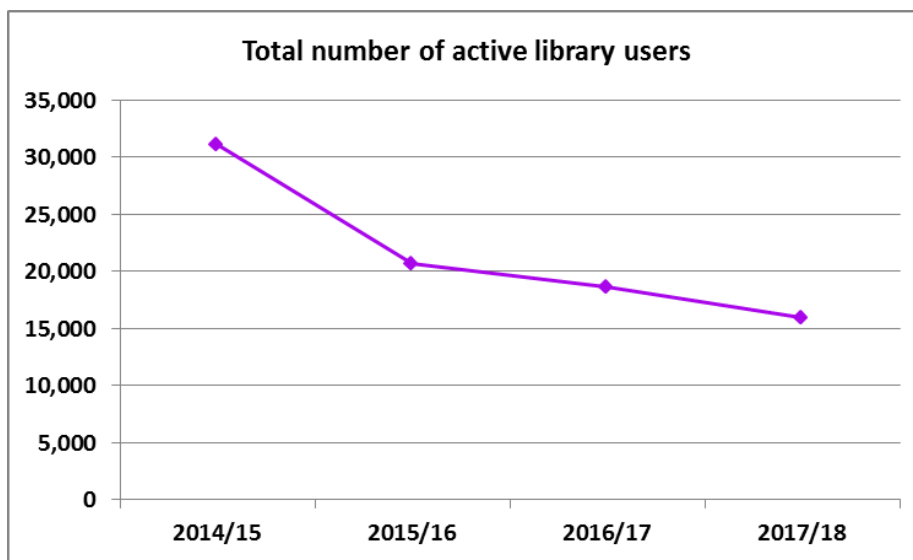


VISITOR & CULTURAL ECONOMY

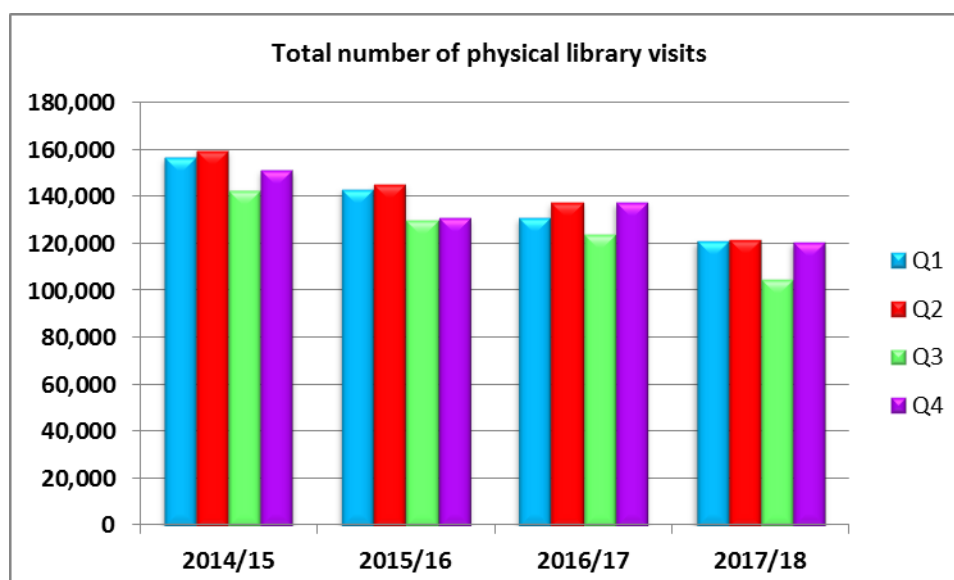
Indicator Description	Better to be?
Total number of active library users	High

2015/16	2016/17	2017/18					Target
		Q1	Q2	Q3	Q4	EoY	
20,645	18,667	6,459	6,604	6,850	7,220	15,952	19,000



Indicator Description	Better to be?
Total number of physical library visits	High

2015/16	2016/17	2017/18					Target
		Q1	Q2	Q3	Q4	EoY	
550,460	530,978	121,271	121,867	105,162	120,823	469,123	540,000



Appendix 11(b) - Exception Reports (End of Year 2017/18)

Service Response:

There is a national trend of declining library visits and active usage and Blackpool is effectively mirroring this trend. Whilst physical visits and book borrowing (i.e. active usage is defined as a person having borrowed a book in the last 12 months) are decreasing, our digital access has been increasing. This includes people visiting library pages on the Council website and accessing e-books/e-audio content.

Blackpool library opening hours were reduced in 2015/16, and alongside ad hoc closures in 2017 (due mainly to staffing sickness levels), this has had an impact on access and performance levels. A staffing restructure was carried out in 2017, in line with the available budget. Subsequently engagement/outreach activity has fallen off and priority has been given to delivering a core service, which itself has been a challenge at times with annual leave and staff sickness having had impact on library cover. Annual leave and staff sickness are now being managed more effectively.

Whilst service-wide usage levels have been falling, several libraries are showing relatively strong performance in 2017/18. For example:

- **Anchorsholme Library** has seen increases in visits and issues (opening of the new café has had a positive impact).
- **Boundary (now Library@thegrange)** has showed increased issues and since re-opening in Quarter 1 2018/19, there has been a visible positive impact on performance.
- **Mereside Library** issues and visits have been rising.
- The **Home Library Service** has maintained visitor levels but has seen an increase in books issues.
- **Palatine Library** has experienced a marked increase in organised visits; in particular visits involving children and young people. Over the last 6 months, there has been c.3,800 'extra' visits in addition to the expected level of visits for this library.

The Head of Libraries joined the authority in January 2018 and has implemented a full-service annual plan, focusing on the priority actions for the next year. For example, specifically targeting improvements to Central Library to make it more child/family friendly and to transform the ground floor layout, making it a more attractive, welcoming and flexible space. A full service review will also be undertaken, which will include community, stakeholder and Member engagement, and will ultimately lead to the production of a five-year Ambition Plan, setting out how the service will be developed to better meet Council priorities and the needs of the town.

Appendix 11(b) - Exception Reports (End of Year 2017/18)

Indicator Description	Better to be?
Total number of visitors to the Grundy	High

2015/16	2016/17	2017/18					Target
		Q1	Q2	Q3	Q4	EoY	
24,175	25,611	4,903	6,695	4,585	2,673	18,856	25,867



Service Response:

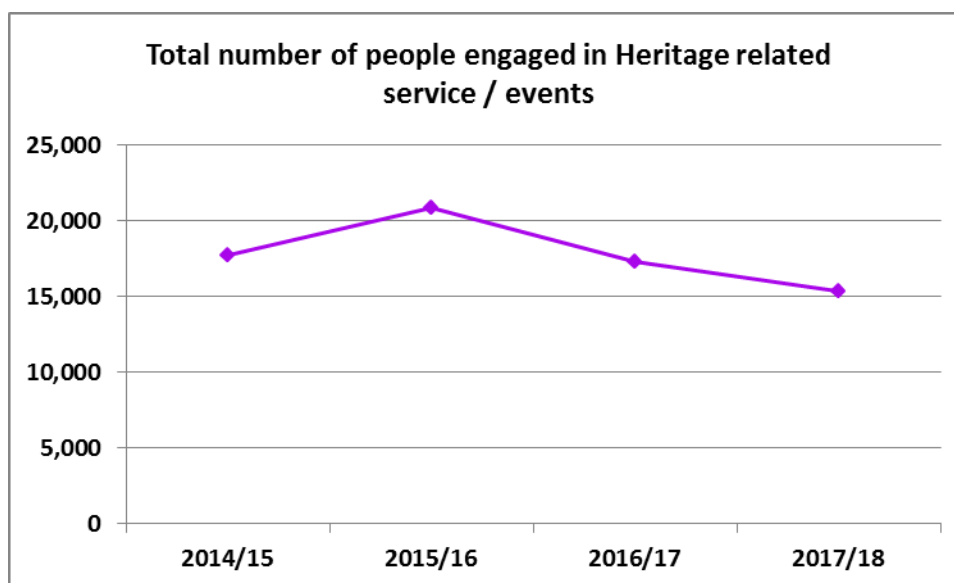
Performance at the end of 2017/18 represents a significant drop compared with the previous 3 years and the annual target has not been achieved. This is due to the following:

- There has been no Curator in post for the past 8 months and another 2 key members of staff were lost during the year, including the Education Officer who leads on engagement events and activities.
- Over a period of 6 months there has been a major issue with anti-social behaviour on the front steps of the gallery.
- Road closures in the town centre from November 2017 has had a negative impact on visits.
- Funding previously available for a blockbuster autumn light exhibition was not available in 2017/18. This additional budget of £65k (plus £17k for staffing) was previously obtained from Lightpool.

Appendix 11(b) - Exception Reports (End of Year 2017/18)

Indicator Description	Better to be?
Total number of people engaged in Heritage related services / events	High

2015/16	2016/17	2017/18					Target
		Q1	Q2	Q3	Q4	EoY	
20,905	17,287	1,633	9,948	2,511	1,307	15,339	18,040



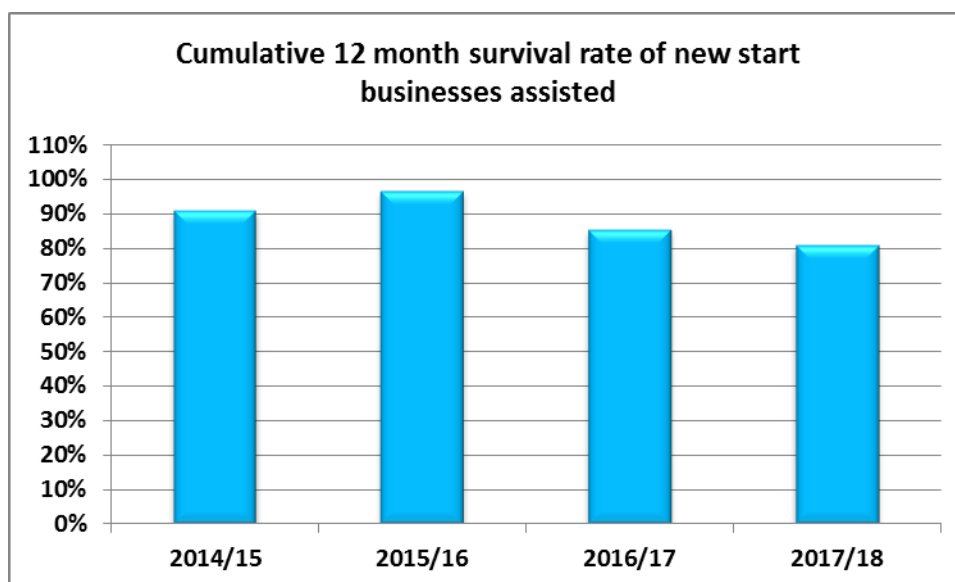
Service Response:

The number of people engaged in services and events in 2017/18 has dropped significantly compared with the previous 3 years. This reflects the fact that the History Centre was closed to the public for 2 months due to the Winter Gardens Archive move to the Central Library and the maternity leave of the Community Heritage Coordinator which affected our ability to deliver community heritage activities.

ENTERPRISE, SKILLS & ECONOMIC INCLUSION

Indicator Description	Better to be?
Cumulative 12 month survival rate of new businesses assisted	High

2015/16	2016/17	2017/18					Target
		Q1	Q2	Q3	Q4	EoY	
96.6%	85.5%	94.4%	94.4%	89.1%	81%	81%	90%



Service Response:

The measure accumulates during the year and the figure at Quarter 4 reflects the survival rate of the businesses assisted to start over the whole of the previous year (in this case 2016/17).

The annual outturn reflects an exceptionally poor Quarter 4, where the survival rate was 59% compared with 89% for the first three quarters. The lower quality of the business starts in Quarter 4 is a result of the push to achieve the target for new business starts in 2016/17.

We have now improved our follow up and account management post start-up to make sure we can provide help and assistance at an earlier stage if new businesses are struggling.

HOUSING & ENVIRONMENTAL QUALITY

Indicator Description	Better to be?
Number of units in management at the end of the year through Blackpool Housing Company (including wider lettings)	High

2015/16	2016/17	2017/18					Target
		Q1	Q2	Q3	Q4	EoY	
New PI	110	Annual				195	250

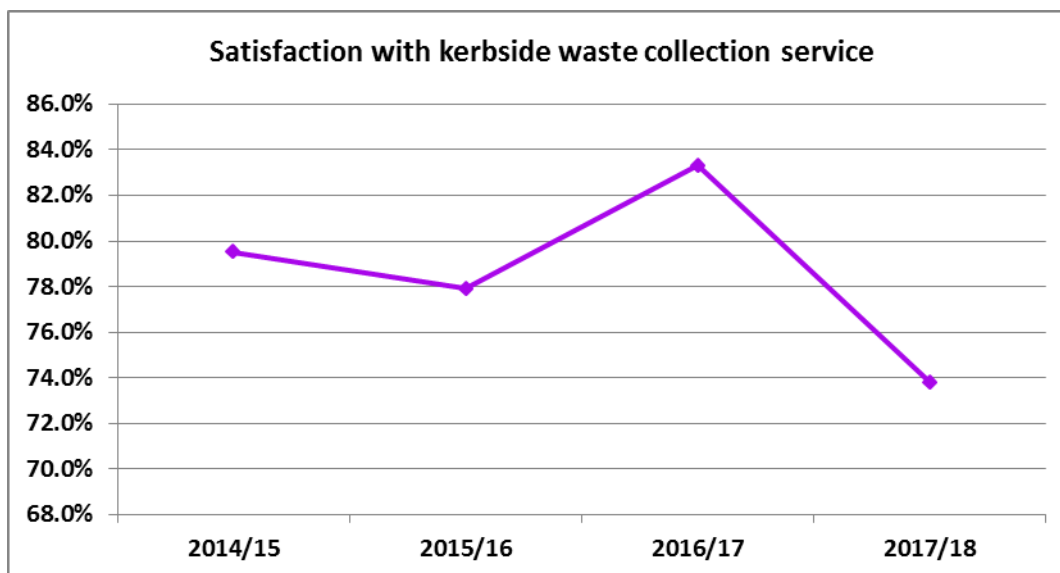
Service Response:

*** Awaiting commentary ***

Appendix 11(b) - Exception Reports (End of Year 2017/18)

Indicator Description	Better to be?
Overall satisfaction with kerbside waste collection service	High

2015/16	2016/17	2017/18					Target
		Q1	Q2	Q3	Q4	EoY	
77.9%	83.3%	Annual				73.8%	80%



Service Response:

The satisfaction with kerbside waste collection has reduced considerably compared with the previous year. This drop in satisfaction coincides with the introduction of the green waste subscription charge and the £30 charge for replacement green bins.

The service has also introduced a new concept for the replacement of brown sacks. Residents are allowed one free issue but any subsequent replacement sacks will need to be collected by the resident from their nearest council offices (sports centres/children's centres/HWRC/Rover) rather than being delivered to their address.

The introduction of a charge for replacement blue bins and a £5 increase in the green waste subscription charge from 1st April 2018 is also likely to have an impact on satisfaction.

Note:

Further information on the following indicators has not been included in this report as it has already been included in the Quarter 2 2017/18 Council Plan performance report:

- Satisfaction with the condition of highways
- Satisfaction with highways maintenance