on their appropriateness. Furthermore, Mrs Booth noted the added difficulties caused by virtual meetings and advised that she expected the backlog to be cleared within the next few months.

It was noted that prior to the pandemic, there had been concerns regarding the number of home schooled children and the potential neglect of some children who were being home schooled. The Board queried the impact of the pandemic on those children. Mrs Booth advised that there was a cohort of children and young people who were home schooled well, however, there were concerns regarding some children who were being home schooled full time. She advised that during the pandemic there had been more referrals than ever from people in the community regarding the safety of children. It was important that this positive change was continued after the pandemic. She added that there was a small educated at home team providing support, however, it was up to the parents to engage. It was reported that reducing the long term levels of elective home education was still an aim of the Council.

Members queried the ongoing relationship with Ofsted and their expectations of progress during the pandemic. In response, Mrs Booth advised that fortnightly meetings were held with Ofsted representatives and experienced HM School Inspectors were assisting with work on a variety of topics. She suggested that Ofsted might consider how the Council had used relaxations offered by the emergency Covid legislation and advised that the service had worked hard to maintain as many statutory requirements as possible and therefore not utilise the relaxations, in order to keep children and young people safe. She added that the Council had been fortunate that 75%-78% of staff had been available for face to face contact throughout the pandemic and the remaining staff had been available to carry out virtual meetings in order to maintain relationships through regular contact.

In response to a question, Mrs Booth advised that the co-production journey had improved during the period of the pandemic and that many young people had liked virtual contact. She added that input from children and young people into plans would be sought as and when appropriate and that they had a particular interest in some community venues such as libraries where wifi could be accessed. Mrs Richards highlighted an example whereby young people had recently been engaged with health services in order to articulate their journey with service provision and as a result a working group had been established and Child and Adolescent Support and Help

MINUTES OF SCRUTINY LEADERSHIP BOARD MEETING - WEDNESDAY, 1 JULY 2020

Enhanced Response (CASHER) services had been increased for the weekend of 4 July 2020 to provide additional support to young people as the pandemic restrictions were further relaxed.

The Board noted that not all young people had the means to access virtual meetings and queried how the issue had been addressed. Mrs Booth reported that the Council was in the process of distributing 920 laptops provided by a Government scheme, however, in order to address the gap in the meantime, money had been spent by the Council in order to provide some of the most vulnerable young people with IT equipment such as phones and tablets in order to ensure the workforce could maintain regular contact.

In reference to children and young people on the 'red list', Mrs Booth advised that all had had physical visits and more frequently than usual, with visits not only from social workers but also from the pupil welfare team and schools. There had been a partnership approach in ensuring the young people were safe. She advised that she did not have the data regarding the number of children on Child Protection Plans seen face to face or virtually and would provide that information in writing following the meeting.

The Board referred to the food voucher scheme take up for children eligible for free school meals and queried the success of the programmes in place and the plans for the school summer holidays. In response, Mrs Booth noted that schools had taken different approaches with some using the Government's voucher scheme and others using the Council's Catering Services or their own voucher schemes. She advised that Catering Services had provided an invaluable service and delivered a large number of meals. Food had also been available through the Coronakindness hubs. With regards to the school holidays, the Government had advised that all schools could apply for six weeks worth of vouchers to be given to parents funded by the Government. However, some schools had chosen to continue to use the Council's Catering Services during the summer despite being unable to claim back the funding from the Government.

The pressure on staff was highlighted by the Board and questions were raised regarding the support provided through the Employee Assistance Programme (EAP) and how the return to the office was being managed. Mrs Booth advised that the EAP had continued through the pandemic and had been promoted to officers early on. In relation to the return to the office, the service had been supported corporately to achieve as much office space as possible to enable as many Children's Services officers to return as possible with social distancing measures in place. Officers would be split into two teams and be located together. Feedback from staff indicated a return would be welcomed in particular by social workers who were in their first year of practice and had missed out on physical day to day support.

The Board went on to consider the historical gap in Blackpool between primary and secondary education and queried the impact on the transition of the prolonged absence from school. In response, Mrs Booth referred to the recent Government announcement of funding for tutoring and mentoring programmes. Funding would be provided directly to schools and a task and finish group had been established by the local authority to ensure consistent application across schools. In response to further questions, Mrs Booth advised that communication was good between primary and secondary schools and that

MINUTES OF SCRUTINY LEADERSHIP BOARD MEETING - WEDNESDAY, 1 JULY 2020

many schools were employing innovative and creative means of supporting the transition between schools.

With regards to the overall ambition for Children's Services at Blackpool, Mrs Booth advised that the Council was aiming for an 'outstanding' judgement. She considered that the current outcome for the Council would be 'requires improvement' however progress could still be made prior to Ofsted carrying out their next inspection.

Members queried the financial implications of the pandemic on Children's Services and Mrs Booth advised that there was an anticipated pressure of £2.8 million on the budget. The majority of the additional costs had been due to the delay in children exiting care due to the reduced number of cases being heard in court and the increased costs of children in specialist placements and transport costs of children attending special schools due to social distancing requirements. Innovative solutions were being sought to address potential increased costs such as the offer to pay mileage to parents for providing transport to school through direct payments should it be appropriate.

In conclusion it was noted that there had been no key decisions taken during the period of the pandemic with regard to Children's Services that required reporting to the Scrutiny Leadership Board and that the improvement journey had continued despite the difficulties posed by Covid-19.

3 TOURISM RECOVERY PLANNING

Mr Philip Welsh, Head of Communication and Tourism advised that at the time of writing the report a number of points had been unclear. He reported that since publication of the agenda, requirements regarding social distancing had been reduced from two metres to one metre plus which would improve the viability of reopening some premises. The announcements made by the Government had also confirmed that attractions, hotels and bed and breakfasts in Blackpool could start to reopen on 4 July 2020.

Whilst many attractions were reopening, the main exceptions were the Sandcastle as swimming pools and waterparks remained closed and performance venues such as The Grand, the Winter Gardens and Viva Blackpool. It was noted that the Zoo had already reopened and had been sold out each day albeit at a limited capacity. The Tourist Information Centre, Pleasure Beach and Merlin attractions were all scheduled to open on 4 July 2020.

Visit England had put an industry standard in place 'We're good to go' which would provide an accreditation to a range of businesses and aimed to provide reassurance to members of the public that it was safe to visit. Marketing and communications were also being used to provide reassurance to members of the public that visitor experiences were safe and there had been a positive response to the announcement that the Illuminations season had been extended until early January 2021.

Members referred to the reduction in social distancing from two metres to one metre plus and raised concerns that the reduction could impact upon how covid secure attractions were. Mr Welsh advised that he had spoken to the attractions and most were taking a cautious approach. A number had already installed signage based on the two

MINUTES OF SCRUTINY LEADERSHIP BOARD MEETING - WEDNESDAY, 1 JULY 2020

metre requirements and would be continuing to work on that basis. Ensuring attractions were safe was a common goal of all involved in the tourist industry.

The impact of the pandemic on the coach industry was referenced and questions asked relating to the importance of the market to Blackpool. In response, Mr Welsh advised that the implications were still being worked through. The coach industry was not viable with social distancing requirements reducing the number of people travelling on a coach below the break-even threshold. It was noted that some hotels in particular relied upon coach bookings and that the Council would work with the industry. Mr Alan Cavill, Director of Regeneration and Communication added that the potential of Blackpool Transport Services would also be considered to determine if it could replace some of the capacity lost in the coach industry.

The Committee noted the anxiety within the industry regarding the level of information and guidance provided in relation to a wide range of issues and queried whether the Council had a role in simplifying the advice to businesses in Blackpool. A further question was asked regarding the Council's role in inspecting businesses in order to ensure they were meeting requirements. In response, Mr Welsh advised that the process for acquiring the industry standard was simple. He advised that when detailed guidance was received from Government, the Council would ensure it was fit for purpose locally and adjusted accordingly. He added that Visit England had a number of advisers monitoring complaints regarding the 'We're good to go' standard and that they would be forwarded to Blackpool as a destination for review.

Mr Cavill added that there had been high levels of guidance issued by the Government in relation to a wide range of issues. It was intended that all the guidance would be brought together into one place and that all guidance relating to the safe reopening of tourism would ultimately be easily accessed in the same place.

A specific issue relating to the safety of public toilet blocks accessed by turnstiles was raised. It was agreed that a full response would be provided in writing following the meeting, however, the operator of the specific toilet block referred to had immediately altered the toilet block to prevent people being able to climb over the turnstile.

Members indicated their wish that scrutiny be utilised to assist in the identification of creative ideas to further promote the tourist industry and Mr Welsh agreed to consider how this could be best achieved.

Concern was raised regarding the potential reputational damage to the town of incidents such as that at Bournemouth Beach and referred to issues in Blackpool of beach overcrowding and high levels of litter. Mr Welsh noted that a number of issues had combined to result in high levels of visitors to the beach at once including hot weather and having few other places to go. He highlighted that beach patrol services had been reintroduced and that they had access to an alert system to request help from other services. Public toilets had been reopened and car parking enforcement had been reintroduced. There had been a number of litter picks undertaken by volunteers and Members commended their efforts.

MINUTES OF SCRUTINY LEADERSHIP BOARD MEETING - WEDNESDAY, 1 JULY 2020

The Committee noted the local lockdown that had been introduced in Leicester and raised concerns that the re-opening of Blackpool could cause similar to happen in the town. Mr Welsh advised that Public Health had worked closely with the tourism sector throughout and that no-one wanted a further local lockdown in Blackpool. The emphasis in the town was on the safe reopening of attractions and amenities and enforcement officers would continue to operate and were working well with the Police who had been very supportive. Mr Cavill added that infection rates were monitored closely every day and that figures were continuing to fall.

It was noted that a key demographic of visitors to Blackpool was the over 65s and that there were concerns regarding the current willingness of this age group to travel. It was suggested that a specific marketing campaign would be required to target this group and encourage their return to the town. Mr Welsh agreed that specific marketing was required. He advised that the extension of the illuminations season had had a positive impact on the extension of the whole tourist season and that the Pleasure Beach had confirmed that it would continue to open on weekends until 13 December 2020.

The Committee referred to the Lancashire Recovery Plan and queried the Council's input into the Plan. It was noted that the development of the Plan had been led by Marketing Lancashire. Mr Cavill advised that the Council had been involved and that it was a good attempt at providing a single document to reflect the needs of all areas across Lancashire to the Government, in a similar way to which the combined authorities of Liverpool and Manchester had already submitted documents. It would be the start of a further dialogue with Government and it was confirmed that the views and needs of Blackpool were being well represented through involvement in Government consultation groups.

Members queried the level of support being provided to the theatres in the town.

(At this point Councillor Galley declared a prejudicial interest, the nature of the interest that he was a non-Executive Director at Blackpool Entertainment Company Limited, the operator of the Winter Gardens. Councillor Galley left the meeting for the duration of the response to the question).

In response, Mr Cavill advised that there was no proposed reopening date for such establishments. He noted that a number of scenarios were being modelled by the companies and the impact of the pandemic on their financial position. It was expected that there would be a very slow return to entertainment venues and support was being provided where possible. Mr Welsh added that representatives from The Grand and Winter Gardens attended the Tourism Recovery Group and had raised an additional issue regarding the availability of shows even when they were allowed to reopen as the whole industry was currently on hold.

(Councillor Galley returned to the meeting).

Reference was made to the extension of the season in 2020 and the Committee questioned whether there were any plans to also start the season earlier in 2021. Mr Welsh advised that it could be considered, however, would be dependent on the viability of business being open and the number of potential visitors. He added that marketing for

MINUTES OF SCRUTINY LEADERSHIP BOARD MEETING - WEDNESDAY, 1 JULY 2020

the 2021 season would be started earlier than normal to raise the profile of the town. Mr Cavill added that a range of options were being considered and worked through to achieve the best outcome for the town.

4 SCRUTINY ANNUAL REPORT 2019/2020

Councillor Mrs Maxine Callow, Chair of the Scrutiny Leadership Board presented the Scrutiny Annual Report 2019/2020 to the Board. She highlighted the good work undertaken during the 2019/2020 municipal year and the impact of the pandemic on the work programme and calendar of meetings. She thanked officers for their support during the year and highlighted potential future areas of improvement.

The Scrutiny Leadership approved the Scrutiny Annual Report and agreed to forward it to full Council for consideration.

Chairman

(The meeting ended at 7.45 pm)

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

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MINUTES OF SCRUTINY LEADERSHIP BOARD MEETING - WEDNESDAY, 22 JULY 2020

Present:

Councillor Mrs Callow JP (in the Chair)

Councillors

Burdess	Hugo	Mrs Scott	Walsh
Galley	Mitchell	Stansfield	

In Attendance:

Councillor Neal Brookes, Cabinet Member for Housing and Welfare
Councillor Jo Farrell, Cabinet Member for Adult Social Care and Health

Ms Karen Smith, Director of Adult Services, Blackpool Council
Dr Arif Rajpura, Director of Public Health, Blackpool Council
Ms Amanda Doyle, Chief Officer, Lancashire and South Cumbria Integrated Care System (ICS)
Mr Kevin McGee, Chief Executive, Blackpool Teaching Hospitals NHS Foundation Trust
Mr Peter Murphy, Director of Nursing, Blackpool Teaching Hospitals NHS Foundation Trust
Mr Ben Butler-Reid, GP Clinical Director, ICS
Dr Neil Hartley-Smith, GP Clinical Director, ICS
Mr John Donnellon, Chief Executive, Blackpool Coastal Housing
Ms Vikki Piper, Acting Head of Housing, Blackpool Council
Ms Sharon Davis, Scrutiny Manager, Blackpool Council

1 DECLARATIONS OF INTEREST

Councillor Hugo declared a personal interest in Item 4 'Homelessness – Covid-19 Response', the nature of the interest that she worked for the charity Streetlife.

Councillor Mitchell declared a personal interest in Item 2 ' Lancashire and South Cumbria Integrated Care System – System Response to Covid-19 Emergency', the nature of the interest that he was a Governor at Blackpool Teaching Hospitals NHS Foundation Trust.

2 LANCASHIRE AND SOUTH CUMBRIA INTEGRATED CARE SYSTEM - SYSTEM RESPONSE TO COVID-19 EMERGENCY

Dr Amanda Doyle, Chief Officer, Lancashire and South Cumbria Integrated Care System (ICS) advised that she had been the lead for the out of hospital cell response to Covid-19, with Peter Murphy, Director of Nursing, Blackpool Teaching Hospitals NHS Foundation Trust responsible for the in hospital cell response. As part of the out of hospital response, there had been a move to a digital first primary care service in order to isolate and treat covid positive patients. Community capacity had also been increased and support provided to NHS England in order to improve tracking and carry out testing.

MINUTES OF SCRUTINY LEADERSHIP BOARD MEETING - WEDNESDAY, 22 JULY 2020

Dr Doyle referred to the 'Test and Adjust' report which had asked a range of questions to gather the views of local partners and staff to the covid response. Most feedback had been positive and the response of staff to the pandemic was praised. She added that messaging to the public as the pandemic moved into phases two and three must be clear to mitigate risks of a potential second wave of infections. There was particular concern that a second wave could coincide with winter which was already a busy time for the NHS.

During the pandemic, many operations and forms of treatment had been put on hold which had resulted in significant waiting lists. Due to increased infection control requirements such as social distancing, there would be a reduced capacity in hospitals to allow spacing of patients; and procedures would take more time due to the application of personal protective equipment (PPE). The challenges had been identified and work was ongoing to plan and mobilise services including a large flu vaccination programme and the possibility that a vaccine for covid would be delivered in the winter.

Mr Kevin McGee, Chief Executive, Blackpool Teaching Hospitals NHS Foundation Trust commended the partnership and cross system work both inside and outside of the NHS and highlighted the focussed step up of capacity in the hospital at the start of the pandemic. Capacity had been significantly increased in critical care and at the peak of the crisis there remained free beds in the unit. He noted the national problems with acquirement of PPE and confirmed that there had been no issues at Blackpool Victoria Hospital due to local organisations working together to secure the necessary equipment.

In relation to future planning, Mr McGee highlighted concerns relating to the physical and mental impact on staff across the ICS and the impact of a second wave of infection during the winter on their wellbeing. He added that preparations were ongoing for winter and managing capacity with the added complications of seasonal flu and pneumonia.

Mr Peter Murphy reported that there were currently 10 patients with covid in Blackpool Victoria Hospital (BVH). There had been 220 deaths in the hospital of patients with confirmed covid and 461 patients had recovered in hospital and been discharged. Mortality rates at BVH were significantly better than other hospitals nationally. Mr Murphy cited the team work of staff and problem solving that had allowed the delivery of outstanding care. He cited one of the most difficult decisions to take as that of preventing visitors to the hospital and highlighted the role the staff had taken in order to provide bereavement and end of life care with patients and their families at the centre. He reported that there had sadly been one staff death from within the hospital.

Mr Ben Butler-Reid, GP Clinical Director, ICS advised that all 36 primary care practices had remained open during the pandemic, all had access to the required PPE and funding to operate within a safe environment for patients and staff. Practices had taken a digital first approach with patients being triaged by phone and only invited into the practice where necessary. All services were being delivered, however, the number of patients allowed in the practices had been reduced due to social distancing requirements.

The presentation of the report was concluded with Dr Doyle highlighting the concern that some people had not sought help and treatment when needed either due to fear of the

MINUTES OF SCRUTINY LEADERSHIP BOARD MEETING - WEDNESDAY, 22 JULY 2020

virus or in their wish to prevent burdening health services. There had been a significant reduction in people presenting with symptoms requiring investigation. There was also a concern that there would be a negative impact on long term health inequalities and outcomes and work was ongoing to identify how best to address these concerns.

Members noted the survey undertaken of residents and queried how more people could be encouraged to respond. Dr Doyle noted that a poor response to surveys was a regular problem and that alternative ways of targeting local groups were utilised to gather as much input as possible.

The Committee raised concerns regarding the potential of contracting covid whilst in the hospital setting and in response Mr McGee advised that infection control had been increased and numbers of cases in the setting were tracked and monitored on a daily basis. Mr Murphy added that there were a number of complexities around testing, with some false positive and false negative results. The organisation had taken steps to reinforce key messages regarding infection prevention and control. There had been some small outbreaks in the setting and measures had been taken to contain and control these outbreaks.

In relation to care plans, it was queried whether the plans would be reviewed again as many families continued to provide higher levels of care than prior to the pandemic. Dr Doyle responded to advise the Committee that many people in receipt of regular care had been asked to shield or isolate due to the risks to them of contracting covid. It was therefore necessary to minimise their contact including with district nurses. Improvements had been made to the remote monitoring of vital signs such as oxygen saturation during the pandemic and it was important to maintain such improvements in patient care. Dr Neil Hartley-Smith, GP Clinical Director, ICS added that care plans were not a static document and would be regularly reassessed to ensure they continued to be based on the patient's needs.

The Committee considered the use of technology in triaging and assessing patients and noted the potential inconsistencies between different GPs and queried whether a record was being held of when phone or video appointments were utilised rather than face to face visits. Dr Butler-Reid advised that the decision on how to assess a patient was down to individual doctors and there could be many reasons that one choice might be made over any other. Every practice in Blackpool had been instructed to continue home visits and face to face appointments when needed. It was noted that where the patient was considered vulnerable to the virus that it was important to keep them safe. It was concluded that there were many complexities in determining how best to treat a patient and it would be difficult to draw any conclusions from any quantitative data collected.

In relation to staff morale, Mr McGee was asked whether the Council could do anything to help staff at the Trust and reduce the pressure they were under. He advised that despite the pressure they were under, morale of staff was good. The support received from the local community had been welcomed. He added that messaging to the public was of high importance to ensure they understood the need to continue social distancing and maintain high levels of hygiene to prevent further cases where possible.

MINUTES OF SCRUTINY LEADERSHIP BOARD MEETING - WEDNESDAY, 22 JULY 2020

Members noted the backlog of operations and treatment caused by the pandemic and queried the timescales to reduce the backlog. In response, Dr Doyle advised that extensive planning and modelling was ongoing. Funding had been received from Government to increase capacity and additional equipment had been provided. Planning was ongoing for the worst case scenario in regards to winter and it was hoped that backlogs could be significantly reduced by the end of the year, however, it would be subject to many nuances including the desire for patients to attend the hospital for routine operations and the need for all patients to isolate for 14 days prior to admission.

In regards to the emergency department, Members noted the reduced usage during the pandemic and queried whether there was any learning that could improve the appropriate use of the department in the long term. Dr Doyle referred to a pilot scheme named 'Think 111 First' which was a national initiative being piloted in a number of areas including Blackpool. She noted that 70% of attendees at the emergency department travelled by their own means rather than by ambulance. The public would be encouraged to call 111 who would make an appropriate appointment for the person either in the emergency department if required or with another more appropriate option such as a GP.

In response to further questions, Dr Doyle advised that there had been a significant increase in the number of mental health presentations. She advised that helplines had been set up and additional services provided online. It remained a significant pressure on services due to the impact on mental health of the lockdown and virus, and also to the mental health of those in the middle of a lengthy recovery to full health after contracting the virus.

3 ADULT SERVICES OVERVIEW

Ms Karen Smith, Director of Adult Services advised that the primary aim of services during the pandemic was to ensure the safety of both patients and staff. The response to the crisis had been a partnership and the Council had played a significant role in the Lancashire Resilience Forum alongside Lancashire County Council, Blackburn with Darwen Council and NHS colleagues amongst others.

A key function of the service had been to provide support to social care providers to prevent and manage outbreaks. Residents of care homes had been identified as at risk at an early stage and financial and practical support had been given to care homes in order to manage and mitigate the risks. Support hubs had been established and staff had been redeployed where necessary with an emergency workforce funded when required. There had been early dialogue with social care colleagues from Europe which had supported early action. In response to questions, Ms Smith advised that there was no indication that Brexit would prevent continued dialogue and that the social work network had not been organised by the European Union.

In relation to care homes, the Council had guaranteed a minimum baseline payment to providers to ensure their sustainability and had provided an immediate 10% uplift to payments which had been matched by the Clinical Commissioning Group. The Government's infection prevention fund had been passed to care homes and had equated to approximately £500 per head to be spent on allowable measures.

MINUTES OF SCRUTINY LEADERSHIP BOARD MEETING - WEDNESDAY, 22 JULY 2020

It was noted that full sick pay was not common in the care sector and providers had been supported to pay full sick pay for periods of isolation due to covid in order to ensure there was an incentive to remain off work to prevent further infections. The work of the sector and staff was commended during the outbreak.

With regards to personal protective equipment (PPE), it was noted that equipment had been sourced and supplied to the sector for the whole of Lancashire in bulk to improve buying power when it had been difficult to procure items. At no point during the pandemic had care homes been without the required PPE or a suitable and approved alternative.

Infections remained low at settings currently and many care homes had retained their non covid status. The majority of cases diagnosed were now asymptomatic and discovered through regular testing. There were currently nine confirmed cases within five settings and Ms Smith highlighted the positive impact of the support and advice provided by Public Health in Blackpool directly to care homes. Emphasis was now being placed on ensuring staff were informed of the importance of maintaining social distancing and hygiene outside of work.

In regards to those on the shielded list, many had not required assistance when approached, and it was noted that advice to shield was being removed from the end of July. Lists of those needing to shield would be maintained in order to prepare for a possible second wave and the need to shield again. In addition to support for those shielding, community hubs had been established to provide support for vulnerable people through the delivery of food and medicine. Work through the hubs was being gradually reduced as services returned to normal.

It was reported that a key national issue had been the unsafe discharge of patients with covid into care homes and measure had been put in place locally to ensure that was not the case with additional social care staff in attendance at the hospital to ensure discharges were safe.

Ms Smith also highlighted that respite services had operated throughout the pandemic as it was imperative to provide consistency to some clients such as those with autism. A return to day service provision was currently being planned with options being modelled based on the number of people wishing to resume attendance and the amount of space available. In response to questions, it was noted that options for additional space would be considered if more people wished to attend than there was physical space for and that there was no strict timeline for the reintroduction of services which would be gradual.

In response to further questions it was noted that there could be costs attached to the reintroduction of services should additional staff and space be required, however, it was not yet known if that would be the case.

Members queried whether the provision of adaptations to homes had continued, noting that the adaptations were often vital in preventing falls. In response, Mr John Donnellon, Chief Executive, Blackpool Coastal Housing (BCH) advised that a range of contractors were used by BCH to provide the home adaptations service and that safe systems of working

MINUTES OF SCRUTINY LEADERSHIP BOARD MEETING - WEDNESDAY, 22 JULY 2020

had been put in place. He gave the example of the worker contacting the resident before arrival to ensure the resident was isolated away from the room requiring work. The worker would then clean the room before and after the work and then leave before contacting the resident again to confirm the work was complete.

The Committee highlighted the fantastic work of services in ensuring that care homes had been successfully supported during the pandemic and suggested that communications should be improved to inform residents of the good work undertaken.

4 HOMELESSNESS - COVID-19 RESPONSE

Ms Vikki Piper, Acting Head of Housing advised that a multi-agency approach had been taken to ensuring that homeless people were housed and safe during the crisis. Services had been rapidly stepped up in order to provide practical homeless support. There were currently 129 individuals in temporary accommodation which had reduced from approximately 200 during the busiest period. There were 33 people housed within six bed and breakfasts in the town. She added that there were currently two rough sleepers, both of whom were new rough sleepers and had not been supported through the pandemic. However, the numbers in all cases changed every day.

There were a number of ongoing issues for consideration including that the ban on evictions would soon be removed, the changes required when entering phase two of the pandemic and the detail of the Government funding recently announced. With regard to the latter, it was noted that the funding was focussed on provision of short term accommodation when in Blackpool it would be preferable to focus on long term funding to provide stable homes and communities.

Ms Piper cited the recent Office of National Statistics publication into the number of homeless deaths of covid during the pandemic and noted that there had been 16 nationwide, three in the north west of England. It was important to learn from experiences during the pandemic and ensure the positives could be continued moving forward.

In response to questions, Ms Piper clarified that there had been 885 approaches for advice and assistance. Of these, there were approximately 400 cases requiring provision of accommodation and 25 had been families/individuals who had been returned to their own local authority area. There had been a smaller number of those presenting from outside of the area during the pandemic, partly due to the lockdown arrangements in place and hotels being closed preventing people from arriving with nowhere to stay.

Members noted that there had been difficulties in ensuring social distancing amongst homeless residents temporarily accommodated in bed and breakfasts and queried why the virus had not spread further amongst this community. Dr Arif Rajpura, Director of Public Health advised that the virus had particularly discriminated against those aged over 70. There had been some community spread within Blackpool, however, community transmission had declined substantially in the town. There could be a degree of luck in the minimal transfer in the homeless population, however, Dr Rajpura also highlighted that measures had been put in place to protect the most vulnerable including isolating

MINUTES OF SCRUTINY LEADERSHIP BOARD MEETING - WEDNESDAY, 22 JULY 2020

those with symptoms. He added that relationships with homeless residents had been developed quickly and it was important to not return to the same service provision and interaction prior to the pandemic. A long term plan was required to make sure the right support was in place moving forward.

The Committee queried the overall cost of the provision and Ms Piper estimated it to be approximately £300,000 to date.

Members recognised the excellent partnership work and queried whether anything would be done differently if faced with the same situation in the future. The importance of co-production was also highlighted. Ms Piper advised that it would have been preferable to not use bed and breakfasts as temporary accommodation. She also highlighted that views had been sought regarding services via a questionnaire. However, Members felt that the use of a questionnaire was not the same as co-production and involvement in decision making and queried if further measures could be put in place. Ms Piper advised that the incredibly short notice for accommodating all homeless people did not allow for consultation or co-production on this occasion, but consideration could be given to identifying options for co-production and liaising with the lived experience team where the Council was commissioning longer term projects or services.

The Committee went on to consider the background and demographic of people who had become homeless and queried whether information gathered could be used to develop a profile and an understanding of who they were in order to assist in the prevention of homelessness in the future. In response, Ms Piper advised that some information was available, noting that the vast majority were single people, mostly male, aged between 30 and 40 years old and that a breakdown of demographics could be provided.

Chairman

(The meeting ended at 8.07 pm)

Any queries regarding these minutes, please contact:

Sharon Davis, Scrutiny Manager

Tel: 01253 477213

E-mail: sharon.davis@blackpool.gov.uk

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Report to:	SCRUTINY LEADERSHIP BOARD
Relevant Officer:	Mr Antony Lockley, Director of Strategy and Assistant Chief Executive
Date of Meeting:	15 October 2020

PERFORMANCE REPORTING 2020/2021

1.0 Purpose of the report:

1.1 To advise the committee of the arrangements for reporting performance in 2020/2021.

2.0 Recommendations:

2.1 To note the arrangements for performance reporting for 2020/21 onwards.

2.2 To provide feedback on the suite of headline Council Plan Key Performance Indicators to be monitored from 2020/2021.

2.3 To provide feedback on the suite of headline KPIs for organisational resilience.

3.0 Reasons for recommendation(s):

- 3.1
- To ensure that the headline suite of Council Plan KPIs are fit for purpose and provide the relevant performance information required by senior officers and Members.
 - To strengthen the suite of headline KPIs around organisational resilience, following the recommendation from the LGA corporate peer challenge.

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

3.3 Is the recommendation in accordance with the Council's approved budget? Yes

4.0 Other alternative options to be considered:

4.1 None.

5.0 Council priority:

5.1 The relevant Council priorities are:

- The economy: Maximising growth and opportunity across Blackpool.

- Communities: Creating stronger communities and increasing resilience.

6.0 Background information

- 6.1 Council Plan performance is currently monitored through a suite of headline KPIs for each of the Council Plan priorities on a quarterly basis. Each report includes data on current performance, direction of travel and benchmarking data (where appropriate) as well as supporting commentary to provide context to the performance data presented. In addition to this, a number of KPIs around organisational resilience (i.e. the ongoing sustainability, development and transformation of the organisation) are also monitored as part of this process.
- 6.2 In March 2020, the Council participated in a corporate peer challenge undertaken by the Local Government Association. The challenge focussed on the Council's understanding of the local context to set an appropriate vision and priorities, provision of effective leadership of external stakeholders, financial planning and viability, organisational leadership and governance, and capacity to deliver.
- 6.3 Initial feedback from the peer challenge recommended that organisational resilience should be given equal weight to the two Council Plan priorities of economy and community. Therefore, it is timely to review and strengthen the KPIs currently monitored around organisational resilience.
- 6.4 As a result of the COVID-19 pandemic, the focus of performance reporting has now shifted to the impact of the pandemic on Blackpool's economy and local communities. Quarterly reporting against the Council Plan has ceased temporarily and instead the Corporate Leadership Team receive a monthly COVID-19 recovery report, which includes a small number of KPIs focussing on the impact of the pandemic on the town.
- 6.5 The effects of the pandemic are likely to continue for the foreseeable future and therefore it seems appropriate to review the suite of headline Council Plan KPIs to ensure that they remain fit for purpose and to incorporate some of the measures around COVID recovery into ongoing Council Plan performance reporting.
- 6.6 Appendix 3(a) includes a list of the suggested Council Plan headline KPIs from 2020/21 (any new KPIs are noted in red). Appendix 3(b) provides details of the KPIs included in the COVID-19 recovery reports, for information. The Corporate Delivery Team would welcome any feedback from the committee on the key areas of performance that they would like to see reflected in the revised headline Council Plan KPIs and which elements of the COVID-19 recovery KPIs could be incorporated into Council Plan performance reporting.
- 6.7 Does the information submitted include any exempt information? No

7.0 List of Appendices:

- 7.1 Appendix 3(a): Suggested Council Plan KPIs
- Appendix 3(b): Covid-19 Recovery KPIs

8.0 Financial considerations:

- 8.1 None as a direct result of this report.

9.0 Legal considerations:

- 9.1 None as a direct result of this report.

10.0 Risk management considerations:

- 10.1 None as a direct result of this report.

11.0 Equalities considerations:

- 11.1 None as a direct result of this report.

12.0 Sustainability, climate change and environmental considerations:

- 12.1 None as a direct result of this report.

13.0 Internal/external consultation undertaken:

- 13.1 None.

14.0 Background papers:

- 14.1 None.

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Appendix 3(a) - Suggested Council Plan KPIs

Priority 1: Economy – maximise growth and opportunity across Blackpool

Indicator	Notes
Number 1 tourist destination	
Visitor numbers	
Overall value of the visitor economy	
Tram ridership	
Parking in the 6 major car parks	<i>New (from COVID-19 recovery report)</i>
Range of employment opportunities	
Out of work benefits claimant rate	<i>New (from COVID-19 recovery report) - to replace measure of the proportion of the population who are economically active</i>
Number of people supported into employment across all employment programmes delivered by Positive Steps into Work	
Jobs created / safeguarded by Council projects	
Business support	
Number of businesses assisted by the Council's business support services	
% of third party expenditure directed towards local suppliers	<i>New</i>
Enterprise Zone - employment increase (number of new jobs created)	
Enterprise Zone - employment increase (number of jobs moved)	
Enterprise Zone - growth in retainable rates per annum	
Strong and vibrant town centre	
New bookings in the conference centre	
Town centre footfall	
Town centre vacancy rates	<i>Included in reports at the moment as commentary but not as a specific KPI.</i>
Good quality affordable housing	
Number of new build homes completed	
Number of units developed within the year by Blackpool Housing Company	
Satisfaction of BCH tenants with repairs	<i>Proxy for tenant satisfaction with quality of their home</i>

KPIs to be removed?

- Overall satisfaction of residents with the town centre – will be measured again in 2021/22.
- Satisfaction of BCH tenants with the overall quality of their homes – will be measured again in 2020/21.

Appendix 3(a) - Suggested Council Plan KPIs

Priority 2: Communities – create strong communities and increase resilience

Indicator	Notes
Supporting families to provide stable home lives	
Number/rate of Children Looked After per 10,000 population	
Good quality education provision	
% of pupils who achieved a 9-4 pass in GCSE English and maths	<i>Dependent on what attainment data is published this year.</i>
% of pupils who achieved a 9-5 pass in GCSE English and maths	<i>Dependent on what attainment data is published this year.</i>
Progress made by pupils across 8 GCSE subjects at KS4, relative to others with similar prior attainment	<i>Dependent on what attainment data is published this year.</i>
Percentage of 16-17 year olds who are not in education, employment or training	
Improving health outcomes	
Excess deaths	<i>New (from COVID-19 recovery report) - to replace mortality rate from conditions considered preventable (all ages - all persons).</i>
Lab-confirmed COVID-19 cases	<i>New (from COVID-19 recovery report)</i>
Measure of demand for mental health services	<i>New (from COVID-19 recovery report) - include if we can get suitable data.</i>
Availability of support for social care needs	
Delayed Transfers of Care - delays which are attributable to Adult Social Care (only)	
Social care provision	
Percentage of long-term service users with an annual review	
Overall satisfaction of people who use services with their care and support	<i>ASC Survey still due to go ahead at the moment.</i>

KPIs to be removed?

- Proportion of schools in Blackpool that are rated as “good” or better by OFSTED – remove due to reduction in inspection activity? Can include again from 2021/22.
- Healthy life expectancy at birth (male – all ages).
- Healthy life expectancy at birth (female – all ages).
- Proportion of residents who feel safe when outside in their local area (during day) – will be measured again in 2021/22.
- Proportion of residents who feel safe when outside in their local area (after dark) – will be measured again in 2021/22.
- Proportion of providers registered with CQC in Blackpool rated “good” or better – remove due to reduction in inspection activity? Can include again from 2021/22.

Appendix 3(a) - Suggested Council Plan KPIs

Organisational Resilience – ongoing sustainability, development and transformation of the organisation

Indicator	Notes
Forecast level of year end General Fund Working Balances	
Level of earmarked reserves	
Value of budget reductions delivered	
% of Council Tax collected in year	
% of Business Rates collected in year	
% of undisputed invoices for commercial goods and services that are paid within 30 days of such invoices being received	
Average number of working days lost due to sickness absence per FTE (current staff only)	
Number of staff furloughed, redeployed and unavailable for work	<i>New - from LGA COVID-19 Weekly Data Collection. Survey also asks whether there are enough staff overall to run services normally or not which could be an alternative measure to use.</i>
% staff turnover (Council - permanent excluding death, Tupe, redundancy)	
Staff satisfaction	<i>New – awaiting confirmation that survey will be conducted this year</i>
% of IPAs on the HR system	
Average completion rate of mandatory training	
Number of incidents of unplanned downtime of systems that impact more than 50 users for >1hr	<i>New</i>
Net return from property portfolio	<i>New</i>
% of customers satisfied with the service received from Customer First	<i>New</i>
Number of complaints upheld by the Local Government Ombudsman	<i>New</i>
Channel Shift - % of online transactions versus traditional methods	

KPIs to be removed?

- Gender pay gap – does this add much value as a standalone KPI without other KPIs around equality of the workforce?
- Proportion of residents who are satisfied with the way the Council runs things – will be measured again in 2021/22.

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Appendix 3(b) – COVID-19 Recovery KPIs

Theme	Indicator
Movement and Transit	Town centre footfall
	Total vehicle movements on main routes into and out of central Blackpool
	Car parking across the 6 major car parks
Socio-Economic	Universal Credit claims
	Out of work benefits claimant rate
	% take up of Coronavirus Job Retention Scheme
	Number of Council Tax Reduction Scheme cases
Economic	Number and value of support grants issued to businesses
	Number of new business rate bills issued as a consequence of extended retail relief
	Number and value of Discretionary Support Grants issued
	Number of businesses accessing Blackpool Unlimited support
	Visits to VisitBlackpool website
	VisitBlackpool social media followers
Health	COVID-19 daily lab confirmed cases
	Excess deaths
	Number of individuals occupying a hospital bed for COVID-19
	Measure of demand for mental health services
Housing	Number of households in temporary accommodation
	Number of households accommodated in B&Bs
Social Care	Demand for statutory assessments (EHCP)

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Report to:	SCRUTINY LEADERSHIP BOARD
Relevant Officer:	Mrs Sharon Davis, Scrutiny Manager
Date of Meeting:	15 October 2020

FINANCIAL/BUDGET SCRUTINY PROPOSALS

1.0 Purpose of the report:

1.1 To set out the proposals for budget and financial scrutiny for the financial year and beyond for Members' consideration and approval.

2.0 Recommendation(s):

2.1 To approve the proposals, taking into account any suggestions for amendment.

3.0 Reasons for recommendation(s):

3.1 To ensure robust and effective financial and budget scrutiny at the Council.

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

3.3 Is the recommendation in accordance with the Council's approved budget? Yes

4.0 Other alternative options to be considered:

4.1 Alternative options include not approving the proposals which would mean that budget and financial scrutiny would not be undertaken effectively.

5.0 Council priority:

5.1 The relevant Council priorities are:

- The economy: Maximising growth and opportunity across Blackpool
- Communities: Creating stronger communities and increasing resilience.

6.0 Background information

6.1 Following the training session on effective financial scrutiny for Councillors by Steve Thompson, Director of Resources and Phil Redmond, Chief Accountant held with scrutiny

members on 21 September 2020, representatives of the Scrutiny Leadership Board met to discuss how to carry out financial and budget scrutiny.

6.2 Members felt that timing was a key issue and that previous scrutiny had been carried out as a one-off far too late in the budget process. It was considered that scrutiny of the Council’s budget and financial performance should be more of an ongoing consideration. It was considered that in order to effectively review the Council’s budget and provide a valuable contribution in terms of new ideas, that additional input should take place earlier in the process and on a regular basis.

6.3 It was also considered that the Scrutiny Leadership Board should take an active role in scrutiny of the Council’s overall financial performance and budget whilst the three Committees should be asked to focus more on the financial performance and medium term financial plans (for Children’s and Adults Services)/financial planning of individual services within their remit.

6.4 As the budget process is already ongoing for the 2020/2021 financial year, the following is proposed for this year and looking forward to 2021/2022:

10 December 2020 (informal meeting)	Informal scrutiny review of 2021/2022 capital and revenue budgets. Input into the new Medium Term Financial Plan.
11 March 2021 (formal committee)	Council Financial Performance Monitoring Overview
20 May 2021 (informal meeting)	Finance/Budget 2022/2023 development scrutiny review, identification of priorities
Tbc October 2021 (formal committee)	Council Financial Performance Monitoring Overview

6.5 As part of ensuring more in depth scrutiny of individual service financial performance the Children and Young People’s Scrutiny Committee is also asked to consider the Children’s Services Medium Term Financial Plan on an annual basis (appropriate timescale to be determined) and to scrutinise the financial performance of the service in relation to its plans and strategies on an annual basis (appropriate timescale to be determined). Identification of outcomes of these reviews - ideas, concerns and comments will be put forward, as appropriate as part of the Council’s ongoing budget process. The relevant director would be responsible for presenting the finances at each meeting.

6.6 The Adult Social Care and Health Scrutiny Committee is asked in a similar way to consider the Adult Services Medium Term Financial Plan on an annual basis (appropriate timescale to be determined) and to scrutinise the financial performance of the service in relation to its plans and strategies on an annual basis (appropriate timescale to be determined). To also consider the financial performance of Public Health.

6.7 Due to the vast remit of the Tourism, Economy and Communities Scrutiny Committee it would be difficult for the Committee to take a similar approach to the above to all of the services within its remit. It is therefore suggested that the Committee continues to ask for a breakdown of financial performance as an appendix to the reports on its agenda, e.g. Leisure Services performance would also include financial performance. It is also requested that the Committee establishes a timetable of directorates for review, with a view to consider two per year. The Committee would again consider the relevant ongoing specific financial performance in relation to the directorates planned in each year:

2021	Communications and Regeneration and Chief Executives
2022	Governance and Partnerships and Resources
2023	Community and Environmental Services and Chief Executives
2024	Communications and Regeneration and Resources
2025	Governance and Partnerships and Community and Environmental Services

Does the information submitted include any exempt information?

No

7.0 List of Appendices:

7.1 None.

8.0 Financial considerations:

8.1 The report aims to establish proposals for effective and robust financial scrutiny.

9.0 Legal considerations:

9.1 None associated with the report.

10.0 Risk management considerations:

10.1 Effective budget and financial scrutiny are a key part of good governance.

11.0 Equalities considerations:

11.1 None specific to the report.

12.0 Sustainability, climate change and environmental considerations:

12.1 None specific to the report.

13.0 Internal/external consultation undertaken:

13.1 All scrutiny members were invited to participate in the financial scrutiny training following which the Scrutiny Leadership Board met to consider how best to carry out financial scrutiny.

14.0 Background papers:

14.1 None.

Report to:	SCRUTINY LEADERSHIP BOARD
Relevant Officer:	Mrs Sharon Davis, Scrutiny Manager
Date of Meeting:	15 October 2020

SCRUTINY WORKPLANS

1.0 Purpose of the report:

1.1 To consider the workplans of the Board and Scrutiny Committees, the impact assessment of the Whole System Transfers of Care Scrutiny Review and the update provided on the Community Engagement Strategy.

2.0 Recommendation(s):

2.1 To approve the Scrutiny Leadership Board's workplan adding or amending any items as required.

2.2 To note the workplans of the three scrutiny committees, identifying any comments on their contents that require further consideration.

2.3 To request and consider a verbal report from the Audit Committee Chairman regarding areas of work identified for scrutiny consideration.

2.4 To note the update on the Community Engagement Strategy and add it to the workplan of the Scrutiny Leadership Board for consideration in approximately 12 months by the representatives of the three Scrutiny Committees.

3.0 Reasons for recommendation(s):

3.1 To ensure the Board carries out its role in monitoring the work of the whole scrutiny function.

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

3.3 Is the recommendation in accordance with the Council's approved budget? Yes

4.0 Other alternative options to be considered:

4.1 None.

5.0 Council priority:

5.1 The relevant Council priorities are:

- The economy: Maximising growth and opportunity across Blackpool
- Communities: Creating stronger communities and increasing resilience.

6.0 Background information

6.1 Scrutiny Leadership Board Workplan

The revised workplan of the Scrutiny Leadership Board is attached at Appendix 5(a) for Members' consideration.

6.2 Committee workplans

Each Committee held a workplanning workshop in July 2020 in order to form the workplan of their Committee. The updated workplans are attached at Appendix 5(b) and consist of the identified agenda items, areas for strategy/policy development input and topics for scrutiny reviews. The Scrutiny Leadership Board is requested to examine the workplans and identified areas for cross-committee working and any gaps in the topics identified.

Each Chairman will be invited to provide an overview of their Committee's workplan and give an update on progress in regards to ongoing scrutiny reviews.

6.3 Audit Committee input

The Chairman of the Audit Committee is requested to provide a verbal update on any areas of concern identified by the Audit Committee requiring scrutiny attention.

6.4 Tree Strategy

Representatives of the Scrutiny Leadership Board met on 5 October 2020 to consider the draft Tree Strategy. Key comments included the need to further explore how the implementation of the strategy could be financed, a supporting communications plan for the strategy and a more in depth look at how schools could be involved in both educating and involving children and young people in planting trees but also to explore schools as potential sites for tree planting. A full report will be provided to the next meeting of the Leadership Board and comments will be forwarded to the relevant officer for incorporation into the final strategy.

6.5 Whole System Transfers of Care Impact Assessment

The Corporate Delivery Unit was asked to undertake a brief impact analysis of the recommendations of the Whole System Transfers of Care Scrutiny Review by the Adult Social

Care and Health Scrutiny Committee in order to demonstrate any impact the review had had on delays to transfers of care. The analysis is attached at Appendix 5(c) for consideration by the Board. It is hoped that future scrutiny reviews can also be assessed in a similar way, subject to capacity, in order to demonstrate the impact that scrutiny can have.

6.6 **Community Engagement Strategy Review Update**

Representatives of the three Scrutiny Committees met on 28 September 2020 to receive an update on the Community Engagement Strategy. They had previously met in March 2020 and come to the following conclusions following consideration of the draft Strategy:

- That the revised Policy/Strategy document be circulated by email to the members of the Panel for final comments.
- That any recommendations of the Channel Shift Scrutiny Review relating to community engagement be fed into the policy.
- That the use of social media to promote scrutiny and encourage public engagement be considered by the Scrutiny Leadership Board.
- That the implementation of the policy be reviewed by the Scrutiny Leadership Board 12 months after being rolled out.

Chloe Shore, Community Engagement and Partnership Manager attended the meeting to provide Members with an update on progress. She advised that there had been significant changes to how the Council engaged with residents due to the Covid pandemic and that there had been a significant move to digital engagement from face to face engagement as a result of the restrictions in place. It was noted that the move to digital engagement had been more positively received than had been expected, however, it was important to ensure that engagement remained inclusive of those unable to access the internet.

Members were advised that the outcomes and implications of the pandemic had indicated that the draft Strategy considered previously would be no longer fit for purpose and required revision. Due to the pandemic, officers had been re-deployed to lead on new initiatives such as Track and Trace and therefore the required work to the Strategy had been put on hold. Concern was raised that until the Strategy was in place and implemented (potentially a further two years) there would be residents unable to engage digitally and requested that measures be examined to provide support during the interim period.

It was agreed that a review panel meeting be established in approximately 12 months when a revised version of the draft Strategy was available for consideration by Members.

6.7 Does the information submitted include any exempt information?

No

7.0 List of Appendices:

- 7.1 Appendix 5(a): Scrutiny Leadership Board Workplan
- Appendix 5(b): Scrutiny Committee Workplans
- Appendix 5(c): Impact Assessment of Scrutiny Review

8.0 Financial considerations:

- 8.1 None specific to this report.

9.0 Legal considerations:

- 9.1 None specific to this report.

10.0 Risk management considerations:

- 10.1 None specific to this report.

11.0 Equalities considerations:

- 11.1 None specific to this report.

12.0 Sustainability, climate change and environmental considerations:

- 12.1 None specific to this report.

13.0 Internal/external consultation undertaken:

- 13.1 None specific to this report.

14.0 Background papers:

- 14.1 None.

Scrutiny Leadership Board Workplan 2020/2021 – 2021/2022

Special Meeting 1 July 2020 Formal Committee meeting 6pm	<ol style="list-style-type: none"> 1. Children's Services Pandemic Response and Improvement 2. Tourism Recovery Planning 3. Scrutiny Annual Report for approval
Special Meeting 22 July 2020 Formal Committee meeting 6pm	<ol style="list-style-type: none"> 1. Homelessness response during pandemic 2. Integrated Care System Pandemic Response 3. Adult Services pandemic response
15 October 2020 Formal Committee meeting	<ol style="list-style-type: none"> 1. Corporate Performance 2. Financial/Budget Scrutiny Proposals 3. Scrutiny Committee Workplans and Audit Committee update
10 December 2020 informal meeting	<ol style="list-style-type: none"> 1. Meeting with the Leader/Deputy Leader 2. Financial/Budget 2021/2022 Scrutiny informal review of Capital and Revenue budgets
11 March 2021 Formal Committee meeting	<ol style="list-style-type: none"> 1. Green and Blue Infrastructure Strategy Implementation Update. 2. Financial Scrutiny Council Overview 3. Scrutiny Committee Workplans and Audit Committee update
20 May 2021 informal meeting 6pm	<ol style="list-style-type: none"> 1. Meeting with the Leader/Deputy Leader 2. Financial/Budget 2022/2023 development Scrutiny early input
Tbc July 2021 Formal Committee meeting	<ol style="list-style-type: none"> 1. Scrutiny Committee Workplans and Audit Committee update
Tbc October 2021 Formal Committee meeting	<ol style="list-style-type: none"> 1. Financial Scrutiny Council Overview 2. Scrutiny Committee Workplans and Audit Committee update
Tbc December 2021 informal meeting	<ol style="list-style-type: none"> 1. Meeting with the Leader/Deputy Leader 2. Financial/Budget 2022/2023 Scrutiny

Scrutiny review work

<i>5 October 2020 Informal meeting for Strategy Development</i>	Tree Strategy Development
Tbc September 2021	Community Engagement Policy Implementation
Ongoing. To resume when appropriate.	Channel Shift Scrutiny Review

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Adult Social Care And Health Scrutiny Committee Work Plan 2020-2021	
17 September 2020	<ol style="list-style-type: none"> Adult Services – complete service overview – succinct ‘warts and all’ look at the whole directorate including financial position and impact of the pandemic. CCG Performance and impact of the pandemic – brief look at end of year performance for 2019/2020 plus additional more in depth look at the impact of the pandemic on current performance and the financial position. BTH Inspection Update and individual pandemic response – progress made since the CQC inspection and impact of the pandemic on improvement. To also cover positive learning from reduced attendances at the emergency department and walk in centre. <u>Key theme to run through all of the above items: discharge from hospital services into social care and the relationship between health services and adults and the impact of the pandemic on that relationship</u> Whole System Transfers of Care Scrutiny Report review of remaining outstanding recommendations implementation, plus an Impact Analysis of the Review
19 October 2020	SPECIAL MEETING: Mental Health Services to continue to monitor and evaluate the impact of changes in mental health service provision. To also include impact of pandemic on service provision. Integrated Care Partnership/System attendance requested.
26 November 2020	<ol style="list-style-type: none"> Infant mortality and Maternity Services covering preventable baby deaths Support for new mums during pandemic including health visiting and breastfeeding support (pre and post pandemic) – including recovery programmes – what offer has been put in place to support them such as call backs etc. Screening and Vaccination Uptake to request NHS England attendance to consider uptake levels in Blackpool and the impact on the pandemic and recovery planning. Blackpool Safeguarding Adults Board Annual Report (tbc) Healthy Weight Scrutiny Review update on progress of recommendations and impact of the pandemic on the issues identified in the report.
11 February 2021	<ol style="list-style-type: none"> Smoking cessation new model application and impact. Dentistry and oral health ensuring adequate and accessible provision in the town. Dementia – Provision of services/dementia friendly, impact of increasing diagnosis, support services on offer, long term impact of pandemic (dementia groups to be invited). Fulfilling Lives, 12 month update as previously agreed at Committee.
29 April 2021	<p><i>Tentative items, to be confirmed</i></p> <ol style="list-style-type: none"> <i>Adult Services Report</i> <i>BTH Inspection Update</i>

Scrutiny Review Work	
TBC November 2020	Scrutiny review of Supported Housing following agreement at the Committee meeting in January 2020.

	Scrutiny review of Drug Related Early Deaths . Numbers have increased in both young and older people that misuse substances. To also look at preventing drug use. Scope to be increased to look at lessons learned during the pandemic
TBC	Scrutiny review of one key theme identified from the ICP five year strategy . Possible items include population health management, health inequalities, planned care and urgent and emergency care.
TBC	Proposed joint piece of work with Children and Young People's Scrutiny Committee: Child and Adolescent Mental Health to include prevalence, performance of CAMHS, emotional health, looked after children and additional educational needs. Initial meeting to consider service redesign has been held. Request to come back 12 months after implementation for progress update. Mid 2021?

Children and Young People’s Scrutiny Committee - Work Plan 2020-2021	
Extra Meeting TBC	<ol style="list-style-type: none"> 1. Headstart Update – To receive an update on the work of Headstart. 2. Blackpool Families Rock - To receive a presentation on the new Blackpool Families Rock working model. 3. Corporate Parent Panel – To receive information from JustUz.
10 September 2020	<ol style="list-style-type: none"> 1. Youth Offending Team Improvement - To receive an update in relation to the YOT Improvement Plan themes of: <ul style="list-style-type: none"> • Out of Court • In Court 2. Children’s Social Care Improvement – To receive an update in relation to the recruitment and retention of Children’s Social Care employees. 3. Schools’ Response to Covid-19 – To receive an update on the scrutiny review and to consider the impact on primary school results data. 4. Inclusion In Education Scrutiny – To receive the working group’s final report for approval by the Committee.
19 November 2020	<ol style="list-style-type: none"> 1. Youth Offending Team Improvement - To receive an update in relation to the YOT Improvement Plan theme of: <ul style="list-style-type: none"> • In the Community 2. Children’s Social Care Improvement – To receive an update in relation to the selected Improvement Plan Theme. 3. Children Safeguarding Assurance Partnership – To receive an update on the Pan-Lancashire partnership arrangements (formerly the BSCB). 4. Education – To receive an overview of results data and consider the impact of Covid-19 on attainment levels.
28 January 2021	<ol style="list-style-type: none"> 1. Youth Offending Team Improvement - To receive an update in relation to the YOT Improvement Plan theme of: <ul style="list-style-type: none"> • Transitions 2. Children’s Social Care Improvement – To review the Children’s Services Medium Term Financial Plan. 3. SEND – To receive an update in relation to the SEND theme of: <ul style="list-style-type: none"> • To improve Post 16 education, employment and training. 4. Education – To receive an overview of results data.
22 April 2021	<ol style="list-style-type: none"> 1. Youth Offending Team Improvement - To receive an update in relation to the YOT Improvement Plan theme of: <ul style="list-style-type: none"> • Children In Secure Accommodation 2. Children’s Social Care Improvement – To receive an update in relation to the selected Improvement Plan Theme. 3. Education/SEND – To receive an update in relation to the SEND theme of: <ul style="list-style-type: none"> • To develop a continuance of local provision and services to meet the needs of children with SEND.

Scrutiny Review Work	
Ongoing	Scrutiny review of Inclusion in Education . Final report to be approved by the Committee before undertaking monitoring and overview of recommendations.

July 2020	Input into the consultation process for the proposed Alternative Provision/SEND Plan.
July 2020	<p>Schools' Response to Covid-19 Pandemic</p> <p>Task and Finish scrutiny to review schools' responses to the pandemic and their return to school procedures. Will focus on: the numbers of children who have/have not returned and the reasons for non-return; the potential impact on children's future achievement and how schools are mitigating this impact.</p>
TBC	Close scrutiny of Children's Social Care Medium-Term Financial Plan to include information on the proposed increase in investment in Fostering . Item was referred from the Audit Committee on 25 June 2020.
TBC	<p>Better Start</p> <p>Single Task and Finish meeting to review the work to date of Better Start as it reaches its half-way point.</p>
TBC	<p>The Experience of Looked After Children in Blackpool</p> <p>To gain an understanding of the journey of a cohort of Our Children including scrutiny of their experiences with various partners such as the Police, Health Services and schools. To potentially also include their experiences of Alternative Provision. Links to the following themes taken from the CSC Improvement Plan:</p> <ol style="list-style-type: none"> 1. <i>Improve the systems and quality of Agency Decision Maker's processes for approval and matching of foster carers and adopters.</i> 2. <i>Ensure that our social workers are prepared for court proceedings.</i>
TBC	<p>Mental Health and Wellbeing in Schools</p> <p>To review the provisions within schools to support the mental health and wellbeing of pupils. Potential link to SEND target of: '<i>Children and young people with SEND to enjoy good physical and mental health and wellbeing emotional health.</i>'</p>

Tourism, Economy and Communities Scrutiny Committee - Work Plan 2020-2021	
9 September 2020	<p>1. Town Centre Regeneration Update – To include information on the progress, the impact of lockdown on economic development and forecast for current and planned regeneration projects and how these will support job creation in the town.</p> <p>2. Climate Emergency Update – Steps taken following declaration of Climate Emergency in Full Council July 2019 and the impact of lockdown on progress.</p> <p>3. Leisure Services to update on annual performance of the leisure centres and maintenance of facilities, to cover financial performance of the service and the impact of lockdown.</p> <p>4. Update on Progress of Housing and Homeless Review</p> <p>5. Report back from input into Adopt an Alley Policy held on 11 February 2020 and the Active Lives Strategy held on 27 February 2020.</p> <p>6. Confirmation of Committee Scrutiny Workplan 2020-2021</p>
18 November 2020	<p>1. Car Parking Performance to include performance, financial information, spend on maintenance and the impact of the pandemic on income.</p> <p>2. Tourism Performance - To include a representative of a Blackpool Tourist attraction, the impact of lockdown and recovery, future plans and details of Business Tourism.</p> <p>3. Illuminations Report – To include plans for 2021, future sustainability and the impact of lockdown.</p> <p>4. Single Use Plastics To include information on implementation of the SUP Action Plan.</p> <p>5. Report back from the CSP Review Panel held in October 2020 and the Active Lives Strategy Review Panel held in September 2020</p>
3 February 2021	<p>1. Waste Services and Street Cleansing update on domestic waste collection new company performance, however, focus on services still provided by the Council such as street cleansing to prevent duplication with the work of the Shareholder’s Advisory Board. To include details of household waste recycling.</p> <p>2. Engagement of Consultants Annual Report</p> <p>3. Flood Risk Management and Drainage Annual Report including input into revision of Flood Risk Strategy</p> <p>4. Bathing Water Quality Annual Report</p> <p>5. Climate Emergency Update – Steps taken following declaration of Climate Emergency in Full Council July 2019 and the outcome of the Climate Assembly.</p>
14 April 2021	<p>1. Town Centre Regeneration Update – To include information on the progress, the long term impact of lockdown on economic development and forecast for current and planned regeneration projects and how these will support job creation in the town.</p> <p>2. Tourism Performance - To include a representative of a Blackpool Tourist attraction and details of Business Tourism. To look forward to the 2021 season and any long term impact from the pandemic.</p> <p>3. Parks and Green Environment Annual Report – To include information on the impact of the 2020 Covid-19 Lockdown and future plans.</p>

Scrutiny Review Work	
Recommencing 23 September 2019 <i>Ongoing</i>	Full scrutiny review of Housing Strategy/Homelessness . To have a look at the impact of strategy and policy on homelessness levels and prevention of homelessness. The scope of the review will be revisited to reflect the impact of the pandemic on provision.
23 September 2020	Active Lives Strategy Review Panel to consider draft strategy – September 2020 (jointly with the Adult Social Care and Health Scrutiny Committee)
7 October 2020	Community Safety Partnership Review Panel – to consider the performance of the CSP and impact of lockdown on its work.
October 2020	In a day review of Recovery Planning , including details of the financial impact of lockdown and what are the Council's recovery plans
November 2020	Following consideration at Committee, a potential in a day review of the Illuminations impact and sustainability. Future plans.
TBC	Air Quality Strategy policy development scrutiny of the draft strategy.
TBC	Sustainability Strategy Policy development scrutiny of the draft strategy.
TBC	Lancashire Waste Strategy Policy development scrutiny of the draft strategy.

Impact Analysis of the Transfers of Care Scrutiny Review

The Corporate Delivery Unit was asked to undertake a brief Impact Analysis of the Whole System Transfers of Care Scrutiny report. Following some initial data analysis (attached), they spoke to representatives from BTH, the CCG and Blackpool Council in January-March 2020 to understand participants' perceptions of the exercise and explore any added value it delivered. The review was constrained by the availability of participants involved in the scrutiny session, meaning that only three interviews were undertaken. This means that limited triangulation of findings was possible.

Positive points raised included:

- The opportunity to communicate and discuss issues in detail has helped foster greater understanding of the specific issues involved and helped build relationships;
- The depth of knowledge of the committee, and their engagement with the strategic issues involved, helped to generate recommendations which were focussed and practical;
- Several of the recommendations were suggested to have been in progress, but the added weight of the committee and the governance around the report, together with their robust challenge on the issues, was helpful in helping parties maintain focus on the delivery of the recommendations;
- Participants felt that there was considerable value in the committee in bringing a different perspective on the issues, prompting discussion and consideration of the issues in a new way;
- Holding the process over a single day and bringing all parties together was considered very beneficial, allowing detailed discussion and helping participants understand how issues linked together.

Some areas to consider strengthening included:

- Opening up the opportunity for further dialogue after the initial recommendations have been developed. Whilst the recommendations were considered to be appropriate, further opportunity to shape them could, in other reviews, reduce issues and save resources at a later stage;
- Measures to build trust would result in the open exchange of information at an early point, enabling a more efficient process.

In terms of impact, a change in the method by which DTOC's were calculated meant that any attempt to correlate the review with the data was not appropriate; and with many other variables involved any deeper associative analysis of the recommendations to the figures would not have been possible in any event.

Participants noted that some of the issues addressed in the recommendations were known challenges which would require significant investment to resolve. As such, whilst the view of the Committee was important, it was only one of a number of wider factors in considering the extent to which they should be prioritised, meaning that the impact of the recommendations on some of the more challenging issues was limited.

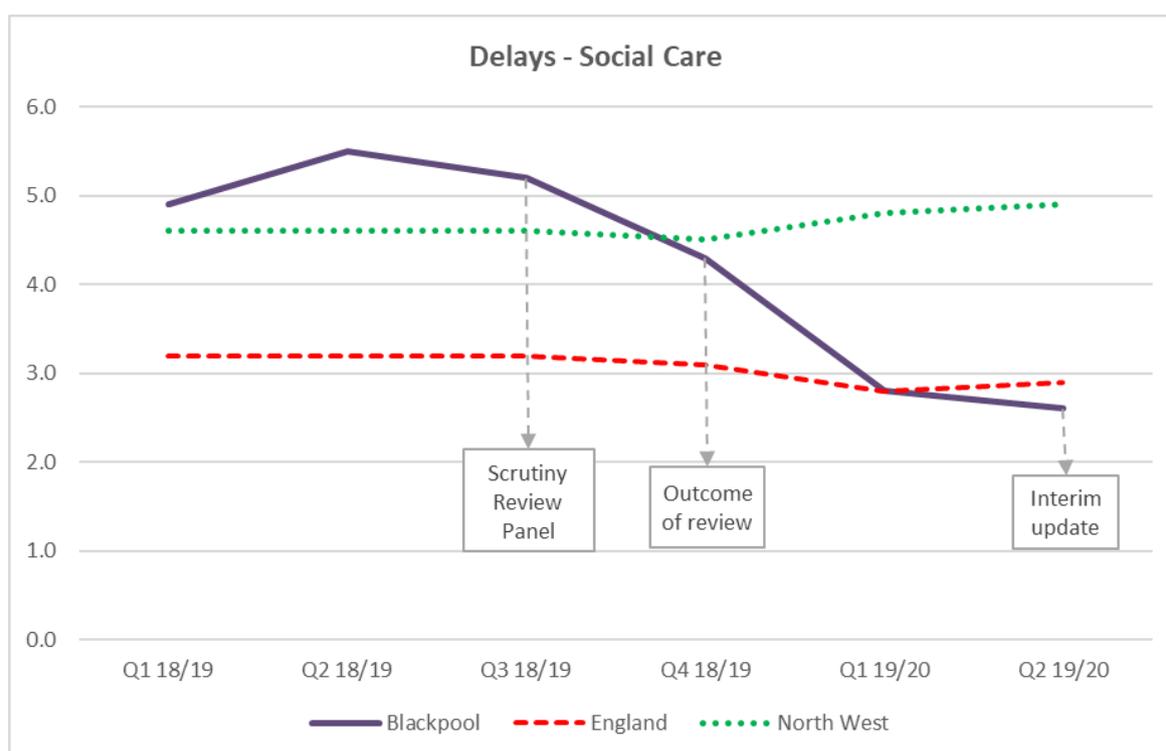
Delayed Transfer of Care – Rate per 100,000 population:

- This indicator is reported quarterly. At the end of Q2 2019/20, the rate of delayed transfers of care had reduced to 7.6 per 100,000 population from a rate of 12.8 at the same point in 2018/19. This is below both the England and North West rates (10.3 and 13.1).

Period	All Delays		
	Blackpool	England	North West
Q1 2018/19	11.3	10.5	11.5
Q2 2018/19	12.8	10.6	11.7
Q3 2018/19	11.8	10.6	11.8
Q4 2018/19	10.9	10.4	11.7
Q1 2019/20	8.1	10.2	12.9
Q2 2019/20	7.6	10.3	13.1

* Due to a change in methodology it is not possible to compare data for this indicator prior to April 2018.

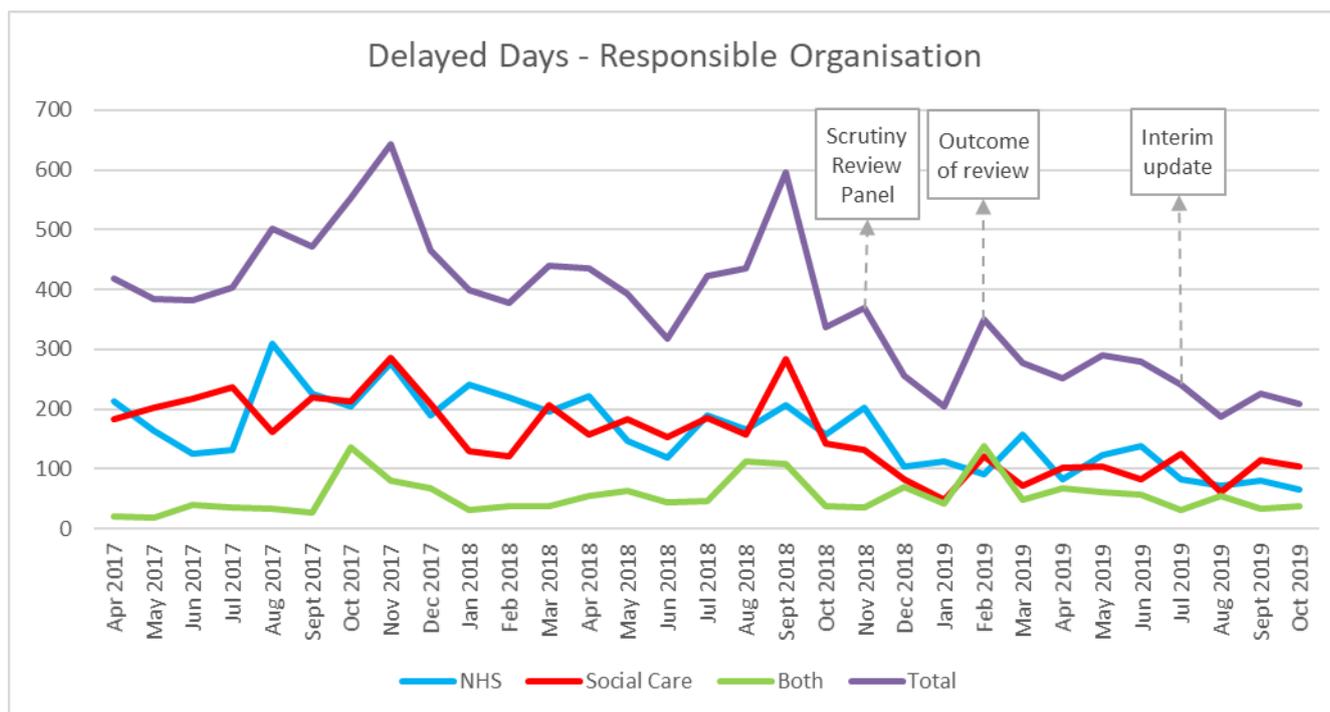
- The delayed transfers of care per 100,000 population which are attributable to social care continues to reduce and at the end of Q2 2019/20, had fallen below the England rate.



* Text boxes are for display purposes only and should not be taken as proof of a causal link.

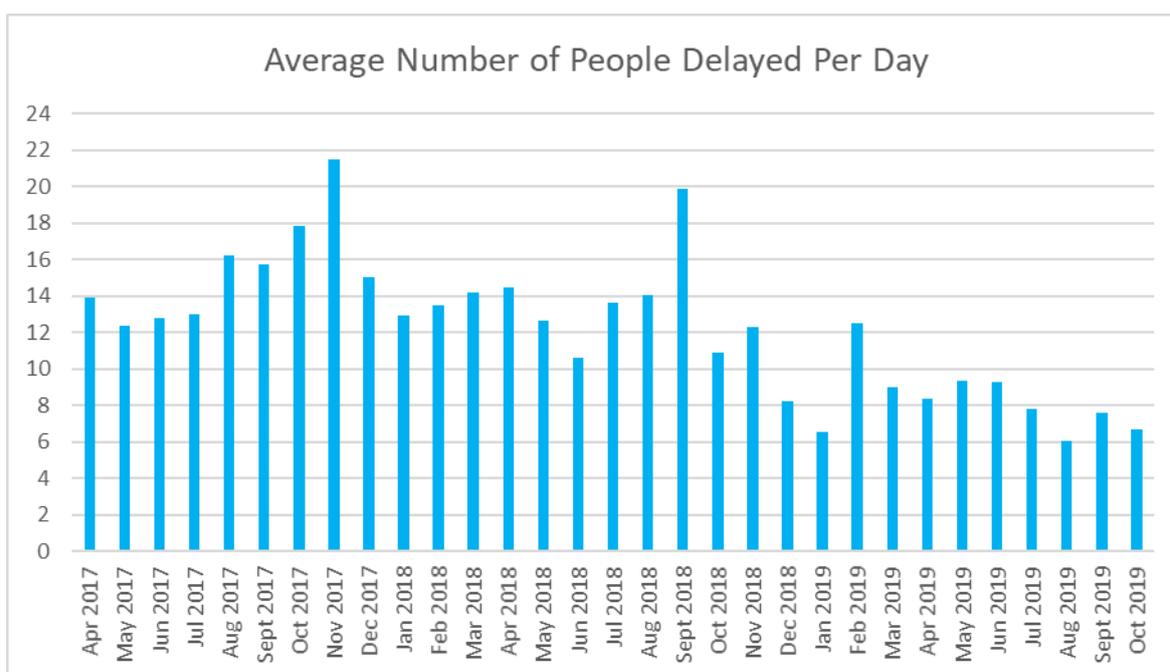
Delayed Days - Overall:

- During the period April 2017 – October 2019 there were 11,525 delayed days. Delayed days are the number of days people remain in hospital/care following their discharge date.
- The overall trend is a reduction in delayed days and the current data available indicates that there will be a further reduction in total delayed days by the end of 2019/20.



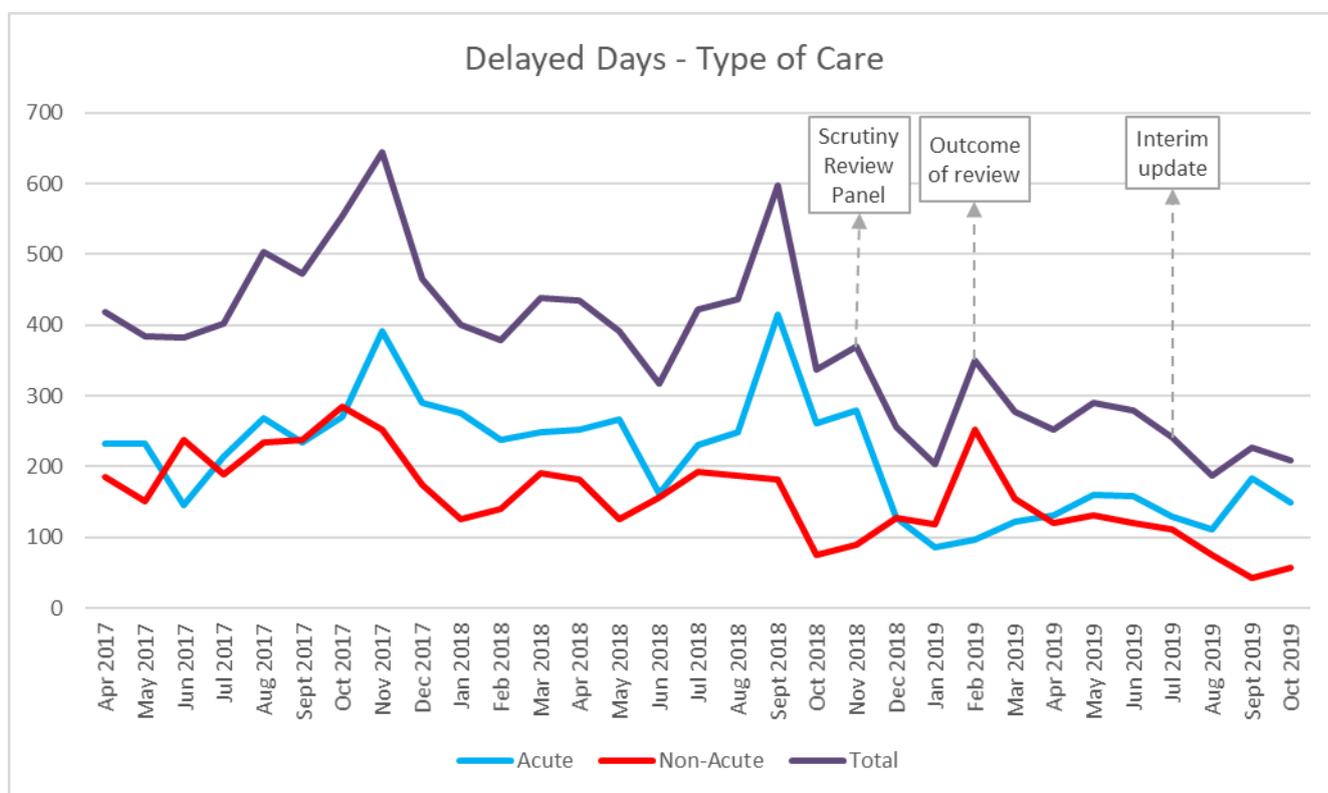
Period	Responsible Organisation			All Delays
	NHS	Social Care	Both	
Apr 2017 – Mar 2018	2,496	2,384	564	5,444
Apr 2018 – Mar 2019	1,875	1,721	800	4,396
Apr 2019 – Oct 2019	646	694	345	1,685
	5,017	4,799	1,709	11,525

- The average number of people delayed per day each month has remained relatively stable since April 2019 with numbers staying in single figures during the period.



Type of Care:

- 57% of delayed days during the period April 2017 – October 2019 related to acute care.

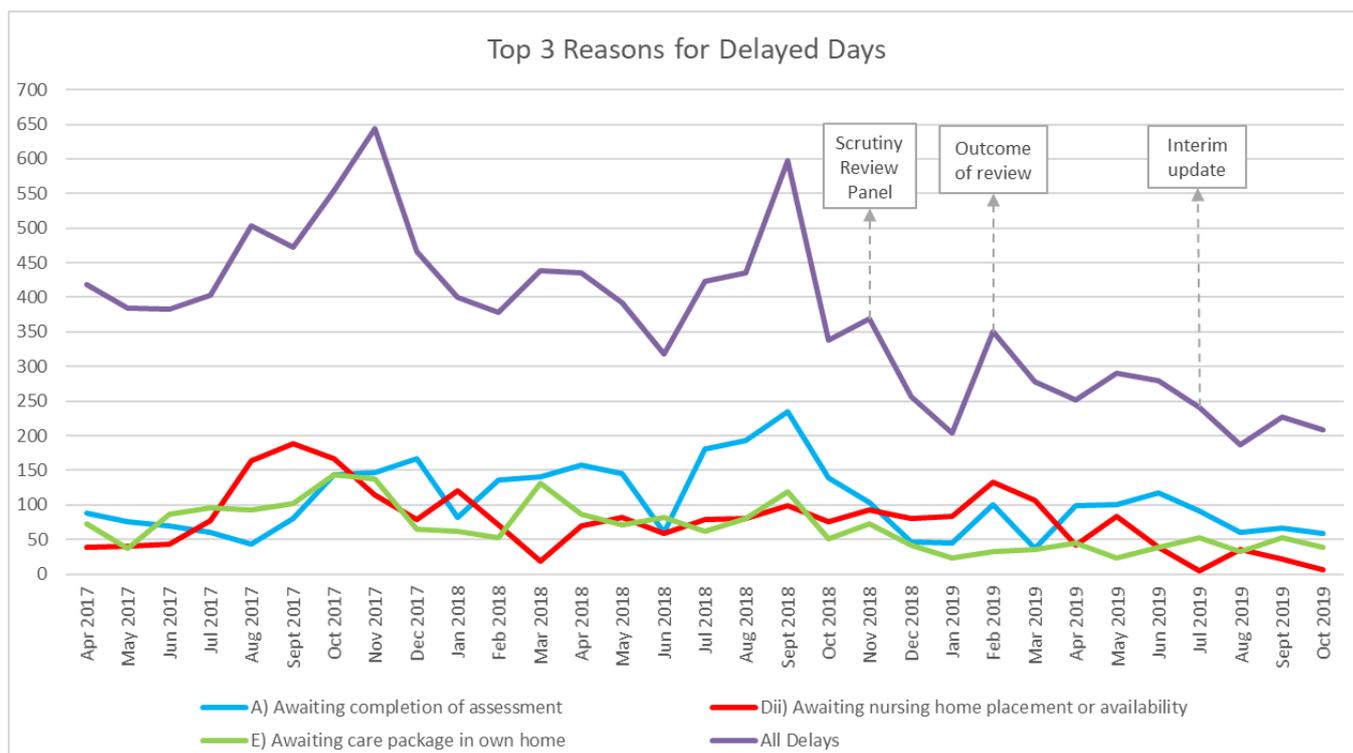


Period	Type of Care		All Delays
	Acute	Non-Acute	
Apr 2017 – Mar 2018	3,043	2,401	5,444
Apr 2018 – Mar 2019	2,550	1,846	4,396
Apr 2019 – Oct 2019	1,025	660	1,685
	6,618	4,907	11,525

- Where there have been peaks in the number of delayed days overall, this has usually been due to an increase in delayed days related to acute care, with the exception of Feb 2019 where there was a spike in non-acute care related delayed days.

Reasons:

- During the period April 2017 – Oct 2019, the most common causes for delayed days were:
 - Awaiting completion of assessment (3,264 – 28.3%)
 - Awaiting nursing home placement or availability (2,393 – 20.7%)
 - Awaiting care package in own home (2,120 – 18.3%)
- This accounts for 67.4% of all delayed days.



Peaks in Total Delayed Days

Nov 2017

- Awaiting completion of assessment (146 – 22.6%)
- Awaiting care package in own home (138 – 21.4%)
- Patient or family choice (131 – 20.3%)
- Awaiting nursing home placement or availability (115 – 17.8%)

The number of delayed days due to patient or family choice was at its highest during this month. This category covers all patients whose assessment is complete and who have been made a reasonable offer of care to meet their assessed needs as far as practicable, but who have refused this offer.

Sept 2018

- Awaiting completion of assessment (235 – 39.3%)
- Awaiting care package in own home (119 – 19.9%)
- Awaiting nursing home placement or availability (99 – 16.5%)

The number of delayed days due to patients awaiting the completion of an assessment was at its highest during this month (numbers had been increasing since July 2018). This category covers all patients whose transfer is delayed because they are awaiting completion of an assessment of their future care needs or the identification of an appropriate care setting. This includes any assessment by health and/or social care professionals of a patient's future care needs.

Feb 2019

- Awaiting nursing home placement or availability (133 – 38%)
- Awaiting completion of assessment (100 – 28.5%)

The number of delayed days due to patients awaiting nursing home placements or availability increased this month (number of delayed days for this reason hadn't been above 100 since Jan 2018). This category covers all patients whose assessment is complete but whose transfer has been delayed while waiting for a nursing home placement, including long-term or intermediate, either because of lack of a suitable place to meet their assessed care needs, or because a placement has been made available but the patient is awaiting confirmation from the home, for example following assessment.

Data Notes

Figures are for delayed transfers of care by local authority region.

Change in Methodology for DToC Indicators:

Prior to April 2017, patient snapshot data (based on the number of patients delayed on the last Thursday of the month) was used to calculate the indicator 2C – Delayed transfers for care from hospital per 100,000 population. From April 2017, this patient snapshot measure was replaced by a similar measure called average number of people delayed per day (formerly called DToC beds). This is calculated by dividing the number of delayed days during the month by the number of calendar days in the month, therefore providing a more representative view of the entire month rather than providing a view on one particular day.

Type of Care:

Acute care - intensive, time-limited medical treatment provided by or under the supervision of an acute consultant that lasts for a time-limited period, until the point the treatment is no longer required or beneficial.

Non-acute care - can be consultant or non-consultant-led and can take place in a variety of settings, including:

- Care of an expectant or nursing mother;
- Mental health care;
- Palliative care;
- A structured programme of care provided for a limited period to help a person maintain or regain the ability to live at home; and
- Care provided for recuperation or rehabilitation.

Reasons:

Where delays are caused for more than one reason, delayed days for one person can be split across different categories.

The following list shows which causes for delayed days can be attributed to which responsible organisations.

Reason	Permissible Attribution		
	NHS	Social Care	Both
<p>A) Awaiting completion of assessment</p> <p><i>This category covers all patients whose transfer is delayed because they are awaiting completion of an assessment of their future care needs or the identification of an appropriate care setting. This includes any assessment by health and/or social care professionals of a patient's future care needs.</i></p>	✓	✓	✓
<p>B) Awaiting public funding</p> <p><i>This category covers all patients whose assessment is complete but whose transfer has been delayed while waiting for Local Authority funding, such as for residential or home care, or NHS funding, such as for NHS-funded nursing care or NHS continuing healthcare (CHC).</i></p>	✓	✓	✓
<p>C) Awaiting further non-acute NHS care</p> <p><i>This category covers all inpatients whose assessment is complete but whose transfer has been delayed while waiting for further non-acute care, including in mental health and community health inpatient settings.</i></p>	✓	×	×
<p>Di) Awaiting residential home placement or availability</p> <p><i>These two categories cover all patients whose assessment is complete but whose transfer has been delayed while waiting for a residential or nursing home placement, including long-term or intermediate, either because of lack of a suitable place to meet their assessed care needs, or because a placement has been made available but the patient is awaiting confirmation from the home, for example following assessment.</i></p>	✓	✓	×
<p>Dii) Awaiting nursing home placement or availability</p> <p><i>See above.</i></p>	✓	✓	✓
<p>E) Awaiting care package in own home</p> <p><i>This category covers all patients whose assessment is complete but whose transfer is delayed while waiting for a package of care in their own home or housing with care.</i></p>	✓	✓	✓
<p>F) Awaiting community equipment and adaptations</p>	✓	✓	✓

<p><i>This category includes delays because patients are awaiting major home adaptations, manual handling equipment (such as hoists), living equipment, a bed, house deep cleaning, house decorating, house decluttering or awaiting alternative housing arrangements.</i></p>			
<p>G) Patient or family choice</p> <p><i>This category covers all patients whose assessment is complete and who have been made a reasonable offer of care to meet their assessed needs as far as practicable, but who have refused this offer.</i></p>	✓	✓	×
<p>H) Disputes</p> <p><i>This category covers all patients whose assessment is complete and those rare instances where there is a dispute between statutory agencies, either concerning responsibility for the patient's onward care, or concerning an aspect of the discharge decision, such as a patient's readiness for discharge or the appropriateness of the care package being offered.</i></p>	✓	✓	×
<p>I) Housing – patients not covered by NHS and Community Care Act</p> <p><i>This category covers all patients whose assessment is complete and where there are housing delays that relate to people who are not eligible for funded care and support, such as asylum seekers, patients from overseas, single homeless people or those with no fixed abode, and therefore are not within the remit of social services, because the Local Authority has no responsibility under the Care Act (2014).</i></p>	✓	×	×
<p>O) Other</p> <p><i>The reason codes, specific to the Mental Health Services Data Set (MHSDS) (see Section 5), do not easily map to those used in the monthly SitRep (MSitDT) return. This category is to be used for those patients included in both returns, who are not covered by that mapping. Conversely, this category is ONLY to be used for such patients, who should be included in returns both to the MHSDS and the strategic data collection service (SDCS), whilst the data quality of the MHSDS is being improved.</i></p>	✓	✓	×