

CABINET SECRETARY (RESILIENT COMMUNITIES) – COUNCILLOR GRAHAM CAIN

The Resilient Communities area covers my portfolio and those of:

- Councillor Kathryn Benson (Schools and Learning)
- Councillor Amy Cross (Adult Services and Health), and
- Councillor Maria Kirkland (Third Sector Engagement and Leisure Services).

The full details of the portfolio areas can be found on the Council's website at <https://www.blackpool.gov.uk/Your-Council/Your-councillors/Executive-members.aspx>

Corporate Issues

Appointment of Director of Children's Services (DCS)

Our newly appointed Director of Children's Services, Diane Booth will join the Authority from Lancashire County Council on 24 April 2017. An Interim Director of Children's Services, Gani Martins, has been appointed and will be working closely with Diane.

A comprehensive induction and mentoring programme is currently being arranged.

Children's Social Care

In November 2016 it was agreed to progress with a Department for Communities and Local Government (DCLG) bid for specialist accommodation based support to meet the priorities for Domestic Abuse Services. There was a Lancashire wide bid submitted and this included a Blackpool, Fylde and Wyre element within this.

The outcome of this bid has just been released and it was successful and Lancashire (including Blackpool) will receive a total of £1,353,100.98 for a number of projects with approximately £270,000 for the Blackpool, Fylde and Wyre element.

The Blackpool, Fylde and Wyre element is to test the following as a 12-month pilot:

'...to provide both support and accommodation for complex need victims across the footprint, offering a flexible and timely response at a time of crisis, for victims where refuge services are currently unavailable. This will ensure that complex need victims are not turned away and will always be offered appropriate support and accommodation. The overall model will work towards providing a co-ordinated response to victims of Domestic Abuse with complex needs, ensuring their safety, removal of barriers, the provision of support to help support victims to live independently and encourage them on the pathway into work. By working with key services this will encourage behaviour change breaking the cycle of domestic abuse'.

Work is also underway on a second Home Office bid regarding Service Transformation.

Strategic Issues

Mosaic Implementation Update:

Blackpool Council has now implemented Mosaic and the Children's recording system went live on 6 March 2017. The feedback through the testing period has been positive, the system is more 'user friendly'.

'Link Maker'

Blackpool Council is one of six Northwest Local Authorities that supported the Expression of Interest submitted by 'Link Maker as part of the Department for Education (DfE) Innovation Programme. Link Maker already hosts the service that searches for adopters for children in England. In 2016, the organisation sought to diversify the model to create a new, but related system, which would allow for placement matching between the Local Authority and Independent Foster Carers and Residential Providers. Blackpool is now part of the developmental phase, this will give us the opportunity to explore and evaluate whether this service would close the gap in the market and manage the demand for costly external placements. Following the trial, we will be able to make an informed decision on the value for money of the service, or drive a procurement process for a better value alternative.

Joint Commissioning Arrangements for Children's and Adults Health and Social Care Services (Including Public Health)

Background

Blackpool Clinical Commissioning Group (CCG), formerly PCT and Blackpool Council have a long history of strong partnership and joint working. This includes across the commissioning functions, one organisation contract monitoring on behalf of the other. Further to this, the joint commissioning relationship has enabled the development of some truly integrated provider teams for example, mental health, intermediate care and hospital discharge services.

The Better Care Fund (BCF) and associated Pooled Budget has now been well established between both organisations in order to support the integration of Adult Health and Social Care to meet the Social Care and CCG national conditions and functions, whilst improving the quality and efficiency of services. Latest guidance on the BCF is expected to say that this can be broadened out by expanding the pooled budget arrangement to cover more services than required. This has already happened in Blackpool and there is a possibility to include children's and other services, leading to greater opportunities for integration.

The Fylde Coast system leaders have been working together as a group of partner organisations for some time, building on strong relationships and shared organisational priorities. The main

partners being Blackpool CCG, Fylde and Wyre CCG, Blackpool Teaching Hospitals, Blackpool Council, Lancashire County Council and Lancashire Care NHS Foundation Trust.

As part of our joint working, we have considered how best to accelerate and expand the impact of our collaboration and partners have been exploring the development of an 'Accountable Care System'. This is seen as a potentially helpful and necessary vehicle to move our partnership working onto a firmer basis and to provide a framework to mobilise our effort and remove the barriers to true integration necessary to achieve our ambitions.

The Joint Commissioning proposal very comfortably fits as a first step to the move to an Accountable Care System across the Fylde Coast.

Collaborative working towards integrated commissioning across Blackpool Council Children's and Adult Social Care, including Public Health and Health at Blackpool CCG as the first stage for the whole care system for the population of Blackpool. This will aim to facilitate and support integrated care delivery as part of the wider whole system transformation.

The Joint Commissioning Team will be hosted by Blackpool CCG. In the first instance, the Council and Public Health Commissioning and Quality Monitoring Teams will be aligned to and colocated with the CCG team at Blackpool Stadium from 8 May 2017. There will be a Management Agreement to agree governance for both organisations. This will be reviewed once organisational form is more established across the Accountable Care System.

The Integrated Commissioning Group reporting to the Blackpool Health and Wellbeing Board will maintain a strategic overview of the commissioning arrangements, budget and performance of all contracts within each lead area.

Drug and Alcohol tender

A new Horizon drug and alcohol service was procured in 2014 and the contracts commenced 1 September 2014, initially for a duration of two years. A commissioning review was undertaken in order to understand the effectiveness, areas of improvement and outcomes of this system to date. A number of issues and themes emerged from the findings of the commissioning review, which have helped inform a re-tender exercise.

A decision was made to re-tender the service as a prime provider model in order to achieve transformational change throughout the system. A procurement process took place in December 2016 and the successful bidder was Delphi Medical Consultants Limited. The contract start date is 1 April 2017 and the new Horizon service model is outlined below:

- Integrated clinical and adult recovery service for drugs and alcohol.
- A specialist alcohol service and workforce.
- De-commission the enhanced arrest referral service.
- More flexible opening hours based on client need with movement away from traditional 9am – 5pm service.

- Deliver a 'hub and spoke' style community based treatment model with services delivered in the GP neighbourhood teams and other community hubs.
- Good standard buildings utilised.
- Mental health support built into the service model to ensure dual diagnosis needs of clients are met.
- Continue with employment, education and meaningful activity integration.
- Develop peer and volunteer model.

The new service offers an exciting opportunity to deliver improved outcomes through a whole systems approach, new culture, building and initiatives and will still operate under the Horizon branding that has become established to clients and professionals across Blackpool. The new contract will also achieve annual financial savings of £200,000.

Transforming Care

Blackpool Council and Blackpool CCG are actively contributing to the development and delivery of the Transforming Care Programme, which aims to improve services for people with learning disabilities and/ or autism, who display behaviour that challenges, including those with a mental health condition. This will drive system-wide change and enable more people to live in the community, with the right support and close to home.

A multifaceted programme of work is underway in Blackpool, which includes

- Ongoing collaboration with the Lancashire Transforming Care Partnership across key areas of work including the development of local crisis response services that will prevent people whose condition is deteriorating from having to be admitted to secure or semi-secure long-term care by providing early intervention and a place of safety locally.
- Consideration of joint commissioning arrangements as mentioned earlier in my report.
- Ongoing care and discharge planning for Blackpool patients in out of area secure or other in-patient settings. The development of local specialist placements for individuals following discharge to be available from early summer 2017.
- Redesign of existing community learning disability and autism services to improve pathways and future service provision.
- Understanding the needs of younger people transitioning to adult services, to identify appropriate housing, care and support options for the future. A new approach was piloted in 2015/ 2016 with a cohort of young people with complex needs transition from Children's Services, which focussed on early behavioural assessment work alongside proactive and flexible approaches to care planning and commissioning. Evaluation has been undertaken to measure the effectiveness and intended benefits using the views and experiences of practitioners, provider, the cohort of young people, their families and carers involved in the pilot.

The Key outcomes were:

- Young people are now living in their own accommodation with appropriate packages of support with reduced restrictions.
 - Reduction in costs of care packages following transition.
 - Promoted co-production based on choice and control.
 - Shared approach encouraged positive risk taking and open-mindedness.
 - Supported by a pro-active specialist provider to make this a truly shared project.
 - Community teams and support staff received appropriate behavioural training, at no additional costs to the Council and the provider absorbed some of the set up costs.
 - It is intended that the same framework will be used in future transitions as best practice.
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- Working is progressing on the development of six new build assistive technology flats following a successful partnership bid between Blackpool Council and Progress Housing Group to the Department of Health's Housing and Technology Fund in October 2016. The Fund was launched to help Local Authorities develop sustainable and innovative housing solutions for people with learning disabilities and/ or autism. A working group has been established to oversee the design and development of the scheme, which is expected to complete in spring 2018.
 - Completed local roll out of the Learning Disability Learning Needs Analysis developed by Skills for Care and Health Education England. The Analysis has been designed to provide local areas with an understanding of the skills, competencies and future training requirements of the LD workforce. The analysis was undertaken by Blackpool Council employees working in learning disability services and external learning disability providers and over 200 responses were received and analysis of the responses is now underway. The findings will be made available to the Council and each participating organisation and used to support the development of local training solutions and put us (as a local system) in a better position to apply for national funding streams as they become available to target specific learning needs.

Respite Pilot

The pilot was established to inform future commissioning arrangements for respite care for the people with a range of care and support needs, including:

- Older Adults.
- Dementia.
- Mental Health (non-challenging).
- Learning Disabilities.
- Physical Disabilities.

An action plan was developed subsequent to a 12-month interim report to take forward the key themes and issues.

A further carer's survey to understand carers' experiences of accessing respite will take place, which will inform future actions.

New Volunteering Strategy

We are currently consulting with the Trade Unions and other key stakeholder over proposals to establish a new corporate approach to the coordination of volunteering across the Council. This work builds on the concept of "Active Citizenship" as a way in which we could work collaboratively with partners in the third sector and other local public agencies to encourage people to play a more active role in their communities.

The Resilient Communities Scrutiny Committee following a report in November 2015 identified the task of producing a more corporate approach to voluntary work across the Council's services as a priority.

Progressing this area is also central to the theme within the Council Plan 2015/ 2020 of developing Priority 2 'community resilience', as well as providing more structured volunteering opportunities linked to improving peoples skills and work readiness and all of this also links to the Priority 1 economy.

Fylde Coast Self-Care Strategy

Organisations across the Fylde Coast are working together via the Vanguard programme to not only transform people's experiences of healthcare services, but also improve the health and wellbeing of all local residents. A key part of this work is the delivery of the Empowering Patients and Communities Work stream and the development of a Self-Care Strategy for the Fylde Coast.

In developing this strategy, we are working to the following definition of self-care as provided by the Department of Health:

"The actions that people take for themselves, their children and their families to stay fit and maintain good physical and mental health; meet social and psychological needs; prevent illness or accident; care for minor ailments and long term conditions; and maintain health and well-being after an acute illness or discharge from hospital."

This is very much a collaborative approach to supporting individuals, families, carers and communities to develop the knowledge, skills and self-confidence they need to care for them and their conditions effectively. However, in order for the development of a Self-Care Strategy to be as meaningful and effective as we would want, we believe that the views and experiences of local people should inform its approach. Therefore, a significant period of communication and engagement was undertaken, starting with a stakeholder event in September 2016 to

launch the development process of the strategy and begin the wider communication and engagement needed to inform it.

In total, 87 people attended the event with the vast majority of these attending in a professional capacity, however there were a small number of members of the public also present. Attendees heard from key speakers, including representatives of other Vanguard areas who shared their experiences of developing and enabling self-care strategies. They then took part in round table exercises to begin mapping local community assets and discuss how more local people can be encouraged to make use of these.

The resulting consensus from this exercise was that the Fylde Coast possesses a wide range of assets, which enable self-care for individuals and communities, but that these are not always utilised as well as they could be. A number of factors were identified which prevent people from utilising the range of assets, including:

- Personal motivation
- Time
- Awareness

A number of additional engagement activities were undertaken to further the consultation process. The need to connect local organisations and communities through effective partnership working was recognised and supported by the consultation. This will require a system and culture change in order to achieve a consistency in approach, considering the patient as an individual that exists within a wider community with assets and opportunities, strengths and ambitions. This must be embedded across all care pathways, from first contact and throughout.

It was also agreed the need to provide patients and the wider community with the information and resources needed to activate and empower people to become more confident to manage their own health. We are developing this strategy on a Blackpool, Fylde and Wyre footprint in order to maximise opportunities to embed this work within the Vanguard New Models of Care programme.

The next stage of the process is to draft a Strategy for formal consultation.

Local Authority Declaration Healthy Weight

In January 2016, Blackpool Council signed a Local Authority Declaration on Healthy Weight and made a commitment to support employees and the residents of Blackpool to tackle the issue of obesity by encouraging individuals to make healthy choices. Since the introduction of the Declaration, the Council's Public Health Directorate has been working with the Health and Wellbeing Board to influence change within the Council's Declaration priorities. A recent audit has been undertaken to track the progress of the Declaration.

In October 2016, in my role as the Chair of the Health and Wellbeing Board, I asked the Public Health team to organise a Healthy Weight Summit. Partner organisations, the voluntary sector and the private sector were subsequently invited to take part. The purpose was to encourage organisations to support the development of their own Declaration on Healthy Weight and encouraged to pledge to tackle the issues of obesity across the town. The event took place on the 2 February 2017, which proved successful with a good balance of attendees. The event resulted in 20 organisations pledging to develop their own Healthy Weight Declaration, including Blackpool Clinical Commissioning Group, Blackpool Teaching Hospitals, Blackpool Transport, DWP, Lancashire Care Foundation Trust, Lancashire Police, several schools and voluntary organisations.

Good progress is being made with the Local Authority Declaration and a number of the priorities are progressing well. To support the protection of children against inappropriate marketing Public Health will be running the 'Give up Loving Pop' (GULP) campaign in secondary schools and further education establishments. Work is progressing with Fit2go to incorporate the GULP messages in the programme that is delivered across all Year 4 children and work has commenced on developing a lesson plan for science, which will be targeted at Year 5/ 6 children. The Healthy Choices Award is now operational and a number of takeaways and sandwich shops have already received the award. There has been good partnership work with the Corporate Procurement team reviewing how we influence and shape contracts in the future to reflect the priorities of the Declaration. Public Health and Enforcement are working together to develop a Street Trader Policy with particular reference to ice cream vans and street food providing healthier choices.

As the first Local Authority in the country to sign a Local Authority Declaration on Healthy Weight, it has generated a lot of good publicity and interest in the work being undertaken in Blackpool and we are being held as a beacon of success. The work has also enabled the Public Health team to develop good links with the Department of Health's lead for Obesity. Areas across the country that are interested to learn about what we are doing are Lancashire, Cumbria, Leeds, Tameside, Cheshire West, Camden and Lambeth.

Transforming Services

Schools, Standards and Effectiveness

The Local Authority continues to develop the School Led System, the Blackpool School Improvement Board (BSIB).

The BSIB includes a wide representation of all stakeholders in education across schools in Blackpool. The Board has developed five sub groups, which focus around the priorities below:

- Aspiration and Achievement
- Developing Leadership
- Teaching and Learning

- Inclusion and Welfare
- Effective Transition

All members have signed up to one, or more of the above priorities and will steer key questions and actions that can be used to address the issues. These will be revisited at each BSIB meeting to monitor progress and outcomes. This structure will fit into the regional reporting mechanism of BBCL (Blackburn, Blackpool, Cumbria and Lancashire).

Priorities, bids and initiatives identified within this remit will be fed into the strategic mapping of the Opportunity Area Fund.

Opportunities Fund

Blackpool has been identified as one of 12 areas to benefit from the Opportunity Areas Fund to address the social mobility of children and young people. The basic aim of the approach is to break the link between a child or young person's family background and where they get to in life. £6 million has been identified to be used over three years in agreement between a Blackpool Partnership and the Department for Education. The Partnership is chaired by Graham Cowley, the Deputy Chairman of the Lancashire Enterprise Partnership, with full support from the Council alongside other partners. A successful partnership workshop was held on Friday 3 March, the findings from which will inform the delivery plan currently under development.

Working with Partners

14-19

The seventh 'Our Future, Our Choice' event took place at Blackpool Pleasure Beach at the end of January this year. All of Blackpool's secondary schools, Further Education colleges, training providers and employers, support this collaborative event, steered and managed by the Blackpool Guidance Community Network and Blackpool Council. It is widely recognised as a template for good practice in relation to national aims and priorities. The two-day event attracts around 1,500 young people and in excess of 120 school staff from local secondary schools, including special schools and Pupil Referral Units.

Summer Ventures, Blackpool Council's Connexions service summer programme for Not in Education, Employment and Training (NEET) and school leavers at risk of becoming NEET, is recruiting for its fourth year of delivery. This programme is delivered in partnership with Blackpool and the Fylde College.

Connexions and Virtual Schools continue to work together to provide all our 16-24 year old children in care who are in education with specialised careers guidance, financial advice and early intervention for those at risk of disengaging. This project has also allowed us to know what the current destinations of our Children in Care including the qualifications they are

undertaking and progress against them. Currently 21 of 'Our Children' are undertaking Higher Education.

Youth Employment

Blackpool Council's Connexions service has continued delivery of its pre-traineeship programme, Advance, for long term NEET 19 to 24 year olds with the support of the Adult, Community and Family learning team. The 2016/ 2017 academic year has started well with 18 young people completing the first two programmes.

Connexions are currently delivering a pre-apprenticeship programme in conjunction with HeadStart to support Blackpool NEET Young People aged 16 to 21 years old. The course equips the attendees with important information, support and advice to prepare them for a job interview and employment. Completion of this five-week course would guarantee the attendees an interview for a HeadStart Apprenticeship position.

Adult Learning

The Family Learning team is working with Better Start to deliver the Empowering Parents, Empowering Communities (EPEC) project. EPEC is a programme to train and support parent facilitators to deliver parenting courses to other families in their communities. The initial project will be delivered over two years and will enable parenting courses to be delivered by local parents for local parents to develop parenting skills, strengthen family relationships and support facilitators to develop employability skills

A total of 30 learners have passed English and Maths qualifications this term. Awards range from Entry Level to Level 2 (GCSE equivalent). A further 66 learners are currently enrolled on courses to improve their English and Maths skills. To date 356 families have taken part in Family Learning courses to develop their own skills and support their children's learning.

The Adult Learning team working on the Mental Health Project has received over 250 enquiries with enrolments on courses of 198. Sixty courses have been delivered during the first two terms with a further 17 scheduled for the last term, these include a variety of different topics aimed at getting people out in the community building and designing a community garden, bush crafts and gardening.

Work continues with partners and parent groups to prepare for a possible inspection of Special Educational Needs (SEN) and Disability. Ofsted/Care Quality Commission (CQC) will carry out an inspection of all services for 0 to 25 year olds with SEN and/or a disability and their families in the Blackpool area. The self-evaluation framework is being revised to reflect up to date areas of strength and weakness and actions required. This is being led by Phil Thompson, the new interim SEND lead.

Family Hub – All Age Integration

In Blackpool, we are extending our Children's Centres to create a new local infrastructure of Family Hubs by working with partners to use resources more efficiently. We are building on the

Local Authority Children's Centre offer to support children and young people as they grow up as well as their parents and we would like to take this opportunity to extend the Family Hub to the whole community, families, young people, vulnerable adults and elders.

Our aim is to build community resilience, improved social mobility and increased family stability by creating and maintaining partnerships, which improve the physical and emotional health of the community. We intend to pilot this approach with one of our Local Authority Children's Centres, which service two highly deprived wards, are co-located with a GP surgery and has a sports barn and a hostel on its doorstep. The Centre already offers Antenatal and Family Health Support, Targeted Family Support, Parenting Support, a Community Cafe and Early Years activities.

We are working closely with Blackpool Clinical Commissioning Group to dovetail the Family Hub with the rollout of Integrated Neighbourhood teams which combines GP's, practice staff, community and specialist health staff working together to enable individuals to receive a high level of clinical support whilst remaining in a community setting. To complete the offer of a Public Service Integrated Team at the Family Hub a Police Place Based Model to be at the heart of the pilot.

Prevent related Safeguarding Concerns

Key partners involved in multi-agency safeguarding of both children and adults across Blackpool have come together to form Blackpool Prevent Partnership Board (PPB). This Board is engaged in delivering the statutory duties relevant to the Governments Prevent initiative and associated legislation. A key part of this work is to establish common referral pathways for Prevent related safeguarding concerns where a person may be at risk of being drawn in to terrorism related activities and criminality. This includes the pathway involved when a person may be further referred on for consideration specific support from the area Channel Panel. Blackpool Council is joined with Lancashire County Council and Blackburn with Darwen Council in operating a combined Pan Lancashire Channel Panel that meets monthly. The PPB has produced a basic guide on how to raise a Prevent related safeguarding concern and this together with the simple referral form is currently being disseminated to all sectors and relevant services.

Community Orientated Primary Care

As part of a wider programme of work with the NHS Vanguard New Models of Care, Blackpool Council's Public Health team has been advising on methods and approaches to improve and expand resident engagement. In order that the NHS moves away from a largely medical model (which focuses on diagnosis and treatment) to a model which recognises the social and wider determinants of health and wellbeing, and responds accordingly.

Community Orientated Primary Care is embedded within the enhanced primary care work and takes a co-production approach to identifying priorities and solutions for a neighbourhood. In order to achieve such systemic change it is essential to engage with both residents and stakeholder groups to examine what the reality is now (both positive and negative) and to chart a course forward together.

The first part of the process is currently underway by way of a citizen's inquiry in the Central West Neighbourhood of Blackpool with over 20 residents involved. Initial outputs and learning from the process will be presented at a resident led launch event expected to take place in April 2017.