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Blackpool Council

7 June 2016

To: Councillors Mrs Callow JP, D Coleman, G Coleman, Galley, Hunter, Matthews, Roberts, Ryan and L Williams

The above members are requested to attend the:

TOURISM, ECONOMY AND RESOURCES SCRUTINY COMMITTEE

Thursday, 16 June 2016 at 6.00 pm
in the Council Chamber, Town Hall, Blackpool

A G E N D A

1   DECLARATIONS OF INTEREST

Members are asked to declare any interests in the items under consideration and in doing so state:

(1) the type of interest concerned; 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 31 MARCH 2016   (Pages 1 - 8)

To agree the minutes of the last meeting held on 31 March 2016 as a true and correct record.

3   PUBLIC SPEAKING   (Pages 9 - 12)

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

4   EXECUTIVE AND CABINET MEMBER DECISIONS   (Pages 13 - 22)

To consider the Executive and Cabinet Member Decisions within the portfolios of the Leader of the Council and Deputy Leader of the Council, taken since the last meeting of the Committee.

5   FORWARD PLAN   (Pages 23 - 28)

To consider the content of the Council's Forward Plan, June 2016 – September 2016, relating to the portfolios of the Leader of the Council and Deputy Leader of the Council.

6   ENGAGEMENT OF CONSULTANTS OVER £25K MONITORING REPORT   (Pages 29 - 34)

To consider the appointment of consultants exceeding £25,000 for the period 1 February 2016 to 30 April 2016.

7   CORPORATE CUSTOMER SERVICES STRATEGY   (Pages 35 - 82)

To provide information on the Corporate Customer Services Strategy and progress and findings of the channel shift project.

8   TOURISM PERFORMANCE REPORT   (Pages 83 - 90)

To provide information on tourism performance between January and April 2016 using various indicators.

9   PARKING SERVICES PERFORMANCE REPORT   (Pages 91 - 102)

To provide information on the performance data of Council owned car parks, both with regards to patronage and income.

10   COMMUNITY SAFETY PERFORMANCE REPORT APRIL 2015 TO MARCH 2016 (Pages 103 - 120)

To consider performance regarding the Community Safety Partnership's priorities between April 2015 and March 2016.

11   SCRUTINY WORKPLAN   (Pages 121 - 132)

To consider the Workplan and to monitor the implementation of Committee recommendations, together with any suggestions that Members may wish to make for scrutiny review topics.

12   DATE OF NEXT MEETING

To note the date and time of the next meeting as Thursday, 21 July 2016, commencing at 6pm.

Venue information:

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

Other information:

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

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MINUTES OF TOURISM, ECONOMY AND RESOURCES SCRUTINY COMMITTEE MEETING - THURSDAY, 31 MARCH 2016

Present:

Councillor Hunter (in the Chair)

Councillors

Mrs Callow JP	G Coleman	Matthews	Rowson
D Coleman	Galley	Robertson BEM	

In Attendance:

Councillor Simon Blackburn, Leader of the Council
Councillor Fred Jackson, Cabinet Member for Municipal Assets
Councillor Mark Smith, Cabinet Member for Business and Economic Development
Councillor Mrs Christine Wright, Cabinet Member for Housing, Procurement and Income Generation

Mr Steve Thompson, Director of Resources
Mr Mark Towers, Director of Governance and Regulatory Services
Mr John Blackledge, Director of Community and Environmental Services
Mr William Britain, Head of Highway and Traffic Management Services
Mrs Clare Nolan Barnes, Head of Coastal and Environmental Partnership Investments
Mr Chris Kelly, Senior Democratic Governance Adviser (Scrutiny)

Councillor Vikki Singleton

1 DECLARATIONS OF INTEREST

There were no declarations of interest on this occasion.

2 MINUTES OF THE LAST MEETING HELD ON 21 JANUARY 2016

The Committee agreed that the minutes of the Tourism, Economy and Resources Scrutiny Committee meeting held on 21 January 2016, be signed by the Chairman as a correct record.

3 PUBLIC SPEAKING

The Committee noted that there were no applications to speak by members of the public on this occasion.

4 EXECUTIVE AND CABINET MEMBER DECISIONS

The Committee considered the Executive and Cabinet Member decisions within the portfolios of the Leader of the Council and Deputy Leader of the Council, taken since the last meeting of the Committee.

In regards to decision number PH4/2016 'Review of Blackpool Libraries Opening Hours', Members raised questions relating to the use of volunteers to staff libraries. The Leader of the Council advised that volunteers were used to staff libraries and that it would be an aim to use volunteers more extensively in future.

The Committee raised questions in relation to decision number PH12/2016 'Fees and Charges – Democratic Governance' and Mr Towers, Director of Governance and Regulatory Services explained that there was an obligation to sell the edited electoral register in certain formats, the fees for which were set by statute.

Members raised questions in relation to decision number EX20/2016 'Vehicle Replacement for Street Cleansing and Illuminations' and Mr Blackledge, Director of Community and Environmental Services, advised that the newly purchased vehicles would have a five year guarantee.

In regards to decision number PH5/2016 'Purchase of Property 180-182 Promenade', Members raised questions in relation to the loan repayment costs. Councillor Jackson, Cabinet Member for Municipal Assets provided details of the purchase costs of the property and details of the lease payable by the Community Interest Company set up by Left Coast. Mr Thompson, Director of Resources, explained that the funding arrangement would be met at least by the rental income and also advised that the business to be conducted from the property would generate additional business rates. The Committee requested that further details be provided on the borrowing costs for the purchase of the property.

The Committee agreed:

1) To request that further details be provided on the borrowing costs for the purchase of 180-182 Promenade, to be circulated to Members after the meeting.
2) To note the Executive and Cabinet Member Decisions.

5 FORWARD PLAN

The Committee considered the items contained within the Forward Plan, April 2016 – July 2016, relating to the portfolios of the Leader of the Council and Deputy Leader of the Council.

The Committee agreed to note the Forward Plan items.

6 FINANCIAL PERFORMANCE MONITORING AS AT MONTH 10 2015/2016

The Committee was presented with the Financial Performance Monitoring Report as at month 10, which set out the summary revenue budget position for the Council and the individual directorates for the period April 2015 – January 2016, together with an outlook for the remainder of the year.

Members noted the position in relation to the working balances and raised questions in regards to the plans to improve working balances in the next financial year. The Leader of the Council advised the Committee of plans to re-profile the repayment of the Council's debt using Minimum Revenue Provision restructuring. He provided the Committee with details, noting that whilst it would extend the period of repayments of debt from 25 to 50 years, it would pay off debt completely unlike the current arrangement, whilst releasing resources to increase reserves.

The Committee raised questions relating to the consistent overspend in Children's Services and challenged the plans to alleviate the budgetary position of the directorate in the future. The Leader of the Council agreed that the consistent overspend of the directorate was a concern and explained that there was a legal duty to provide services for Looked After Children and that whilst the numbers of Looked After Children had stabilised at approximately 450 for the past year, the increasing costs were due to the increasingly complex nature of placements required.

The Leader of the Council reported to the Committee that there had been a significant number of large families, some of whom had moved into the borough with all of the children needing to be taken into care. It was noted that in certain cases, the extensive work of Children's Services' Early Help was missed and was not able to have an impact upon the families moving into the borough, with children already at an older age and having chaotic lifestyles. The Committee discussed the impact of transience on Children's Services and noted the objective to find people moving into the borough and to encourage their return to their home local authority, where appropriate.

It was also explained to the Committee that work was being undertaken through the Selective Licensing programme, one of the objectives of which was to reduce the amount of cheap, readily available, poor quality accommodation in the private rental sector. He also advised Members of the work that was being undertaken in the town to improve public sector housing stock.

The Committee questioned whether Members' ward budgets could be utilised to absorb some of the cost pressures relating to the budget for Community and Environmental Services. The Leader of the Council noted that Members' ward budgets had recently been reduced and he considered that whilst some individual Members may wish to allocate their ward budgets in such a way, other Members had various other priorities, for which they would prefer to allocate funding.

Members noted the budgetary pressures for Community and Environmental Services, specifically in Transport for £60,000 due to the movement of the Shelters budget from Travel and Road Safety. The Committee raised questions regarding the level of income received from advertisements on bus shelters and the Leader of the Council confirmed that income was received from bus shelter advertisements, whilst Blackpool Transport Services received income from advertisements on buses and trams. However, it was acknowledged that the income target for advertisement revenue from bus shelters was ambitious in the current economic climate.

Members also raised questions in relation to Concessionary Fares and Mr Thompson advised that Blackpool had the highest take-up of concessionary fare NoW cards across Lancashire and Cumbria.

The Committee noted the impact of historic and in-year academy conversions on the level of Education Services Grant received and queried what the impact would be of recent government proposals to convert all schools to academies. The Leader of the Council considered that the only services that would be provided for academies would be the services for which academies were prepared to pay. He considered that the Council offered quality education services to schools that were priced at an appropriate level. However, there would inevitably be difficulties when competing on price with the private sector to provide services. He considered that the issue would create further difficulties in regards to overseeing school improvement in the town.

Members challenged the reasons for the reduction in Council Tax collection rate and the Leader of the Council advised that the principal cause was the introduction of the Council Tax Reduction Scheme. He provided the Committee with details of the work that was undertaken in order to recover debt and arrears.

The Committee agreed to request that in respect of reports detailing collection rates of Council Tax and Business Rates, information also be provided regarding the total cash amounts as well as the percentage collection rate.

7 ROAD ASSET MANAGEMENT STRATEGY

Mr Blackledge, Director of Community and Environmental Services, presented a report to the Committee on the Road Asset Management Strategy. He explained that the Road Asset Management Strategy was intended to set out the aims, objectives and processes involved in managing Blackpool's highway network and that the development of a strategy was now a statutory requirement placed on every local highway authority and formed part of the new funding model.

The Committee was provided with further details regarding the importance of the Strategy and Mr Blackledge advised that the Department for Transport had moved towards incentivising local authorities to adopt long term strategic planning via their respective Highways Asset Management Plans. As such, the plans and strategies would be scored and categorised into Bands, 1, 2, or 3 (3 being the best score), denoting the assessment of the quality of each plan. Based on the scoring, incentive funding would be calculated and allocated. Mr Blackledge considered that he currently expected the Strategy to achieve Band 2. He outlined the need for the service to build on its reputation as a leader in Highways Asset Management and develop the Centre of Excellence approach, in order to achieve Band 3 in the future.

Mr Blackledge explained that the aims of the Road Asset Management Strategy were to implement interventions at the appropriate time and to encourage all stakeholders to strike a balance between the need for immediate pothole repairs to ensure the safety of road users and 'right first time' solutions that provided better value for money. He noted

that the Strategy would include a return to the 'social network', whereby the most socially important roads in each ward would be prioritised, given the limited funding for repairs. The Committee was also advised that a key aspect to the Strategy would be to maintain assets that had safety implications, such as zebra crossings, mini roundabouts and essential road markings.

The Committee discussed engagement with the public and it was considered that Members had a role in providing explanations to the public regarding the prioritisation of repair work, conducted according to the Strategy.

In response to questions from the Committee, Mr Britain, Head of Highway and Traffic Management Services, advised that the Treasury had set the funding levels for the next five years and that, as a result of the difficulties in achieving a Band 3, a high proportion of local authorities would be assessed as being Bands 1 or 2.

The Committee noted that the Strategy was due to be considered by the Executive at its meeting on 4 April 2016. In anticipation of its approval, Members considered that future scrutiny of the impact of the Roads Asset Management Strategy would be important.

The Committee agreed to request that a report demonstrating the impact of the Roads Asset Management Strategy be provided to a future meeting, once data on the impact was available.

Background papers: The Road Asset Management Strategy.

8 FLOOD RISK MANAGEMENT

Mrs Nolan Barnes, Head of Coastal and Environmental Partnership Investments, presented a report to the Committee that outlined the delivery of the statutory duties in respect of flood risk management.

The Committee was advised of the statutory duties set out in the Flood Risk Regulations 2009, the Flood and Water Management Act 2010 and the Flood Risk Management Overview and Scrutiny (England) Regulations 2011. Mrs Nolan Barnes advised that one of the duties was to cooperate with others at risk management authorities and to share information. As part of this, Blackpool Council was part of the Lancashire Strategic Flood Risk Partnership, which reported on progress of the duties on a quarterly basis to the Environment Agency's Regional Flood and Coastal Committee.

It was explained to the Committee that the Flood Risk Management Strategy was approved in May 2014 and was a joint strategy with Lancashire County Council. Therefore some of the actions included within the Strategy would be undertaken by Lancashire County Council.

Members noted the RAG performance table included within the report and raised questions with regards to the progress on the actions rated as being red. Mrs Nolan Barnes advised that some of the actions were due to be removed from the Action Plan as

they were no longer achievable. With regards to the action to 'Embed climate change into local flood risk management', the Committee was advised that the Service did not currently have appropriate knowledge to determine the extent to which climate change would have an impact in Blackpool. However, Mrs Nolan Barnes provided details of plans to make use of University resources to investigate the issue further.

Mrs Nolan Barnes reported that in relation to the action to 'Develop a Funding Strategy', completion of the action was dependant on central government changes and that the Environment Agency Flood Defence Grant in Aid process had changed to a six year determination.

In regards to the Medium Term Action Plan, Mrs Nolan Barnes advised that a number of the actions were rated as being red as a result of either resourcing issues, or alternatively, that some actions were being undertaken with Lancashire County Council, so the completion of those actions were dependant on Lancashire County Council also completing the action.

Members raised questions with regards to relationships with other authorities and whether any opportunities to exploit the Service's knowledge and expertise further could be made. Mrs Nolan Barnes advised that the Service was fully recompensed for the work that it completed in terms of joint working and provided an example of the fee received for being the Project Manager on the Anchorsholme Sea Defence work. Mrs Barnes considered that there was a very good working relationship in place with the Environment Agency, despite the Environment Agency's recent negative publicity.

The Committee raised questions in relation to the Surface Water Management Plan and Mrs Nolan Barnes advised that work was required to improve the relationship with external developers in order to improve sustainability of drainage systems in new developments.

Background papers: None.

9 BATHING WATER MANAGEMENT

The Committee was presented with a report that detailed the performance in respect of the Council's statutory and other responsibilities in relation to Bathing Water Management.

Mrs Nolan Barnes explained the background to the recent legislative changes in the Revised Bathing Water Directive, which set out the statutory duties in respect of Blackpool's four bathing waters that were noted as being Blackpool South, Blackpool Central, Blackpool North and Bispham.

Members were advised that in 2011, it was predicted that once the Revised Bathing Water Directive came into force in 2015, seven of the eight bathing waters along the Fylde Peninsula would be rated as 'poor', which would have resulted in having to erect signage that advised against bathing. However, as a result of the work and actions

undertaken to improve the quality of bathing waters, seven out of the eight bathing waters along the Fylde coast had passed the quality standards at the end of the 2015 bathing season. It was reported that in respect of Blackpool's four bathing waters Blackpool South had been rated as excellent, Blackpool North had been rated as good and Blackpool Central and Bispham were sufficient. As a result, Mrs Nolan Barnes advised that for the first time in Blackpool's history, an application had been made for the prestigious Blue Flag award for Blackpool South and seaside awards for Blackpool Central, North and Bispham.

The Committee raised questions regarding the discounting of sampling for testing purposes. In response, Mrs Nolan Barnes advised that short term pollution signage could be provided at bathing waters at times when rainfall was expected to be heavy. The advantage was that the public received additional advice about bathing water quality and the results could subsequently be discounted for the period that the short term pollution advice was provided. However, Mrs Nolan Barnes advised that the 2015 results did not take into account any discounted data from short term pollution events.

The Committee was advised that the ability to challenge the results by applying step change as a result of the United Utilities investment had impacted positively on the overall results. Mrs Nolan Barnes explained further that the testing period was over a four year period and since the start of that period, United Utilities had undertaken extensive work to improve the quality of bathing water, which had subsequently been reflected in the 2015 results.

The Committee discussed the sampling of bathing water and raised questions regarding the sources of bathing water pollution. Mr Blackledge advised that it was difficult to accurately apportion source pollution statistics, unless a DNA profiling of the samples was undertaken by the Environment Agency. It was explained that such a profiling had been conducted in 2012, so it was possible to draw some assumptions regarding source pollution, but more up to date profiling would be welcomed to indicate where further improvements could be made.

The Committee agreed to request a report detailing performance against the Action Plan and the bathing water quality results be presented to the Committee on an annual basis.

Background papers: None

10 SCRUTINY WORKPLAN

Mr Kelly, Senior Democratic Governance Adviser, presented the Tourism, Resources and Economy Scrutiny Committee Workplan for the remainder of the Municipal Year. It was noted that it was a flexible, working document. Members could submit items for consideration by the Committee at any time through the Chairman.

The Committee noted that the Monitoring Committee Recommendations table had been included that enabled Members to monitor how their recommendations had been implemented.

The Chairman also advised that the Audit Committee had recommended the Tourism,
Economy and Resources Scrutiny Committee consider a report on the impact and
performance of the CCTV Service, once its performance was able to be demonstrated.

The Committee agreed:
1) To approve the Workplan
2) To note the Monitoring Committee Recommendations table.
3) To approve the recommended item for consideration from the Audit Committee to
receive a report on the impact and performance of the CCTV Service.

Background papers: None.

11 DATE OF NEXT MEETING

The Committee agreed to note the date of the next meeting as Thursday, 19 May 2016, at
6.00 p.m, subject to approval at Annual Council.

Chairman

(The meeting ended at 7.50 pm)

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

Report to:	**TOURISM, ECONOMY AND RESOURCES SCRUTINY COMMITTEE**
Relevant Officer:	Sharon Davis, Scrutiny Manager.
Date of Meeting	16 June 2016

PUBLIC SPEAKING

1.0   Purpose of the report:

1.1   The Committee to consider any applications from members of the public to speak at the meeting.

2.0   Recommendation(s):

2.1   To consider and respond to representations made to the Committee by members of the public.

3.0   Reasons for recommendation(s):

3.1   To encourage public involvement in the scrutiny process.

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

3.2b   Is the recommendation in accordance with the Council's approved budget?   N/A

3.3   Other alternative options to be considered:

         None.

4.0   Council Priority:

4.1   N/A

5.0   Background Information

5.1   At the meeting of full Council on 29 June 2011, a formal scheme was agreed in relation to public speaking at Council meetings. Listed below are the criteria in relation to meetings of the Scrutiny Committee.

5.2   **General**

5.2.1   Subject as follows, members of the public may make representations at ordinary
        meetings of the Council, the Planning Committee and Scrutiny Committees.

        With regard to Council, Scrutiny Committee meetings not more than five people may
        speak at any one meeting and no persons may speak for longer than five minutes.
        These meetings can also consider petitions submitted in accordance with the
        Council's approved scheme, but will not receive representations, petitions or
        questions during the period between the calling of and the holding of any election or
        referendum.

5.3   **Request to Participate at a Scrutiny Committee Meeting**

5.3.1   A person wishing to make representations or otherwise wish to speak at the Scrutiny
        Committee must submit such a request in writing to the Head of Democratic
        Services, for consideration.

        The deadline for applications will be 5pm on the day prior to the dispatch of the
        agenda for the meeting at which their representations, requests or questions will be
        received. (The Chairman in exceptional circumstances may allow a speaker to speak
        on a specific agenda item for a Scrutiny Committee, no later than noon, one working
        day prior to the meeting).

        Those submitting representations, requests or questions will be given a response at
        the meeting from the Chairman of the Committee, or other person acting as
        Chairman for the meeting.

5.4   **Reason for Refusing a Request to Participate at a Scrutiny Committee Meeting**

5.4.1   1) if it is illegal, defamatory, scurrilous, frivolous or offensive;
        2) if it is factually inaccurate;
        3) if the issues to be raised would be considered 'exempt' information under the
        Council's Access to Information Procedure rules;
        4) if it refers to legal proceedings in which the Council is involved or is in
        contemplation;
        5) if it relates directly to the provision of a service to an individual where the use of
        the Council's complaints procedure would be relevant; and
        6) if the deputation has a financial or commercial interest in the issue.

        Does the information submitted include any exempt information?   No

        List of Appendices:
        None.

6.0   Legal considerations:

6.1   None.

7.0   Human Resources considerations:

7.1   None.

8.0   Equalities considerations:

8.1   To ensure that the opportunity to speak at Scrutiny Committee meetings is open to all members of the public.

9.0   Financial considerations:

9.1   None.

10.0   Risk management considerations:

10.1   None.

11.0   Ethical considerations:

11.1   None.

12.0   Internal/ External Consultation undertaken:

12.1   None.

13.0   Background papers:

13.1   None.

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Report to:	**TOURISM, RESOURCES AND ECONOMY SCRUTINY COMMITTEE**
Relevant Officer:	Sharon Davis, Scrutiny Manager.
Date of Meeting	16 June 2016

EXECUTIVE AND CABINET MEMBER DECISIONS

1.0   Purpose of the report:

1.1   The Committee to consider the Executive and Cabinet Member decisions within the portfolios of the Leader of the Council and Deputy Leader of the Council, taken since the last meeting of the Committee.

2.0   Recommendation(s):

2.1   Members will have the opportunity to question the Leader of the Council or the relevant Cabinet Member in relation to the decisions taken.

3.0   Reasons for recommendation(s):

3.1   To ensure that the opportunity is given for all Executive and Cabinet Member decisions to be scrutinised and held to account.

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

3.2b   Is the recommendation in accordance with the Council's approved budget?   N/A

3.3   Other alternative options to be considered:

None.

4.0   Council Priority:

4.1   The relevant Council Priority is:

"The economy: Maximising growth and opportunity across Blackpool"

5.0   Background Information

5.1   Attached at the appendix to this report is a summary of the decisions taken, which have been circulated to Members previously.

5.2   This report is presented to ensure Members are provided with a timely update on the decisions taken by the Executive and Cabinet Members. It provides a process where the Committee can raise questions and a response be provided.

5.3   Members are encouraged to seek updates on decisions and will have the opportunity to raise any issues.

5.4   Witnesses/representatives

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

- Councillor Blackburn
- Councillor Campbell
- Councillor Jackson

Does the information submitted include any exempt information?   No

List of Appendices:
Appendix 4 (a) Summary of Executive and Cabinet Member decisions taken.

6.0   Legal considerations:

6.1   None.

7.0   Human Resources considerations:

7.1   None.

8.0   Equalities considerations:

8.1   None.

9.0   Financial considerations:

9.1   None.

10.0   Risk management considerations:

10.1   None.

11.0   Ethical considerations:

11.1   None.

12.0   Internal/ External Consultation undertaken:

12.1   None.

13.0   Background papers:

13.1   None.

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DECISION / OUTCOME	DESCRIPTION	NUMBER	DATE	CABINET MEMBER
PLANNING FEES AND CHARGES 2016/17 The Deputy Leader of the Council agreed the recommendations: 1. To agree to the proposed fees and charges for Places for 2016/17, with effect from 1 April 2016 to 31 March 2017. 2. To agree that the fees charged can be reduced from these rates on the published Officer decision of the Director of Places, following consultation with the Deputy Leader of the Council (Tourism, Economic Growth and Jobs).	To consider the proposed Places fees and charges for Planning for 2016/17.	PH28/2016	30/3/2016	Cllr Campbell
ADDITIONAL LICENSING FOR THE CENTRAL AREA The Executive agreed the recommendations: 1. To confirm the Council's continuing approval for the principles underpinning the development of proposals for Selective and Additional Licensing in the Central area, the consultation that took place from 17 July to 25 September 2015, and the Council's response to the Executive report. 2. To designate the Central area for an Additional Licensing scheme including the amendments proposed to the scheme as a result of the public consultation, with effect from three months after the published decision date in accordance with the regulations. 3. To request the Director of Place to advertise the scheme in accordance with the regulations. 4. To request officers to further develop Selective Licensing proposals for the Central area.	To consider approval for an Additional Licensing scheme to be introduced in the Central area of Blackpool, covering most of Talbot ward and parts of Brunswick and Bloomfield wards.	EX22/2016	4/4/2016	Cllr Campbell
ROAD ASSET MANAGEMENT STRATEGY The Executive agreed the recommendations: 1. To agree the priorities for the Road Asset Management Strategy. 2. To approve the proposed Road Asset Management Strategy.	To consider the Road Asset Management Strategy.	EX23/2016	4/4/2016	Cllr Campbell

ACQUISITION OF WILKINSON'S BUILDING, TALBOT ROAD The Executive agreed the recommendations as outlined above namely: 1. To confirm agreement to the acquisition of the Wilkinson's building taking the premises subject to the existing occupations. To confirm the funding of the acquisition via Prudential Borrowing, repaid initially by the income from the current occupiers. 2. To Prudentially Borrow a total of £7.8m over a term of up to fifty years to fund the purchase of the building and the subsequent demolition and site preparation ready for future development. 3. To authorise officers to explore the possibility of selling part of the site to the Homes and Communities Agency (HCA). 4. To reserve part of the site for the future use as a tramway terminus.	To agree to the terms for the acquisition of the Wilkinson's building, Talbot Road.	EX24/2016	4/4/2016	Cllr Jackson
SHARED USE OF FOOTWAYS The Cabinet Member agreed to note the existing designated pedestrian/cyclist shared use areas and confirm their continued use.	To clarify which footways in the Blackpool area are currently designated as shared use (pedestrian/cycle).	PH30/2016	11/04/2016	Cllr Jackson
CITY LEARNING CENTRE - ALTERATION TO PREMISES The Cabinet Member agreed: 1. To authorise officers to proceed with the submission of a planning application for change of use for the proposed alterations. 2. To authorise officers to enter into negotiations with potential tenants and to investigate further the potential Prudential Borrowing requirement which will be needed to fund the development in the short term and report back to the Executive.	To apply for planning permission in respect of a potential change of use at the City Learning Centre and to further investigate future options for the use of the City Learning Centre.	PH31/2016	11/04/2016	Cllr Jackson
SUNDRY DEBT WRITE OFFS The Leader of the Council agreed the recommendation that the five accounts detailed in this report totalling £71,811.99 are authorised for write off.	To consider applications from Council departments to write off outstanding balances of sundry debts.	PH33/2016	11/04/2016	Cllr Blackburn

DISPOSAL OF LAND -TOWER STREET The Cabinet Member agreed to agree to the Council using its powers under Section 123 Local Government Act 1972 and the Local Government Act 1972 general disposal consent (England) 2003 in order to promote the economy of the area by disposing of land at Tower Street. This being for development on the terms agreed as stated in the Heads of Terms, namely one peppercorn, instead of retaining the land as a car park and foregoing potentially greater receipt.	To agree the disposal of land at Tower Street.	PH34/2016	11/04/2016	Cllr Jackson
KERBSIDE GREEN WASTE COLLECTION- CREATION OF A CHARGING SCHEME The Deputy Leader of the Council agreed the recommendations as outlined above namely: 1. To approve the introduction of a subscription based, kerbside green waste collection service from the 6 June 2016. 2. To agree the annual collection charge of £30 per bin (£25 per additional bin(s)), noting that this will be pro-rata for 6 June 2016 to 31 March 2017 at a cost of £25 per bin (£20 per additional bin). 3. To agree that the scheme will be delivered in conjunction with the Council's existing refuse and recycling collection contractor, Veolia Environmental Services.	To consider the creation of a charging scheme to enable the recovery of the costs of collecting green waste and allow the scheme to continue without Council funding support, following the Council at its budget meeting on the 26 February 2016 agreeing to cease funding support for the Council's green waste collection scheme and therefore to save £300,000.	PH36/2016	15/4/2016	Cllr Campbell
EXTENSION TO THE LEASE AT BLACKPOOL ZOO The Cabinet Member agreed the recommendation: In recognition of the new capital investment of £5m, to grant an extension of the existing lease by a further term of 10 years on the existing terms.	To consider the request of Blackpool Zoo to extend the lease of Blackpool Zoo by 10 years.	PH37/2016	19/4/2016	Cllr Jackson

MIDGELAND ROAD – EXPERIMENTAL CLOSURE REPORT The Cabinet Member agreed: 1. To consider the representations received and agree to make a Permanent Road Traffic Regulation Order to enforce the closure of vehicular traffic of Midgeland Road (at its junction of Division Lane). 2. To allow the through movement of pedestrian, cycle and equestrian traffic through the closure.	To review the impact and comments received during the closure of Midgeland Road (at its junction with Division Lane) as part of the Experimental Road Closure (Section 14, Road Traffic Regulation Act 1984).	PH42/2016	10/5/2016	Cllr Jackson
SUNDRY DEBT WRITE OFF- LOAN TO VIA PARTNERSHIP The Executive agreed the recommendation that the account detailed totalling £296,939.78 is authorised for write off.	To consider an application to write off the outstanding balance of a Sundry Debt where there is no prospect of recovery. The Corporate Write Off Policy states that all individual debt over £5,000 must be authorised by Executive.	EX26/2016	23/5/16	Cllr Blackburn
PROVISION OF LOAN FINANCE TO BLACKPOOL TRANSPORT LIMITED The Executive agreed the recommendations: 1. To Prudentially Borrow £7,740,000 over a term of 10 years to lend to Blackpool Transport Services Limited. 2. To offer Blackpool Transport Services Limited a loan facility of £7,740,000 to fund the purchase of 10 double buses in June 2016 (£2,211,000) and 25 vehicles in June 2017 (£5,527,500), each loan to be repaid over ten years with 120 monthly repayments. 3. To offer Blackpool Transport Services Limited a short term facility of up to £1,100,000 for two months in order to manage cash flow in respect of the VAT payable on the transaction.	To seek approval for the Council to make a loan to Blackpool Transport Services Ltd (BTSL) who wish to replace 35 time expired buses with new vehicles using finance provided by the Council.	EX27/2016	23/5/2016	Cllr Blackburn

PROVISIONAL OUTTURN 2015/2016 The Executive agreed the recommendations: 1. To approve the Provisional Revenue Outturn for 2015/2016 and in so doing to note that the figures are subject to external audit and final accounting adjustments. 2. To approve the recommendations regarding the treatment of specific service under or overspends as outlined. 3. To approve the provisional capital outturn for 2015/2016 and methods of scheme funding as outlined. 4. To note the Prudential Indicator. 5. To note the levels of the earmarked reserves including those for the Housing Revenue Account and maintained schools.	The report of the Director of Resources on the Provisional Revenue Outturn for 2015/2016 compared with the approved budget and the capital expenditure in the year ended 31 March 2016 with sources of funding.	EX28/2016	23/5/2016	Cllr Blackburn
TREASURY MANAGEMENT OUTTURN REPORT FOR THE YEAR ENDED 31 MARCH 2016 The Executive agreed the recommendation to note the report concerning Treasury Management activities for the financial year ended 31 March 2016.	The Treasury Management Outturn Report for the year ended 31 March 2016.	EX29/2016	23/5/2016	Cllr Blackburn

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Report to:	**TOURISM, RESOURCES AND ECONOMY SCRUTINY COMMITTEE**
Relevant Officer:	Sharon Davis, Scrutiny Manager.
Date of Meeting	16 June 2016

FORWARD PLAN

1.0   Purpose of the report:

1.1   The Committee to consider the content of the Council's Forward Plan, June 2016 – September 2016, relating to the portfolios of the Leader of the Council and Deputy Leader of the Council.

2.0   Recommendation(s):

2.1   Members will have the opportunity to question the Leader of the Council and / or the relevant Cabinet Member in relation to items contained within the Forward Plan within the portfolios of the Leader of the Council and Deputy Leader of the Council.

2.2   Members will have the opportunity to consider whether any of the items should be subjected to pre-decision scrutiny. In so doing, account should be taken of any requests or observations made by the relevant Cabinet Member.

3.0   Reasons for recommendation(s):

3.1   To enable the opportunity for pre-decision scrutiny of the Forward Plan items.

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

3.2b   Is the recommendation in accordance with the Council's approved   N/A
        budget?

3.3   Other alternative options to be considered:

        None.

4.0   Council Priority:

4.1   The relevant Council Priority is:

        "The economy: Maximising growth and opportunity across Blackpool"

5.0   Background Information

5.1   The Forward Plan is prepared by the Leader of the Council to cover a period of four months and has effect from the first working day of any month. It is updated on a monthly basis and subsequent plans cover a period beginning with the first working day of the second month covered in the preceding plan.

5.2   The Forward Plan contains matters which the Leader has reason to believe will be subject of a key decision to be taken either by the Executive, a Committee of the Executive, individual Cabinet Members, or Officers.

5.3   Attached at Appendix 5 (a) is a list of items contained in the current Forward Plan. Further details appertaining to each item is contained in the Forward Plan, which has been forwarded to all members separately.

5.6   Witnesses/representatives

5.6.1   The following Cabinet Members are responsible for the Forward Plan items in this report and have been invited to attend the meeting:

- Councillor G. Campbell
- Councillor Jackson

Does the information submitted include any exempt information?   No

List of Appendices:
Appendix 5 (a) – Summary of items contained within Forward Plan
June 2016 – September 2016,

6.0   Legal considerations:

6.1   None.

7.0   Human Resources considerations:

7.1   None.

8.0   Equalities considerations:

8.1   None.

9.0   Financial considerations:

9.1   None.

10.0 Risk management considerations:

10.1 None.

11.0 Ethical considerations:

11.1 None.

12.0 Internal/ External Consultation undertaken:

12.1 None.

13.0 Background papers:

13.1 None.

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EXECUTIVE FORWARD PLAN - SUMMARY OF KEY DECISIONS

(JUNE 2016 to SEPTEMBER 2016)

* Denotes New Item

Page Nº	Anticipated Date of Decision	Matter for Decision	Decision Reference	Decision Taker	Relevant Cabinet Member
1	June 2016	To approve the Built Heritage Strategy	23/2014	Executive	Cllr Campbell
3	June 2016	Social housing lettings – New Partnership Agreement with housing associations and neighbouring authorities to continue to deliver the My Home Choice Fylde Coast system, and updated policies for letting social housing	25/2015	Executive	Cllr Campbell
5	June 2016	Tramway Extension	8/2016	Council	Cllr Campbell
6	June 2016	Prudential Borrowing to improve 1 Clifton Street	9/2016	Executive	Cllr Jackson
*10	June 2016	Local Transport Plan	15/2016	Executive	Cllr Campbell

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Report to:	**TOURISM, ECONOMY AND RESOURCES SCRUTINY COMMITTEE**
Relevant Officer:	Steve Thompson, Director of Resources
Date of Meeting	16 June 2016

ENGAGEMENT OF CONSULTANTS OVER £25K MONITORING REPORT

1.0   Purpose of the report:

1.1   The Committee to consider the appointment of consultants exceeding £25,000 for the period 1 February 2016 to 30 April 2016.

2.0   Recommendation(s):

2.1   To consider the report and make any recommendations as considered appropriate.

3.0   Reasons for recommendation(s):

3.1   To enable Members to monitor the appointment of consultants exceeding £25,000 for the period 1 February 2016 to 30 April 2016 and make recommendations if appropriate.

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

3.2b   Is the recommendation in accordance with the Council's approved budget?   Yes

3.3   Other alternative options to be considered:

To not receive the report but this would prevent the Committee from effective monitoring of the appointment of consultants in excess of £25,000.

4.0   Council Priority:

4.1   The relevant Council Priority is:

"The economy: Maximising growth and opportunity across Blackpool"

5.0   **Background Information**

5.1   The Tourism, Economy and Resources Scrutiny Committee at its meeting on 10 September 2015 requested to continue to receive regular reports in order to monitor all consultancy commissions for compliance with these recommendations.

- all proposed appointments of consultants exceeding £25,000 be reported to the Cabinet Member by the relevant Service Director detailing the nature and business case relating to the appointment in line with corporate priorities.

- in the case of 'long term' projects, progress reports to be submitted to the Tourism, Economy and Resources Scrutiny Committee at six monthly intervals by the relevant Service Director for monitoring against corporate priorities and business cases and to enable post project evaluation.

- The Head of Procurement and Projects to co-ordinate the submission of reports based upon information provided by the relevant officers.

5.3   **Report**

5.3.1   The Committee is asked to note that all Service Directors have been contacted for information. The Places department has submitted a return for the appointment of a consultant during the period of 1 February 2016 to 30 April 2016 and this return has been attached at Appendix 6(a). All other departments have reported a nil return.

5.3.2   There will be no report submitted to Tourism, Economy and Resources Scrutiny Committee on 21 July 2016. The next report will be submitted on 15 September 2016 and will include a list of any appointments (if applicable) made between 1 May 2016 and 31 July 2016.

5.4   Does the information submitted include any exempt information?   No

5.5   **List of Appendices:**

Appendix 6(a): Appointment of Consultants over £25,000.

6.0   **Legal considerations:**

6.1   None.

7.0   **Human Resources considerations:**

7.1   None.

8.0   Equalities considerations:

8.1   None.

9.0   Financial considerations:

9.1   As outlined in the Report.

10.0   Risk management considerations:

10.1   None.

11.0   Ethical considerations:

11.1   None.

12.0   Internal/External Consultation undertaken:

12.1   None

13.0   Background papers

13.1   None.

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Appointment of Consultants over £25k

Item	Directorate/Heads of Service	Consultant	Outline of work	Value (£,000)	Cabinet Member approved Y/N	Long Term - future reports needed Y/N
1	Places/EDC/Rob Green	Genecon Ltd	Enterprise Zone Applications – Blackpool Airport and Hillhouse	£40,000	No – via EDC board and partly recovered from 3rd parties	Yes – will need to retain to provide ongoing support to EZ's
2						
3						
4						

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Report to:	**TOURISM, ECONOMY AND RESOURCES SCRUTINY COMMITTEE**
Relevant Officer:	Steve Thompson, Director of Resources
Date of Meeting	16 June 2016

CORPORATE CUSTOMER SERVICES STRATEGY

1.0   Purpose of the report:

1.1   To provide information on the Corporate Customer Services Strategy and progress and findings of the channel shift project.

2.0   Recommendation:

2.1   To consider the contents of this report and provide feedback and recommendations to inform future plans as considered appropriate.

3.0   Reasons for recommendation(s):

3.1   To allow Members the opportunity to engage with future developments.

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

3.2b   Is the recommendation in accordance with the Council's approved budget?   Yes

3.3   Other alternative options to be considered:

None

4.0   Council Priority:

4.1   The relevant Council Priority is:

"The economy: Maximising growth and opportunity across Blackpool"

5.0   Background Information

5.1   The Channel Shift Group was formed to ensure a systematic approach to moving services on-line where appropriate. This activity is essential to reduce demand on the face-to-face and telephone channels in Customer First following the reduction of resource in the service.

5.1.1   At the same time the Customer Service Strategic Group was formed to address the lack of a consistent approach to demand measurement, service standards and customer interactions in those Council services that do not deal directly with Customer First. The lack of customer focus in some areas ultimately creates failure demand and complaints, which put further pressure on the Customer First Team and Council services. The Strategic Customer Services Group has representation from each directorate, this ensures that all parts of the Council make customer service an integral part of their business.

5.1.2   The Channel Shift Group has developed a methodology, working with each service involved to progress to a digital channel where appropriate. This methodology has been used successfully in the first year of activities. The approach has so far been utilised with services who place a high demand on the Customer First Team or who create high levels of service failure, "chasing" or complaints. The Channel Shift Group has a focused membership with colleagues from Customer First, ICT and Communications (Web Site and Marketing) and delivers on an action plan based on highest areas of failure demand. Further information about the progress of the group in the first year can be found in Appendix 7a.

5.1.3   Every Directorate must buy into the process and own the change for their area. Reduced resources makes delivery of change essential if the Council is to maintain customer confidence and reduce unnecessary demand on services. Customers must do more to help themselves with our support.

5.1.4   The Customer Service Strategic Group has now developed a Strategy setting out the vision and principles which every service should strive to deliver when dealing with residents, business and clients; the Customer Services Strategy 2015-2020 (Appendix 7b).

5.2   **Vision**

5.2.1   - Every interaction with residents and customers will be the very best experience we can make it. We will continuously improve our staff performance, the tools we use and the processes for each area of service delivery so we improve satisfaction and drive out inefficiencies.
        - Where possible, every request or issue will be resolved at first point of contact by systems and staff capable, empowered and supported.
        - Residents and customers will be able to access a large number of services and monitor progress at all times via excellent internet facilities and by service updates sent to them.
        - We encourage the use of internet and telephone services, but we will ensure other contact and service channels for residents and customers are also of a high standard and available to all.
        - We measure ourselves better so we can improve our understanding of how services are performing, keep attuned to and up to date with resident and customer needs to take action promptly.
        - We make sure Councillors, as the democratic representatives of residents, have access to information about service delivery so we can work together to focus on needs.

5.3   **Principles**

5.3.1   - Always try and learn from the experiences of people using our services (residents, customers, visitor and businesses).
        - Make their problem our problem and make our starting position to take action.
        - Always looking to change and improve.
        - Be proud of what we do well.
        - Offer support for those who need to become more able to help themselves.

5.4   **Methodology**

5.4.1   It has become clear that the methodology used to engage with services for channel shift activities also lends itself to identifying, establishing and developing service standards and measuring performance against those standards. This improves information and feedback provided to service users, helping to manage customer expectations and reduce chasing and failure demand for the service.

5.4.2   Colleagues from the Channel Shift Team have recently commenced the first activity for the Customer Service Strategy group working with the Licensing Team.

5.4.3   The methodology is a straightforward process but relies upon buy in, co-operation and, above all, honest conversations with the staff that do the work and the CLT member responsible for the work area.

Stage 1 – determine if there is an existing service standard, legislative timescales etc., is performance against the standard measured, what is the current position.

Stage 2 – can involve creating a standard where none exist or adjusting a standard where it is unrealistic given available resource. Members' decisions and feedback will play a crucial role in steering decisions of this nature.

Stage 3 – develop accurate measuring of standards, improvements to data collection, information to customers and feedback mechanisms.

Stage 4 – improvements to web pages/leaflets/letters etc. and may involve channel shift where appropriate.

Stage 5 – training and coaching which will include helping staff in the service to see the objectives, outcomes and behaviours in the Strategy as integral to their business and enable customers to help themselves wherever they can.

5.4.4   In addition to the work streams noted above the Council will engage with service users, representatives and partner organisations to deliver digital training and "get online campaigns".

5.5   **What has been achieved to date**

5.5.1   Successful Channel Shift/online projects to date include the following:

- A 12 month plan to redesign the look and feel of the Council's website making it more streamlined, user friendly and compatible with mobile devices.
- Introduction of new online reporting forms and changes to existing online forms to simplify them and make them more user friendly.
- The "contact us" page on the website has been amended to direct customers to areas of the website where they can help themselves.
- Introduction of a self-service web portal for Council Tax and Business Rates enquiries.
- Changes to the online payment section of the website to ensure it is compatible with modern internet browsers reducing the number of "failed" payments.
- Bulky Matters booking service has been developed, which allows collections to be booked and paid for online.
- Customers can go online and find out the status of their bin collection in real time. This is facilitated by the implementation of "in cab" technology in the waste services wagons.
- Online fly tip reporting introduced, which allows a customer to see if an incident has already been logged using an online interactive map, report an incident, see the current status of a report or request an automated update.
- Online application forms introduced for Housing Benefit, Council Tax Reduction, Discretionary Support Scheme, Discretionary Housing Payments and Council Tax Hardship awards.

- Implemented additional pick up points for brown bags, which has reduced the need to deliver them.
- Online application for residential green waste subscription service developed and implemented.
- "My area" of the Council website developed; this allows a resident to type in their postcode and information relevant to their location will be displayed. Information currently available includes local councillors, polling stations and bin collection days; more services will be added to this facility as the project progresses.
- Successful funding bids to the Local Government Association Digital Transformation fund, which will support the development of a Council app.
- Introduction of web-chat, which allows a real time interaction between the service user and an officer on the Council website. This has been used successfully by the Schools Admissions team.
- Introduction of an online calculator for the assessment of financial contributions to Social Care.
- Introduction of an online Deferred Payment Agreement (DPA) calculator. Once finalised this will allow a customer to complete an online Deferred Payment Agreement calculation and, if appropriate, complete a Deferred Payment Agreement application form.

5.6 **Outcomes**

5.6.1
- 100% of applications for Housing Benefit, Council Tax Reduction, Discretionary Support Scheme, Discretionary Housing Payments and Council Tax Hardship awards are completed online.
- Introduction of an online revenues portal to allow customers to view their Council Tax or Business Rates bill, set up a direct debit, make a payment arrangement or notify the Council of a change of address.
- 43% of Bulky Matter collection requests are now completed by the customer online.
- The number of "contact us" forms completed on the website has reduced by 14% in 2016 compared to 2015.
- There has been a 70% reduction in people reporting their bin as a missed collection in 2016 compared to 2015. This validates the initial research which showed that in the majority of cases the bin is not missed but is either contaminated or not presented for collection.
- Additional pick up points for brown bags has reduced the need to deliver them to households. There has been a 32% fall in Customer First completing requests for new brown bags in 2016 compared to 2015.
- Street cleansing teams now use hand held mobile devices to update back office systems directly. This has reduced the need for back office staff to input data manually.

- Society of Information Technology Management website score for the "Report a missed bin collection" improved from 1 to 4.
- Society of Information Technology Management score for the Council Tax section of the website improved from 1 to 3.
- Changes to forms used on the Council website now ensure data is passed directly into back office systems. This has reduced the requirement for duplicate keying by Customer First staff.
- Web chat is now used on average in 38% of Schools Admissions Team enquiries.
- In one month the "my area" section of the website has had 775 hits.

5.6.3   Additional statistics about the impact on the Channel Shift work are provided in Appendix 7c.

Does the information submitted include any exempt information?   No

List of Appendices:
Appendix 7a - Channel Shift Progress Report to CLT February 2016
Appendix 7b - Customer Services Strategy 2015-2020
Appendix 7c - Channel Shift Data

6.0   Legal considerations:

6.1   Any redesign ensures that the Council still complies with any legislative requirements for the services affected.

7.0   Human Resources considerations:

7.1   The Channel Shift programme will enable delivery of essential services with diminishing resource.

8.0   Equalities considerations:

8.1   Equality Impact Analysis and action plans are considered as part of each separate Channel Shift initiative and adjustments made to ensure access to services remains easily available to those with protected characteristics.

9.0   Financial considerations:

9.1   The Council has made available funding to enable the Channel Shift agenda to be taken forward over a five year period. Return on investment will be achieved by reduction in costs going forward. This was based on successful delivery of year 1 objectives which are set out in the CLT Report attached at Appendix 1.

10.0   **Risk management considerations:**

10.1   None

11.0   **Ethical considerations:**

11.1   None

12.0   **Internal/ External Consultation undertaken:**

12.1   Consultation is undertaken on a case by case basis and can involve staff, service users, their representatives, portfolio holders and other elected members as each project develops.

13.0   **Background papers:**

13.1   None

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BLACKPOOL COUNCIL REPORT

of the

Deputy Chief Executive

to the

CORPORATE LEADERSHIP TEAM

On

February 2016

CHANNEL SHIFT – 1st YEAR REVIEW

1.0   **PURPOSE OF THE REPORT**

To advise the Corporate Leadership Team (CLT) of progress and findings on the channel shift project

- To seek the support of CLT in delivering this activity and approving the suggested recommendations for further action
- To approve the ongoing investment needed as outlined in section 8.0 of this report

2.0   **BACKGROUND AND CONTEXT**

2.1   Significant budget cuts across most UK Councils have had an impact on services delivered to residents. As a way of streamlining processes and encouraging customers to 'self-serve' and relieve pressure on face to face or telephone based customer contact points a 'Channel Shift' project was set up. The purpose was to encourage residents to embrace digital services, which are already the only point of access for many public and financial services, in order to save money and improve processes and improve financial and social inclusion for many residents.

2.2   At Blackpool Council the channel shift project is progressing well. The Project is being driven by representatives from Corporate Policy and Communications (Kate Staley, Ian Butterworth) Customer First (Marie McRoberts, Louise Jones, Dawn Baron and Chris Lomas) and ICT (Tony Doyle, Ian Ridsdale). This report will outline the findings, what has been achieved so far and what the next steps and recommendations for the future are.

3.0   **PROGRESS TO DATE**

3.1   In the last report to CLT in October 2014 we said the channel shift project would

look at a number of channel shift elements they were:

- Waste/missed bins
- Fault Reporting
- ESB forms and payments
- My area

In addition to this the channel shift project has also trialled web chat within school admissions and the corporate development team has been working on a website improvement plan. Further detail in section 4.0 of this report.

3.2 **Waste – Bulky Matters - Status: Complete**

The Council's Bulky Matters service was solely managed through Customer First and relied on Customer First staff talking bookings and payments over the phone or in person. No online facility to book this service existed. The channel shift project implemented an end to end online process whereby customers can now go online book and pay for their collection of bulky items. This has resulted in 48% of all Bulky Matters' transactions now taking place online. This has happened despite very little marketing or promotion of the new online service.

Throughout the summer we ran a 4 for 3 offer when booking Bulky Matters online. This proved to be successful and helped to increase online bookings. After removal of the 4 for 3 offer online bookings dropped slightly. To increase bookings online it was agreed to extend the offer. Further consideration for an incentive to book online through offering a discounted price is being considered by the service, as part of 2016/17 fees and charges.

3.3 **Waste – Missed Bins – Status: Complete**

The 'missed bin' project allows real time information to be given to residents about their bins and their bin collection/s. Currently Customer First receive a lot of enquiries about bins. It is now possible for the residents to find out real time information about their bin collection once they have keyed in their postcode on our website.

The bin focused channel shift project has enabled us to change our service standards and not return for 'missed bins'. The in cab technology that Veolia use and the real time reporting of the information introduced as part of the channel shift project and our website enables us to demonstrate to the resident that a bin is never genuinely missed, it is either contaminated or not presented on time for collection. This means that we will not be returning for 'missed bins' which was a cost to the council. The project went live on 18th January 2016 and we have already seen steady uptake of the service.

3.4 **Fault Reporting – Fly tipping – status: Complete**

The fly tipping project enables anyone to report a fly tip through our website and a user friendly 'google like map'. This allows the reporter to instantly see if the issue has already been reported and, if so, what the current status is. The reporter receives an automatic updated on the status of the fly tip reported if they so wish.

Members of the fly tipping team are piloting in cab technology to provide real-time updates on the fly tips so that they do not need to rely on operatives coming back into the office to pass a job onto someone else to input into the system. If rolled out to the whole team, this will save time and resource for the team and will also provide the resident with a much slicker and timely service.

3.5 **ESB Forms and Payments - Status: Complete**

A significant amount of work has been carried out around payments and forms to ensure that all elements displayed through the website are consistent and compatible with modern browsers. This is now ensuring that payments through the website don't fail. The payments process has also been simplified with some payments now going straight through the Northgate system rather than through ESB. Forms on the website are being simplified, reduced and made more user friendly as we work through the channel shift projects.

3.6 **My Area – Status: Partially complete**

The My Area section of the website is being created as part of the overall website improvement plan and the changes to the website which will allow us to display channel shift options more readily. Within the 'my area' section of the website residents will be able to type in their postcode and find out what is happening in that particular area. In the first instance the search will bring back information about councilors and bin collection dates. We are also endeavoring to display local planning applications but this is proving to be more technically difficult than we first thought. This section of the website is reliant on and can only be achieved through the recent appointment of the developer. API (Application Programme Interface) integration has only recently been achievable due to the appointment of the developer.

Barriers and risks to completion: Now that the developer is in post and trained in the Contensis system and API integration we are confident this element of the project will be delivered.

4.0 **Return On Investment**

SOCITM (Society of Information Technology Managers) estimate that it costs £5 to handle each enquiry by telephone, £14 to handle each face to face enquiry but only £0.17 to handle the same enquiry online. Based on these costs and the figures for enquiries between 1 October 2014 and 30 March 2016 (excluding Bulky Matters) the following are examples of the costs that are incurred for the bin/waste/fly tipping queries and the potential savings by shifting the channel used. However we do not record 'information' type calls which will also be significantly reduced as a result of the channel shift project. Savings will be significantly more with these calls included.

Table 1 – Reduction in future expenditure

Task	Number of calls	Cost of handling by telephone	Cost for handling online	Reduced transaction cost if 50% of calls moved to online in their 1st year	Reduced transaction cost over 5 years if all calls moved to online	Reduced transaction cost over 5 years if 70% of calls moved to online
Year 1 - Missed bin collections	2,781	£13,905	£473	£6,716	£67,161	£47,013
Year 1 -Bulky matters orders (April 12-Mar 13)	2,593	£12,965	£441	£6,262	£62,621	£43,834
Year 1 - Fly - tipping	4,219	£21,095	£717	£10,189	£101,889	£71,322
Year 1 - Estimated chasing calls	9,940	£49,700	£1,690	£24,005	£240,051	£168,036
Year 2 - Further bin issues	11,959	£59,795	£2,038	£28,878	£288,784	£202,149
Year 2 - High volume issue reporting demand	10,241	£51,205	£1,740.97	£24,732.02	£247,320	£173,124
Year 2 - Council tax	1,221	£6,105	£207.57	£2,948.72	£29,487	£20,641
Year 2 - Estimated chasing calls	9,940	£49,700	£1,689.80	£24,005.10	£240,051	£168,036
Year 3 - Channel shift work	20,000	£100,000	£17,000	£41,500	£415,000	£290,500
Year 4 - Channel shift work	20,000	£100,000	£17,000	£41,500	£415,000	£290,500
Year 5 - Channel shift work	20,000	£100,000	£17,000	£41,500	£415,000	£290,500
TOTAL REDUCTION IN EXPENDITURE				**£252,236**	**£2,522,365**	**£1,765,655**

Table 2 – Estimated reduction in future expenditure for face to face enquiries

	Number of visits to Customer First	Cost of handling visits (£14/transaction)	Reduced face to face failure demand by 10%	Reduced face to face failure demand by 20%
Year 1	11,088	£155,232	£15,523	£31,046
Year 2	10,538	£147,532	£14,753	£29,506
Year 3	10,011	£140,154	£14,015	£28,030
Year 4	9,510	£133,140	£13,314	£26,628
Year 5	9,035	£126,490	£12,649	£25,298
TOTAL REDUCTION IN EXPENDITURE				**£140,508**

*This table makes an assumption that as a consequence of roughly only 35% of calls being answered in Customer First that 10%-20% of those callers who could not get through on the phone will then walk into Customer First to have their enquiry dealt with. An assumption has also been made that the subsequent years' visits have been reduced by 5% as a result of the channel shift programme plus the demand for council services predicted to rise due to ongoing hardship and the challenges people face in Blackpool.

Table 3 – Total estimated reduction in future expenditure over 5 years

	Reduced face to face failure demand by 20% over 5 years	Reduced transaction cost over 5 years of whole channel shift programme if 70% of calls moved to online
	£140,508	£1,765,655
TOTAL REDUCTION IN EXPENDITURE		**£1,906,163**

5.0 ADDITIONAL WORK

5.1 In addition to the work we originally set out to achieve other work has also has been carried out in conjunction with the channel shift group's work.

5.2 **Website Improvements**
The website improvement work follows a web improvement plan which is a 12 month improvement plan which aims to keep the website as up to date as possible. It answers issues that we recognise ourselves through customer feedback and also addresses improvement that the SOCITM report recommends we focus on.
Over the next few months the website's home page, landing pages, page article templates and news article templates will all be updated and improved. This will allow us to ensure our website is 'top task' focussed and will be able to promote the channel shift work taking place as much as possible. The web improvement work has benefitted from the developer employed through the channel shift project.

A recent analysis by Socitim on the 'Report a missed bin collection' process saw the website awarded 4 stars for this area, an improvement on 2014 when a 1 star rating was awarded.

5.3 **Web Chat**

The channel shift project has enabled web chat to be trialled within school admissions. The council now has a license to run web chat across a number of users and the service can turn it on and off depending on when they have capacity. The outcomes of the trial are now being evaluated before further roll out of the technology to other appropriate service areas.

6.0 FURTHER WORK REQUIRED

6.1 It is recommended that work on the channel shift project continues as there are still many more services that would benefit from the channel shift of demands. Over the next 12 months we provisionally plan to look at the following services:
- Further fault/issue reporting
- Environmental protection (including dogs)
- Highways

7.0 FINANCIAL INVESTMENT TO DATE

7.1 The tables below show the financial picture for the Channel Shift project to date.

2014/15 Funding	£
Funding approved by CLT for 2014/15	£123,000
Income - LGA Bid	£10,000
Income - Veolia Transfer	£1,500
Total funding 2014/15	**£134,500**

2014/15 Expenditure	
SOCITM	£4,975
Northgate payment system	£5,000
Pentagull 11 days	£4,400
Web developer	£43,950
Project developer	£628*
Web officer 2015/16	*£31,000**
Web officer 16/17	*£32,000**
Marketing	£5,000
Web chat	£219
Fly tipping	£2,400
Total expenditure 2014/15	**£129,572**

2014/15 funding remaining (non committed)	£4,928

the channel shift team were unsuccessful in recruiting to the post for a project developer this would have been a 12 month post contract for 2014/15. To ensure continuity of the channel shift programme it was agreed that the remaining finance for

the project developer post would be rolled into 16/17 to finance the web officer post.

8.0   FURTHER INVESTMENT NEEDED

8.1   To further support the channel shift programme, investment in staffing resource and expertise would be required. The table below gives detail of future requirements of the project. Year 1 is already funded (current year).

It is proposed that costs associated with the Project Developer post be reconfigured from Year 2 through using existing resources within the current project team (resource added from Customer First) and using 1 day per week of the Marketing and Campaigns Manager. Staffing costs assume a 2% uplift.

It is proposed that evaluation is undertaken at year 3 and 6 to given CLT assurance of the project success.

8.2   Almost 40% of the current users of our website now access our website through mobile technology. Residents increasingly want to consume services, information etc. through mobile devices and App technology. They are not a generation of that uses desktops and PC's. In addition the ease of use for existing customers, lends itself to reaching more sectors of the population. Generating more opportunities to engage with both Blackpool residents and visitors of all ages.

The immediacy of an App allows for the ability to 'Push' information to the customer/visitor, based on their wants and requests. It can also provide targeted information alerts etc. such Bin collection information. An App platform would also provide the opportunity to profile the customer base [visitor and resident] to give them access to information that is relevant and appropriate.

Developing an App platform will also enable the council to have a unified approach to services developing Apps and integrate them, rather than having independent App development by services over time.

To be successful, the App platform will require support from services across the council. This will enable delivery of a rich customer experience for both residents and visitors which will in turn provide more engagement and also opportunities for Blackpool council services.

8.3   By increasing the overall investment in technical support and development the channel shift project group will be able to tackle more channel shift issues and pay for Pentagull's services to assist us in supporting the technical development of channel shift and delivering on the objectives of the channel shift programme.

	Year 1 2015	Year 2 2016	Year 3 2017	Year 4 2018	Year 5 2019	Year 6 2020
Technical support and development	£20,000	£47,500	£47,500	£47,500	£47,500	£47,500
Web officer	£30,506	£32,000 *agreed*	£32,640	£33,292	£33,959	£34,638
Evaluation costs	£5,000	-	£5,000	-	-	£5,000
Project developer	£23,657					
Marketing support and associated costs	£0	£14,000	£14,000	£14,000	£14,000	£14,000
Software development and support costs	£43,950 (1/2 year)	£85,000	£85,000	£44,000	£44,000	£44,000
Blackpool App license costs	£0	-	£20,000	£20,000	£20,000	£20,000
Total Investment	**£123,113**	**£146,500**	**£204,140**	**£158,792**	**£159,459**	**£165,138**

9.0   Vanguard Funding

NHS England are implementing new model of care to make health services more accessible. As part of this work there is a need to create a directory of services that will be available to GPs and health professionals. Funding, in the region of £50,000 has been allocated by the Clinical Commissioning Group for the development of this directory. This could be achieved through the redevelopment of Blackpool 4 Me using the funding available.

10.0   RECOMMENDATIONS

CLT are asked to
- Agree the continuation of channel shift
- Agree the continuation of the current group to be constituted as the core Project Board with Carmel McKeogh as the project sponsor, Marie McRoberts (Chair), Kate Staley (Annabel Southern covering maternity leave), Tony Doyle, Ian Ridsdale, Louise Jones, Ian Butterworth, Dawn Baron, Chris Lomas) Other officers to be co-opted as appropriate.
- Agree the investment as outlined at 8.0 for Year 2 and onwards of the channel shift project.
- Agree to evaluate the project and receive a further report to CLT on progress made / options for further investment.

- Agree to the integration of Blackpool 4 Me into the NHS directory of services.

11.0   CONTACT OFFICERS

Marie McRoberts
Assistant Treasurer – Revenues, Benefits and Customer Services

Customer Services Strategy

2015—2020

Blackpool Council

Customer Services Strategy

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ABOUT BLACKPOOL & OUR CUSTOMERS

Blackpool is a British institution, and a global phenomenon – the world's first mass market seaside resort, with a proud heritage stretching back over 150 years.

More than two thirds of Britons have visited Blackpool, and with 17 million visits a year from all corners of the country, we're still amongst the most popular destinations. Despite people having more leisure and holiday options than ever, around 24,000 Blackpool jobs still rely directly on tourism – the most of any seaside destination – and we enjoy the greatest concentration of leisure attractions outside London.

It's easy to criticise Blackpool. Being unique, our town and attitude aren't always to everyone's taste. The very thing that makes us what we are – a town built for pleasure and entertainment - can feel constraining, and sometimes visitors abuse our hospitality. We need to final a way of setting out our expectations of what behaviour we will and won't tolerate, just as we did in the 50's and 60's. Together, we can recreate that feeling that Blackpool is Back as the best seaside resort in the UK

Being the biggest and the brightest isn't without its challenges. We've got major social and health issues to deal with, whilst needing to develop and innovate so our town meets the changing desires of modern day audiences. Equally, we need to take advantage of other opportunities opening up - in fields like energy generation - with the same vigour our predecessors had when building iconic attractions such as the Winter Gardens, the Tower and Tower Buildings, the Pleasure Beach, and of course the true one-off that is the Blackpool Illuminations.

We have more than our fair share of challenges. With high levels of deprivation, not to mention low wage levels, poor life expectancy, poor quality housing stock and population mobility, we can't make the move to deliver more of our services online as quickly as other places. Figures show that our residents are less likely to have access to the internet at home, with some relying on our libraries to get access. This strategy shifts our approach to customer services towards an online model, whilst remaining careful not to leave anyone behind.

Customer Services Strategy

It is essential that every one of us working for the Council, regardless of our role, remember at all times that we are a ***customer service organisation***. The Council's most recent satisfaction survey showed that 52% of people are satisfied with how the Council runs things, whilst 49% rated the service they received when contacting the Council as "good" or better. This isn't untypical of deprived areas, although with service satisfaction figures coming in much higher, we know that this strategy can improve on this significantly in the future.

It is the responsibility of us all to focus our efforts on creating an environment that gives residents and customers the information they need to be able to do what they need to do in the most efficient and effective way. We need to resolve customer/resident issues and problems by making it easier for people to access the help and support they need in the most appropriate way. Customer service is not only about accessing services, digital service delivery and the customer service centre: it is about what all of us do, every day, and must be a priority for us all.

Customer Services Strategy

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CUSTOMER SERVICES VISION

This strategy sets out how we will provide a responsive, flexible, accessible and consistent service to our residents and customers.

We want the residents and visitors of Blackpool to know we care about their requests and how they feel they've been treated. To do this, we will make sure that:

- **Every interaction with residents and customers will be the very best experience we can make it**. We will continuously improve our staff performance, the tools we use and the processes for each area of service delivery so we improve satisfaction and drive out inefficiencies

- **Where possible, every request or issue will be resolved at first point of contact** by systems and staff capable, empowered and supported

- **Residents and customers will be able to access a large number of services and monitor progress 24/7** via excellent internet facilities and by service updates sent to them

- **We encourage the use of internet and telephone services** but we will ensure other contact and service channels for residents and customers are also of a high standard and available to all

- **We measure ourselves better** so we can improve our understanding of how services are performing, keep attuned to and up to date with resident and customer needs to take action promptly

- **We make sure Councillors, as the democratic representatives of residents, have access to information** about service delivery so we can work together to focus on needs

Customer Services Strategy

VALUES

Our values underpin our Customer Services Vision and make us **accountable** for delivering on the promises we make, making us take responsibility for our actions. It's important to us that we're **compassionate** – caring and understanding, and willing to try and assist people even if their problem can't be solved by one of our services. We take pride in delivering **quality** services that are focused on supporting people to become more self-reliant and able to enjoy independence. We want everyone to act with integrity, being **trustworthy** in all our dealings with people and open about the decisions we make. Finally, our values mean that we're **fair** to people and treat everyone with dignity and respect.

Customer Services Strategy

PRINCIPLES

We will follow a core set of principles in our approach to customer services.

We will:

- Always try and learn from the experiences of people using our services (residents, customers, visitors and businesses)

- Make their problem our problem, and make our starting position to take action

- Always looking to change and improve

- Be proud of what we do well

- Offer support for those who need to become more able to help themselves

Customer Services Strategy

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WHY IS IT IMPORTANT?

The Council's **relationship with residents and customers** coupled with their experience when dealing with us is very important. If service delivery is right, we will be assured support and loyalty, whilst also delivering value to them as council tax payers.

Increased internet use across Blackpool and general expectations of accessing public services online, show that **consumer habits are changing**. They expect to be able to access services and information at a time and place which suits them. It is important that as a Council we keep up to date with consumer trends and offer a choice of channels for residents and customers to use.

Monitoring the cost of delivering services is also important. We need to make sure that we are serving our residents and customers in the most cost efficient way.

These changes mean we should always be taking a fresh look to confirm how we serve our residents, customers and communities.

Customer Services Strategy

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WHO ARE OUR RESIDENTS AND CUSTOMERS?

We define 'customers' as residents, service users, businesses, towns and parishes and visitors to Blackpool who use the services we provide; including pupils, parents and carers served by our schools.

Our customers have varying types of contact with us, some of these are:

- **Statutory**: e.g. a requirement to keep our vulnerable adults and children safe

- **Transactions**: e.g. registering a birth, reporting a problem or paying a bill

- **Interactions**: e.g. obtaining advice, public consultations

- **Information provision**: e.g. leaflets, web pages, promotional information

- **Other Council Departments**: e.g. service departments using assets

We will look to create the right service channels which fit the needs of our residents. To do this, we will make use of customer insight tools like surveys and household profiles to ensure that we're communicating with people in the right way and designing our services around their needs.

Customer Services Strategy

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WHERE ARE WE NOW: DELIVERY CHANNELS

- **Face to face services:** we receive around 1,750 visitors to our main office in Corporation Street every month; 65% of these are dealt with at the corporate services centre, but the remainder are redirected to other areas within the Council. The actual figure of unique visitors, is likely to be lower. We expect this number to decline as people increasingly use other channels, but we realise this is still a very important channel.

- **Telephone:** we receive around 16,000 calls to our Customer Service Centre every month and this is a popular way of contacting the Council. We aim to deal with customers as efficiently as possible, but we are not always able to completely deal with everything on the first call, and where this is possible, we would like to. We expect telephone enquiries will continue to be important over the coming years but may decline if internet services are developed, as these are available 24/7 and growing more popular.

- **Internet:** Making our digital services as simple as possible *really* matters. It needs to be so good people actively *prefer* it to offline alternatives, so much so that they recommend it to friends and family who are not yet online. we offer many services over the internet. However we recognise that we could offer more using this route, as it is convenient and useful for a growing number of people. Some visitors to our site want to find out information, and some want to transact. At the moment we do not have the ability for customer to resolve every common matter or request by just one visit to the website and in this way our services could be better.

- **E-mail, social media and text messages:** we receive a small number of customer requests through Twitter, and Facebook and a larger number through e-mail. Those we do receive cannot be processed as easily as forms on the website as we do not always get all of the information we need to respond to the request but we recognise this is a likely route through which some people will contact us. Text messages, e-mail and Facebook are excellent ways of us getting information to residents and customers in some circumstances so they do not need to ask for that information.

- **Mobile Technology**: is increasingly important and we recognise our internet site does not display well on smartphones and other small screens. We will work with our service provider to improve mobile access and develop a Council App to improve accessibility and streamlined service choices.

Customer Services Strategy

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WHERE ARE WE NOW: TRENDS

Use of the internet and use of mobile technology are the fastest growing trends in customer service. According to the Office of National Statistics, the highest internet users are between the ages of 16 and 44, (97-98%) with only a reduced number, (between 80-90%) over the age of 44.

Using smart phones to connect to the internet is an increasing trend. A recent digital survey commissioned by the Cabinet Office showed that 56% of those surveyed owned a smart phone, and 54% of those used it to connect to the internet.

Recently we gave our customers an option to use the 'bulky matters' service on line and approximately 40% of the demand came in through that route within 16 weeks. We recognise times are changing and we can adapt and improve, by developing popular ways of accessing services better.

Customer Services Strategy

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OUR APPROACH TO CHANGE

The process of developing and implementing this strategy will be guided by our understanding of customer needs. We will develop detailed understanding of their preferences and their views across all of our services, by promoting a culture where we continually measure and share information.

Our approach to this will focus on 4 important areas:

- **Understanding the profile of customers**: age, preference, ability to access services and other factors

- **Understanding our customer metrics**: What services we are providing including volumes, when are we providing them, how are we providing them and where we are providing them

- **Delivery channels**: The effectiveness of current delivery channels that are available to use, as well as those that may be available in future

- I**nternal and external changes :** We will remain flexible to possible changes that may have an impact on service provision and delivery such as changes in legislation, and Government directives

We also recognise that much of our work is linked to that of our partners in areas like health and policing. We and our partners aspire to deliver high quality services for our customers. It is imperative that we work together across our organisations so that customers experience seamless, high quality public services irrespective of who is delivering them.

Customer Services Strategy

KEY PRINCIPLES WE WILL FOLLOW

Customer

- Services tailored around customer groups and needs
- Giving customers a choice of contact channels
- Understanding more about our customers - Building customer insight
- Offering joined up services with partners wherever possible
- Giving customers the ability to serve themselves quickly 24/7
- Making sure those without internet access not disadvantaged

Business Processes

- Maximising first time resolution for our customers
- Simplifying and standardising our internal processes — 'one and done'
- Sharing information more effectively across the organisation and with our partners to improve customer services
- Designing services for web use that are also accessible by other channels

Technology

- Having great solutions that are easy to use
- Using information to report on areas so that we can make improvements now, and inform strategic planning for the future
- Using reporting to quickly spot and correct poor service

Customer Services Strategy

Cost effective

- Providing cost effective access to services
- Realistic Service Standards linked to available resources

Learning and Growth

- Recruiting and developing people who are 'fanatical' about providing excellent customer service
- Little steps
- Building staff capacity, capability & resilience to offer seamless services during disasters or emergencies
- Being led by Customer Insight - our knowledge
- Integrating with other improvement strategies across the Council
- Ensuring continuous and performance improvement
- Exploiting and optimising the technology we have in accordance with the business need

Customer Services Strategy

THE OUTCOMES WE WILL SEE

- More enquiries resolved on first contact
- Improved access to services
- More services available 24/7 on line
- Customer services exceeds expectations
- Councillors will play a key part in customer service
- We are all better informed about customers and services
- Improved responses to customer comments and feedback
- Better use of council resources by improving and streamlining processes
- Reduction in "chasing" and repeat calls from customers
- Reduction in requests for services which are not provided by the Council

Customer Services Strategy

HOW WE WILL SHARE THE WORK AND GO ABOUT THE TASK

The work in delivering this strategy involves everyone across the Council, and together as **one team**, we will work hard to make sure that the outcomes are seen as a result.

Whilst everyone has a part to play, there will be a **programme of work**, and **robust governance**, that will oversee and support it. Staff will be pivotal to this and will be heavily involved in the detailed service reviews, aligned with the scheduled programme of work.

There will be **project delivery teams**, with an **overarching programme board**, whose members are senior contributors. Input will also be sought from our Councillors.

There are people, process and technology implications in delivering on this plan. We will align all activities, and work with other project teams, to go about tasks;

An action plan will be managed by the Customer Services Strategy Group. This plan will change from time to time and its delivery will be overseen by the Council's Leadership Team.

Customer Services Strategy

....

HOW WILL WE MEASURE

We will use a wide range of ways to measure our achievements:

- Each individual transaction will be measured and analysed

- Customer satisfaction surveys gathered across all services if transactional measurement is inadequate

- Follow up calls with customers after they have transacted / interacted with the Council

- Detailed information gathered through customer contact centre systems

- Website reporting information including online transactions completed

- Creating small work groups of all the staff involved within a transaction set, to analyse the transaction data, set improvement programmes and propose countermeasures to failure modes

- Customer consultations

- Staff consultations

- Monitoring customer complaints and compliments

- Research and benchmarking against other local authorities

- Setting and realigning realistic service standards to reflect the actual capabilities of available resources.

Customer Services Strategy

....

There are 5 key areas that we will continually measure to make sure that we are continually *improving the customer experience*:

- **Customer Access** – our services can be accessed easily and are clear, simple and easy to use.
- **Timeliness** – we respond quickly to the initial customer contact and deal with it at first point of contact if possible without passing it on between staff
- **Information** - the information given out to customers is accurate, fit for purpose and they are kept informed about progress
- **Skills and ability** - staff are continually developing and improving their customer service skills
- **Staff attitude** - staff are friendly, polite and empathetic to customers" needs

Customer Services Strategy

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TIMESCALES

Whilst this is a 5 year strategy, there will be significant delivery in the first 2 years. Throughout the programme we will work to change our culture and mind-sets around how we can continually improve our service delivery.

Strategy	Adopted by May 2016
Standards and culture	Defining standards and approach – September 2016
	Core Values Training – January 2017 – December 2018
Implementation Plans	September 2016 – February 2018
Channel Shift	February 2015 – ongoing
Measuring effectiveness	December 2016 - ongoing

Customer First and Self-Service Form Completion

Service Area	Customer First Form Completion 22nd Feb to 22nd May				Self Service Form Completion 22nd Feb to 8th May					
	2016	2015	Percentage Difference	Good to be	2016	2015	Percentage Difference	Good to be	Percentage Completed Online	Good to be
Brown Sacks	338	499	-32.3%	↓	145	108	34.3%	↑	30.0%	↑
Bulky Matters	424	704	-39.8%	↓	328	N/A	N/A	↑	43.6%	↑
Fly-tipping	710	694	2.3%	↓	378	280	35.0%	↑	34.7%	↑
Missed Collection	185	394	-53.0%	↓	68	240	-71.7%	↑	26.9%	↑
Total	1657	2291	-27.7%	↓	1374	991	38.6%	↑	45.3%	↑

Back Office Form Completion for Channel-Shift Services

Service Area	Back Office Form Completion 22nd Feb to 8th May			
	2016	2015	Percentage Difference	Good to be
Brown Sacks	600	471	27.4%	↓
Fly-tipping	221	395	-44.1%	↓
Missed Collection	26	184	-85.9%	↓
Total	847	1050	-19.3%	↓

Fly-tipping Duplicate ESB Reports

	Back Office Form Completion 22nd Feb to 8th May			
	2016	2015	Percentage Difference	Good to be
Duplicate Reports	56	90	-37.8%	↓

Green and Go Subscription

	Green and Go Form Completion 03.05.2016 to 10.05.2016			
	Online	Direct Contact	Online Percentage	Good to be
Green and Go	186	125	59.8%	↑

Contact-Us Forms

	Contact-Us Form Completion 1st Jan to 30th April			
	2016	2015	Percentage Difference	Good to be
Forms Completed	597	524	13.9%	↓

Where's My Nearest Website Hits

	Number of Hits
18.01.2016 to 18.02.2016	775

Web Chat School Admissions

Month 2015 - 2016	Calls Answered	Web Chat	Web chat Percentage
September	31	39	55.7%
October	25	23	47.9%
November	28	18	39.1%
December	11	9	45.0%
January	30	27	47.4%
February	63	31	33.0%
March	69	18	20.7%
April	77	43	35.8%
Total	334	208	38.4%

Emails and Contact-Us to Customer First Email Box

	2016	2015	Percentage Difference
January	662	426	55.4%
February	425	518	-18.0%
March	561	515	8.9%
April	495	340	45.6%
Total	2143	1799	19.1%

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Total	**334**	**208**	**38.4%**

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Fly-tipping analysis

Week ending	Online reports 2016	Online reports 2015	Customer First Reports 2016	Customer First Reports 2015	Other staff reports 2016	Other Staff Reports 2015	Duplicate jobs 2016	Duplicate jobs 2015	Fly-tip page 2016	Fly-tip page 2015
08 November 2015	26	15	47	38	19	18	5	4	60	61
15 November 2015	13	23	28	53	9	26		2	45	86
22 November 2015	20	14	48	55	12	16	5	5	50	74
29 November 2015	14	20	45	40	20	23	3	5	38	74
06 December 2015	9	26	36	46	9	17	2	6	78	82
13 December 2015	8	15	45	42	15	30	3	2	62	59
20 December 2015	20	18	45	44	5	22	12	2	99	54
27 December 2015	11	12	40	26	3	7		4	57	39
03 January 2016	16	15	0	0	2	5	1	1	55	57
10 January 2016	39	15	108	56	13	58	9	2	129	70
17 January 2016	38	23	72	51	13	15	6	3	106	75
24 January 2016	39	16	46	65	18	17	5		110	72
31 January 2016	30	19	49	46	30	16	12	7	136	83
07 February 2016	25	15	40	57	22	14	2	6	121	106
14 February 2016	26	21	54	51	14	19	4	2	96	80
21 February 2016	28	18	59	50	12	19	12	1	103	58
28 February 2016	40	15	74	46	29	40	7	7	117	68
06 March 2016	32	21	57	51	20	14	6	8	133	55
13 March 2016	33	30	79	58	8	24	4	10	180	82
20 March 2016	39	24	73	62	19	58	8	13	368	86
27 March 2016	31	6	57	84	12	47	9	14	314	86
03 April 2016	39	31	48	43	18	62	2	9	253	83
10 April 2016	32	29	70	73	28	11	3	11	295	94
17 April 2016	33	37	74	71	32	28	6	2	244	174
24 April 2016	38	28	78	91	22	51	9	6	317	121
01 May 2016	24	35	49	67	26	41	2	6	214	116
08 May 2016	37	24	51	48	10	19	0	4	243	106
Total	**740**	**565**	**1472**	**1414**	**440**	**717**	**137**	**142**	**4023**	**2201**

Fly-tipping reports difference - 27 March to 24 April 2016			Good to be
Total reports	On previous year	24%	⬇
Customer First reports	On previous year	-10%	⬇
Online reports	On previous year	32%	⬆
Other staff reports	On previous year	-44%	⬇
Duplicates	On previous	31%	⬆
Percentage of online reports	This year	28%	⬆
	Last year	27%	

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Missed bin analysis

Week ending	Missed bin page 2016	*Missed bin page 2015*	Bin collections 2016	*Bin collections 2015*	Waste landing page 2016	*Waste landing page 2015*	Bin status page	Customer First Missed Collection Enquiries 2016	Customer First Missed Collection reports 2016	Customer First Missed Collection reports 2015	Online reports 2016	*Online reports 2015*	Reports via Contact us
08 November 2015	75	127	305	269	276	275				57	55	21	20	
15 November 2015	90	81	355	184	277	482				64	66	30	15	
22 November 2015	100	108	329	197	283	285				56	40	25	14	
29 November 2015	66	90	317	247	204	271				44	47	18	9	
06 December 2015	85	102	378	223	278	255				41	62	16	21	
13 December 2015	79	137	486	353	287	317				55	69	18	12	
20 December 2015	92	115	727	409	250	258				49	58	30	21	
27 December 2015	110	204	1156	729	255	347				62	100	60	34	
03 January 2016	114	209	1389	762	405	388				0		28	41	
10 January 2016	149	196	624	447	412	469				112	134	33	32	
17 January 2016	75	166	427	345	348	426				56	67	22	20	
24 January 2016	92	144	374	368	484	396	658	19	11	29	10	16	
31 January 2016	145	121	349	327	485	328	647	33	23	40	7	15	3
07 February 2016	142	59	352	267	487	384	701	31	18	46	8	8	
14 February 2016	85	79	315	301	449	304	686	22	19	32	11	10	1
21 February 2016	111	66	331	304	484	345	771	30	17	56	7	20	
28 February 2016	111	104	257	302	502	382	649	40	21	39	5	17	
06 March 2016	95	85	305	327	904	313	719	26	14	34	2	21	
13 March 2016	150	94	478	283	1525	289	860	41	26	41	16	21	
20 March 2016	181	93	755	271	1369	352	709	39	24	51	3	21	
27 March 2016	153	99	2194	320	1864	371	2803	23	14	39	5	27	
03 April 2016	140	103	917	565	1266	469	1142	29	17	31	6	16	
10 April 2016	142	136	688	444	1047	522	843	38	19	25	5	32	
17 April 2016	152	125	576	372	1043	476	720	15	7	31	6	24	
24 April 2016	122	95	913	322	1929	415	1002	29	19	36	8	15	
01 May 2016	155	92	899	292	1539	364	1012	19	12	31	4	20	
08 May 2016	202	123	987	362	1911	416	1061	23	12	36	8	26	
Total	**3213**	**3153**	**17183**	**9592**	**20563**	**9899**	**14983**	**457**	**869**	**1295**	**412**	**548**	

Missed bin reports difference 27 March - 24 April			Good to be
Total reports	On previous year	-72%	↓
Back office reports	On previous year	-53%	↓
Online reports	On previous year	-74%	↓

Connected waste pages difference - 27 March - 24 April			Good to be
Missed bins	On previous year	27%	↑
Bin collections	On previous year	161%	↑
Waste landing	On previous year	217%	↑

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Brown Sack Analysis

Week ending	Online reports 2016	Online reports 2015	Customer First Reports 2016	Customer First Reports 2015	Other staff reports 2016	Other Staff Reports 2015	Brown Sack page 2016	Brown Sack page 2015
22nd to 28th Feb			30	52	62	38		
29th to 6th March			49	53	51	56		
7th to 13th March			25	40	56	39		
14th to 20th March			32	37	70	44		
21st to 27th March			22	41	42	41		
28th March to 3rd April			29	48	35	35		
4th April to 10th April			25	44	61	40		
10th April to 17th April			32	48	42	49		
18th April to 24th April			28	42	67	39		
25th April to 1st May			45	50	54	53		
2nd May to 8th May			21	44	60	37		
Total			**338**	**499**	**600**	**471**		

Fly-tipping reports difference			Good to be
Total reports	On previous year	-3.7%	
Customer First reports	On previous year	-30.8%	
Online reports	On previous year		
Other staff reports	On previous year	21.8%	
Percentage of online reports	This year Last year		

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Bulky matters	2015												
	January	February	March	April	May	June	July	August	September	October	November	December	TOTAL
Total bookings	255	282	281	285	268	322	335	308	288	274	262	160	3320
Customer First	255	282	281	285	207	232	274	184	186	169	142	84	2581
Online					61	90	61	124	102	105	120	76	739
Percentage online					23%	28%	18%	40%	35%	38%	46%	48%	22%
Call-back requests					2	3	2	16	9	12	7	8	59
Contender down call-back								4	1	2	3	8	18
Amendment requests										11	8	8	27
Bulky page views	1218	1027	1129	1296	1466	1877	2127	1956	1924	1657	1776	1463	18916
	2016												
	January	February	March	April	May	June	July	August	September	October	November	December	TOTAL
Total bookings	341	303	305	284									1233
Customer First	178	158	160	156	0	0	0	0	0	0	0	0	652
Online	163	145	145	128									581
Percentage online	48%	48%	48%	45%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	47%
Call-back requests	14	10											24
Contender down call-back	11		3	3									17
Amendment requests	14	18	11	7									50
Bulky page views	2100	1764	3025	3744									10633

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Comparison of ESB form completed by Customer First for Services that have been Channel-Shifted

ESB Form / Week ending	Brown Sacks			Bulky Matters Bookings			Flytipping			Total			Missed Collection Reports		
	2016	2015	Percentage Difference	2016	2015	Percentage Difference	2016	2015	Percentage Difference	2016	2015	Percentage Difference	2016	2015	Percentage Difference
22nd to 28th Feb	30	52	-42.3%	44	78	-43.6%	74	46	60.9%	148	176	-15.9%	21	39	-46.2%
29th to 6th March	49	53	-7.5%	42	60	-30.0%	57	51	11.8%	148	164	-9.8%	14	34	-58.8%
7th to 13th March	25	40	-37.5%	34	67	-49.3%	79	58	36.2%	138	165	-16.4%	26	41	-36.6%
14th to 20th March	32	37	-13.5%	46	68	-32.4%	73	62	17.7%	151	167	-9.6%	24	51	-52.9%
21st to 27th March	22	41	-46.3%	23	60	-61.7%	57	84	-32.1%	102	185	-44.9%	14	39	-64.1%
28th March to 3rd April	29	48	-39.6%	26	59	-55.9%	48	43	11.6%	103	150	-31.3%	17	31	-45.2%
4th April to 10th April	25	44	-43.2%	39	60	-35.0%	70	73	-4.1%	134	177	-24.3%	19	25	-24.0%
11th April to 17th April	32	48	-33.3%	40	70	-42.9%	74	71	4.2%	146	189	-22.8%	7	31	-77.4%
18th April to 24th April	28	42	-33.3%	45	73	-38.4%	78	91	-14.3%	151	206	-26.7%	19	36	-47.2%
25th April to 1st May	45	50	-10.0%	50	66	-24.2%	49	67	-26.9%	144	183	-21.3%	12	31	-61.3%
2nd May to 8th May	21	44	-52.3%	35	43	-18.6%	51	48	6.3%	107	135	-20.7%	12	36	-66.7%
Total	338	499	-32.3%	424	704	-39.8%	710	694	2.3%	1472	1897	-22.4%	161	327	-50.8%

Comparison of ESB form completed by Non-Customer First for Services that have been Channel-Shifted

ESB Form / Week ending	Brown Sacks			Flytipping			Missed Collection		
	2016	2015	Percentage Difference	2016	2015	Percentage Difference	2016	2015	Percentage Difference
22nd to 28th Feb	62	38	63.2%	29	40	-27.5%	21	39	-46.2%
29th to 6th March	51	56	-8.9%	20	14	42.9%	14	34	-58.8%
7th to 13th March	56	39	43.6%	8	24	-66.7%	26	41	-36.6%
14th to 20th March	70	44	59.1%	19	58	-67.2%	24	51	-52.9%
21st to 27th March	42	41	2.4%	12	47	-74.5%	14	39	-64.1%
28th March to 3rd April	35	35	0.0%	18	62	-71.0%	17	31	-45.2%
4th April to 10th April	61	40	52.5%	28	11	154.5%	19	25	-24.0%
11th April to 17th April	42	49	-14.3%	32	28	14.3%	7	31	-77.4%
18th April to 24th April	67	39	71.8%	22	51	-56.9%	19	36	-47.2%
25th April to 1st May	54	53	1.9%	26	41	-36.6%	12	31	-61.3%
2nd May to 8th May	60	37	62.2%	10	19	-47.4%	12	36	-66.7%
Total	600	471	28.4%	221	395	-44.1%	161	327	-50.8%

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Report to:	**TOURISM, RESOURCES AND ECONOMY SCRUTINY COMMITTEE**
Relevant Officer:	Philip Welsh, Head of Visitor Economy
Date of Meeting	16 June 2016

TOURISM PERFORMANCE REPORT

1.0   Purpose of the report:

1.1   To provide information on tourism performance between January and April 2016 using various indicators including number of visits, footfall, tram usage, satisfaction ratings and events. There is additional information on sales of the Blackpool Resort Pass and on use of Tourist Information services.

2.0   Recommendation(s):

2.1   To consider the performance of tourism and associated services and to identify any further areas for scrutiny as appropriate.

3.0   Reasons for recommendation(s):

3.1   To ensure constructive and robust scrutiny of the report, which has been requested by the Committee.

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

3.2b   Is the recommendation in accordance with the Council's approved budget?   Yes

3.3   Other alternative options to be considered:

Not applicable.

4.0   Council Priority:

4.1   The relevant Council Priority is
"The economy: Maximising growth and opportunity across Blackpool"

5.0 Background Information

5.1 This report covers performance both prior to and including the early stages of the 2016 season in Blackpool between January and April 2016.

5.2 The headline visitor numbers for the first four months of 2016 will not be available until the mid-year following the completion of national survey work. The indicators below provide a "snapshot" of levels of activity in the resort between January and April, including sales of the Blackpool Resort Pass; tram usage; footfall; use of the Tourist Information Centre; and usage of the VisitBlackpool website.

5.3 The initial signs for this first quarter are all very positive with year-on-year growth across all indicators. It is particularly encouraging to see strong growth in sales of the Blackpool Resort Pass, which went on sale much earlier this year than last.

Town Centre: Monthly Footfall (24hr)

Month	2013	2014	2015	2016
January	1,261,490	815,202	886,219	759,349
February	1,246,170	832,795	1,129,666	1,027,744
March	1,379,021	1,505,904	1,401,736	1,233,574
April	1,571,497	1,629,541	1,433,133	1,454,419
Total	**5,458,178**	**4,783,442**	**4,850,753**	**4,475,086**

Town Centre: Monthly Footfall (9am-5pm)

Month	2013	2014	2015	2016
January	690,597	521,291	589,802	643,154
February	823,405	568,211	697,507	836,387
March	939,261	1,103,716	941,662	982,493
April	1,089,109	1,187,325	985,786	1,092,898
Total	**3,542,372**	**3,380,543**	**3,214,758**	**3,554,932**

Note: The February 9am-5pm count was the highest February total on record. Note also that February includes the Showzam/February half-term festival which features a strong programme of street theatre aimed at attracting additional town centre footfall.

Promenade: Monthly Footfall (24hr)

Month	2013	2014	2015	2016
January	71,363	73,277	96,447	90,966
February	177,065	135,263	168,274	175,630
March	232,540	244,023	245,007	245,268
April	342,751	360,433	326,932	366,617
Total	823,719	812,996	836,660	878,481

Note: The January-April 2016 Promenade footfall total (24hr) is the largest on record and is probably reflective of the relatively fine weather over the latter part of February and the first half of March.

Promenade: Monthly Footfall (9am-5pm)

Month	2013	2014	2015	2016
January	56,500	23,919	51,102	68,167
February	144,403	99,921	92,966	134,970
March	170,610	190,484	150,913	186,222
April	215,282	241,613	190,494	247,870
Total	586,795	555,937	485,475	637,229

Tourist Information Centre: Monthly Visits

Month	2013	2014	2015	2016
January	1,524	1,546	1,497	1,434
February	2,028	1,702	2,374	3,098
March	3,147	1,652	2,068	2,147
April	3,297	3,646	3,298	3,289
Total	9,996	8,546	9,237	9,968

Note: 2015 was the busiest season that the Tourist Information Centre has experienced since relocating to Festival House. 2016 is already showing growth with a particularly strong performance in February.

VisitBlackpool.com: Unique Monthly Website Visits

Month	2013	2014	2015	2016
January	66,734	57,581	51,088	73,024
February	68,384	51,838	56,653	77,402
March	81,456	72,518	88,763	89,526
April	87,927	94,452	84,366	99,698
Total	**304,501**	**276,389**	**280,870**	**339,650**

Note: The VisitBlackpool website attracted significantly more unique visits in 2015 than any other year (1.68million), 2016 is already ahead of 2015 and has had record breaking monthly totals for each of the first three months of the year.

Resort Pass: Monthly Sales

Month	2013	2014	2015	2016
January	0	0	0	38
February	53	49	51	248
March	572	297	367	883
April	572	956	722	1,000
Total	**1,197**	**1,302**	**1,140**	**2,169**

Note: Resort Passes are traditionally sold from February onwards, but the decision to start selling them a few weeks earlier this year has paid off with 1,169 Resort Pass sales since January 2016 – almost three times the total achieved in 2015. The 883 sales in March 2016 is a monthly record.

Monthly Rail Passengers (Inbound)

Month	2013	2014	2015	2016
January	44,734	43,928	46,462	48,341
February	64,431	56,906	64,778	70,105
March	68,283	67,758	67,752	78,448
April	90,702	115,809	104,027	TBC
Total (Jan-Mar)	**177,448**	**168,592**	**178,992**	**196,893**
Total (Jan-Apr)	**268,150**	**284,401**	**283,019**	**TBC**

Note: Year to date inbound rail passengers are up on 2015 for each of the first three months to date. April figures are not yet available due to the change of train operator from April 1. It is worth noting that we are facing potentially significant disruption to rail services during the next two years as electrification works continue across the region. It is important as a destination that we find ways of mitigating this impact.

<u>Monthly Tram Passengers</u>

Month	2013	2014	2015	2016
January	162,399	181,663	153,590	171,567
February	203,694	193,858	197,113	215,895
March	273,767	260,252	236,219	280,133
April	296,441	292,159	361,406	358,864
Total	**936,301**	**927,932**	**948,328**	**1,026,459**

Note: Last year saw tram usage soar to record levels and 2016 has continued in an even more impressive vein with record breaking February and March totals already achieved. April took a slight dip due to the timing of the Easter break.

5.4   The Head of Visitor Economy also holds responsibility for producing and delivering the Blackpool Destination Management Plan, a three-year place-making plan that was developed and published in March 2015. The tables below provide a formal update on progress made over the first year of the plan.

5.5   **Destination Management Plan Key Growth Targets**

Description	Baseline Figure	2015 Target	Achieved	Comments
Overall value of tourism economy	£1.3bn	£1.32bn	£1.33bn	Growth over target and previous year
Total number of visits (derived from national Steam survey)	16.9m	17m	16.8m	Marginal decline of 0.9% year on year.
Annual total of **adult** visits (derived from Omnibus household survey)	9.8m	10m	9.0m	Decline in adult numbers during Spring and early part of summer, partly offset by record numbers in August.
Ratio of staying visitors during summer season	43%	45%	45%	Despite marginal decline in overall adult visits, the all-important ratio of staying visitors v day visitors has increased according to plan
Visitor satisfaction ratings during summer season	89%	90%	93%	Strong performance between "peak" May to August season
Jobs directly supported by tourism	24,050	24,500	23,900	

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No of visitors to Blackpool Illuminations	3m	3.2m	3m	
Ranking among seaside resorts	1	1	Not yet available	Ranked fifth among ALL UK destinations including cities
Number of Resort Passes sold	13,000	14,000	13,241	Volume of passes sold ahead of previous year, but behind target due to late start on sales activity in first quarter of 2015

5.6 **Destination Blackpool: Resort Place Making 2015-17**
Key Development Projects for 2015/16

Description	Achieved – Y/N	Comments
Completion of Yeadon Way maintenance project ahead of 2015 season	Y	
Opening of four new branded family restaurants within Blackpool town centre	Y	Prezzo; Las Iguanas; Ed's Easy Diner; Mr Basrai's World Cuisine
Reintroduction of town centre CCTV monitoring	Y	Re-launched in September 15
Opening of new Pleasure beach Red Arrows-branded SkyForce attraction	Y	Opened in May 2015
Revitalisation of Blackpool Airport with small commercial flight operations	Partly	City Wing resumed flights to Isle of Man and Belfast, April 15
Blackpool South and Bispham achieve EU bathing water standards	Y	All Blackpool beaches reached new standards
Rollout of Blackpool Approved Entry Level accreditation scheme for hotels and guest houses	Y	Launched in April 2015 in association with Stay Blackpool, Yes Hotels and Visit England
Completion of steelwork replacement, Blackpool Tower	Y	*Project delayed due to adverse weather conditions, completed Easter 2016
Conversion of Tower Lounge into family restaurant/attraction	Partly	*Project delayed due to protracted negotiation. New family restaurant to open July 16
Development of new marketing brief for Central Station site	Partly	Brief due for completion and distribution later this year
Progress future development at New South Promenade to address derelict hotel sites	Y	Plans approved for former Palm Beach; plans in development for former Abbeydale Rest Home and Kimberley Hotel
Rejuvenation of Blackpool Illuminations	Y	New LightPool programme launched in September 15

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Launch of updated Blackpool's Back destination marketing campaign	Y	2015 campaign successfully launched and delivered
Establishment of three-year programme of West End quality shows for Opera House	Y	CATS programmed in 2015. Mixed programme of West End quality shows lined up for 2016 into 2017
Development of Christmas In Blackpool destination marketing campaign	Y	

6.0 Lightpool: Year One

6.1 In 2015, Blackpool Council was successful in securing £2m of Coastal Communities Funding to reinvigorate Blackpool Illuminations. The project included a number of elements including:

- 3D light projections on to the Blackpool Tower building.
- New exhibitions at Grundy Art Gallery.
- Light-based programme of outdoor events around Birley Street.
- New town centre digital festoons.
- Appointment of a team of ambassadors to enhance visitor experience.

6.2 In the first year, the programme generated exceptionally high levels of public awareness. Key statistics:

- The LightPool programme overall experienced by over 560,000 visitors
- The Blackpool Tower projection show had the greatest proportion of national awareness.
- Creation of 12 ambassador posts between June and the end of the Illuminations.
- LightPool converted an estimated 6% of visitors' behaviour from viewing the Lights in a car to walking through the central sections, generating an additional £4m of spend.
- Grundy exhibition doubled its normal attendance to almost 7,000 visitors.

6.3 For 2016, there will be at least two new projection shows, including one to be produced by internationally-renowned company, The Macula. Plans are also being developed for a week-long LightPool festival at the end of October which will see a number of light installations throughout the town centre.

6.4 Sustainability of the LightPool project is a key objective for 2016, with heavy focus being put on income generation including:
- Enhanced arrival points to the north and south of the resort to incentivise public donations and to generate sales of branded merchandise and souvenir programmes.
- Creation of a LightPool "village" on the Tower Festival Headland where visitors will be able to buy LightPool merchandise and personalised photographs.

Does the information submitted include any exempt information?   No

List of Appendices: None

7.0   Legal considerations:

7.1   None

8.0   Human Resources considerations:

8.1   None

9.0   Equalities considerations:

9.1   None

10.0   Financial considerations:

10.1   The 2015/16 tourism marketing and events programme was delivered within budget through continued tight controls on staffing and other expenditure, and generation of additional income.

11.0   Risk management considerations:

11.1   None

12.0   Ethical considerations:

12.1   None

13.0   Internal/ External Consultation undertaken:

13.1   Not applicable

14.0   Background papers:

14.1   None

Report to:	**TOURISM, RESOURCES AND ECONOMY SCRUTINY COMMITTEE**
Relevant Officer:	Paolo Pertica, Head of Visitors Services
Date of Meeting	16 June 2016

PARKING SERVICES PERFORMANCE REPORT

1.0   Purpose of the report:

1.1   To provide information on the performance data of Council owned car parks, both with regards to patronage and income. The report includes additional information on Talbot Multi-Storey car park and the Devonshire Road site. The report provides the rationale for the Parking Services targets.

2.0   Recommendation(s):

2.1   To consider the performance of parking services and to identify any further areas for scrutiny as appropriate.

3.0   Reasons for recommendation(s):

3.1   To ensure constructive and robust scrutiny of the report, which had been requested by the Committee.

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

3.2b   Is the recommendation in accordance with the Council's approved budget?   Yes

3.3   Other alternative options to be considered:

None.

4.0   Council Priority:

4.1   The relevant Council Priority is
"The economy: Maximising growth and opportunity across Blackpool"

5.0 **Background Information**

5.1   There are two types of car parking: 'On Street', which relates to the parking bays along a street such as those on Topping Street and Albert Road, and 'Off Street', which relates to parking within a car park. There are approximately 870 pay and display On Street bays, mainly within the town centre and along the Promenade.

5.2   There are 21 Council owned car parks and a total of 5231 parking spaces, of which 5135 are for cars, 96 for coaches and four for Motorhomes. There are also some areas specifically designated for use by motorcycles within West Street, East Topping Street, Lytham Road, Central, Chapel Street and Bonny Street car parks. Some of the car parks are located within the town centre and could be described as short term car parks as they are mainly used by those shopping in the town centre. These include Tower Street, West Street, Queen Street and East Topping Street car park. Some are located outside the town centre and are used by commuters during quieter periods, or by those attending large events such as the Illuminations or the Fire Works when the town is very busy. These include Gynn Square, Bank Street, Cocker Street and Cocker Square car park.

5.3   An additional number of car parks are located alongside Yeadon Way and Seasiders Way and are used by visitors during busy periods, those going to football matches, those based at the offices within the Blackpool Stadium and some commuters. These include South, Bloomfield Road, Lonsdale Road and Seasiders Way car parks.

5.4   The income target for car parks was set about seven years ago before the Houndshill car park was sold. This target was also set before the Starr Gate car park was lost due to the new tram station being built and before Rigby Road, Sandsway and Blundell Street (alongside Seasiders Way) were lost to create space for the Foxhall Village Housing estate. Further, this was also prior to the loss of Swainson Street, Seed Street and the ground floor of Talbot Multi-Storey car park due to the development of Bickerstaffe House and Sainsburys within the Talbot Gateway. During this time only one new car park has been created, Tower Street, and the Council also receives a percentage of the income generated by a privately owned car park near the Promenade, Filey Place. During these changes the total number of bays lost was 1,791, of which 1749 were for cars and 42 were for coaches.

5.5   These changes will have not only impacted on the amount of income that parking can generate, but also on the overall capacity of the town to accommodate its parking needs, particularly during very busy periods such as Easter Bank Holiday weekend and October half term.

5.6   However, as the report shows in the following paragraphs and graphs, both occupancy and income in 2015/16 improved. The income generated from the car parks and on street parking during 2015/16 was up by 5.1% from the 2014/15

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income. This is the highest amount received in the last five years, despite the closure of a number of car parks as referred to above. The majority of car parks showed improved performances in 2015/16 compared to the previous year. The service expenditure was within budget for the sixth year and the 2015/16 cost of running the service was the lowest in the last 15 years.

5.7   The overall performance for car parks for the last three years (April 2013 to March 2016), both in relation to patronage and income, is highlighted in the following graphs:
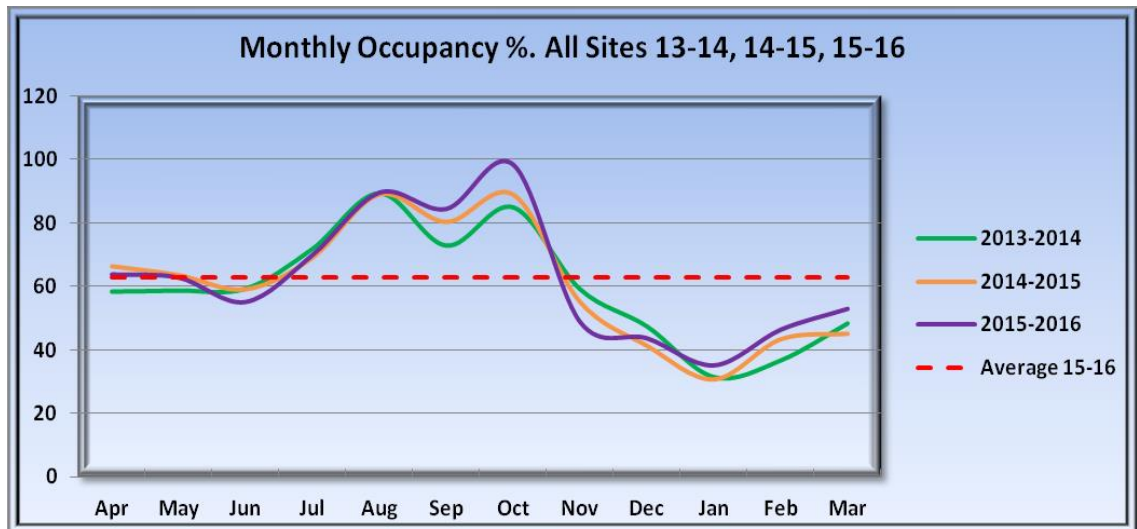
The overall average Occupancy for all car parks during the previous two years was 58%, but during 2015/16 it has improved to 63%
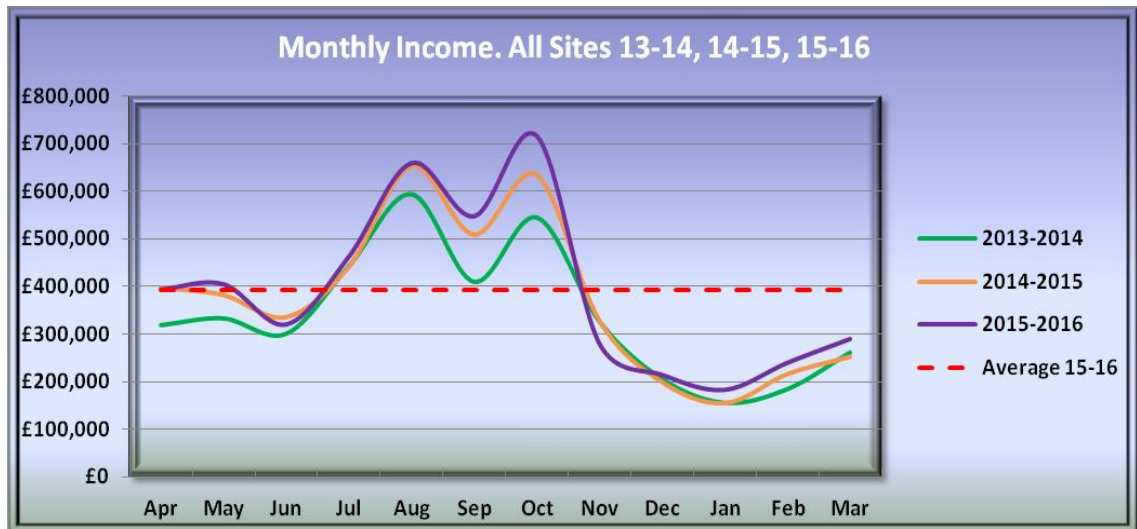
The average income per month improved as well during 2015/16 as per the above graph

5.7.1   The above graphs demonstrate that the parking patronage in Blackpool is affected greatly by seasonality patterns, which are very similar each year. Demand for parking starts to increase during the Easter period in March/April and then continues to do so during the school holidays in July/August. It then decreases in September and increases again for the October half term period. After that, it gradually decreases reaching the lowest levels in January.

5.8   The following graphs show the patronage and income details of some of the best performing car parks:
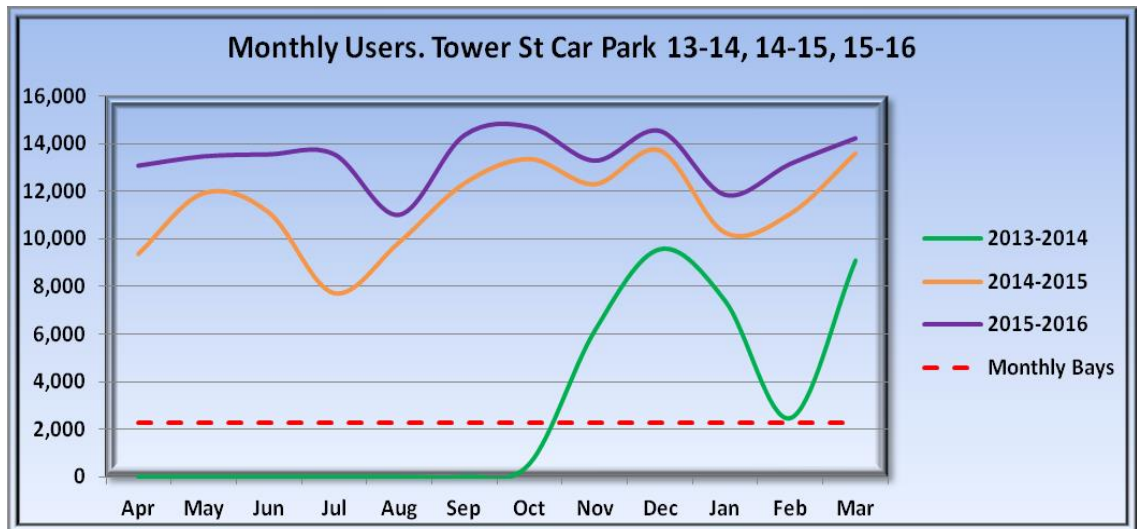
Monthly Bays 2,281
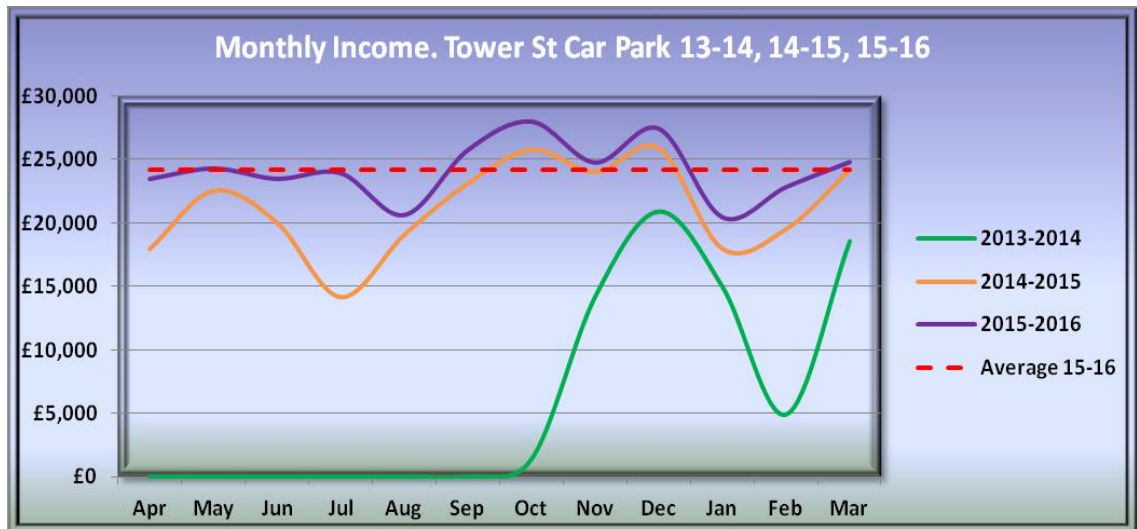
The average income per month for Tower Street car park improved in 2015/16

5.8.1   The above graphs show that Tower Street is a very popular car park due to its location, and that it is used as a short term car park. Hence the same bay is sold numerous times each day which is shown by how much higher the patronage is each

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month, compared to the number of bays available on a monthly basis. Although the Tower Street occupancy patterns are similar to the ones highlighted for all car parks, in contrast Christmas is clearly a busy period for Tower Street, something which is not seen across the other car parks. Given the location of Tower Street, this is not surprising. This car park will only be available for the first few months of 2016/17 as the site will be developed, and during these months the income generated will be shared with the new owners of the site.
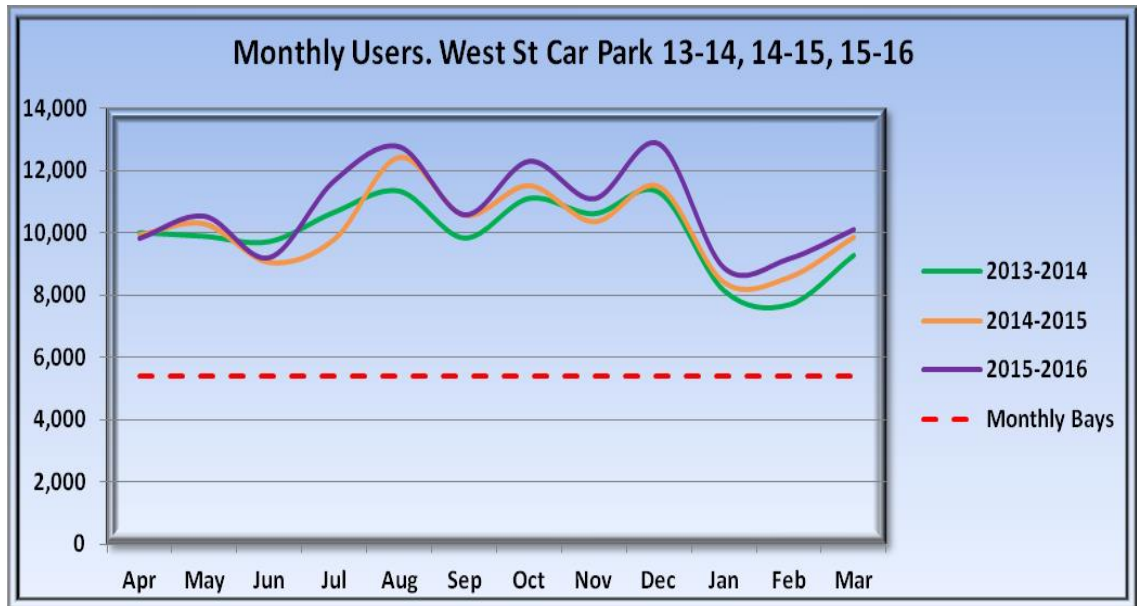
Monthly Bays 5,384
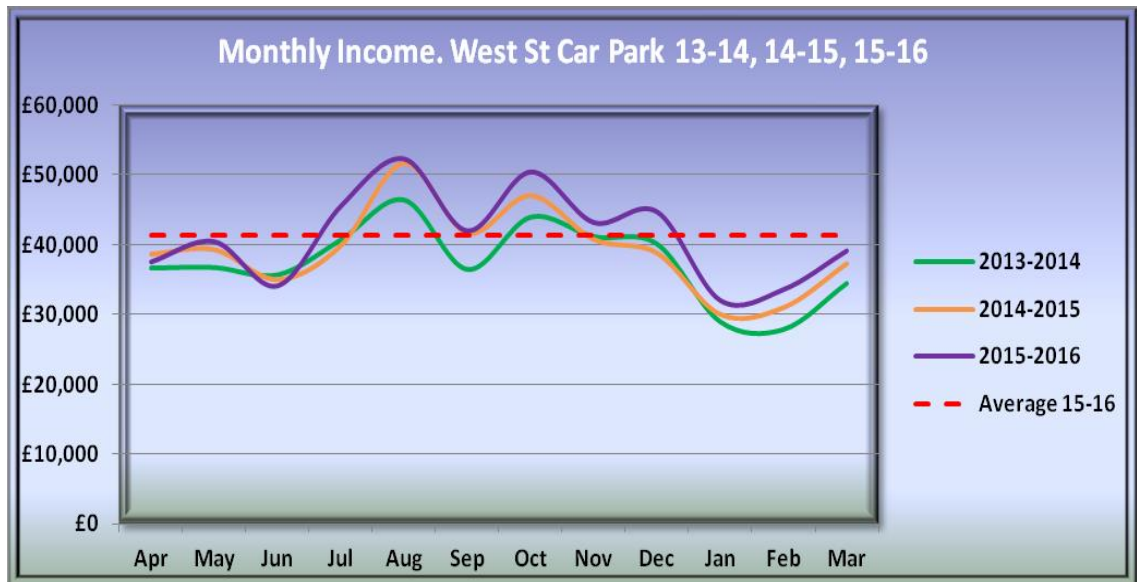
The average income per month for West Street car park improved in 2015/16

5.8.2   West Street car park, similarly to Tower Street, is very popular due to its location. However, the bays are not sold as frequently as those in Tower Street which indicates that its users are a mix of short and medium stay patrons. Its occupancy patterns are very similar to those in all car parks.
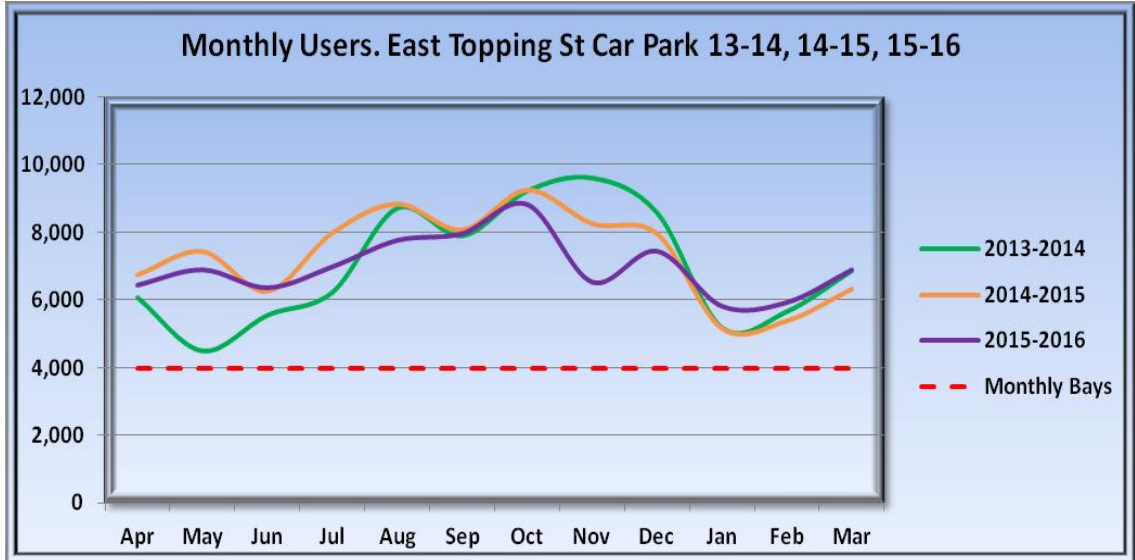
Monthly Bays 3,985
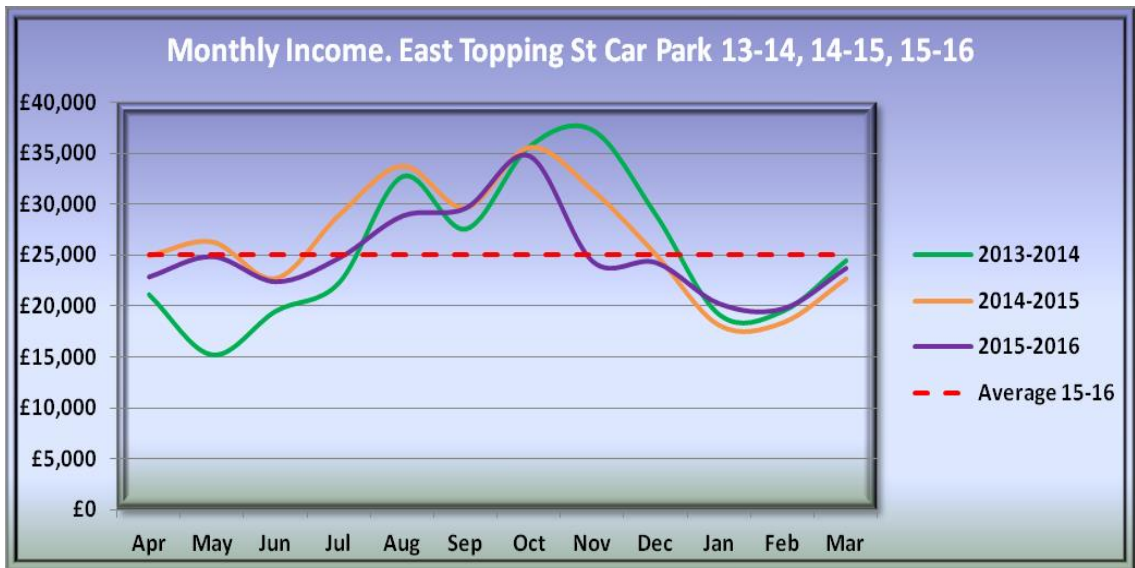
The average income per month for East Topping Street car park in 20015/16 was slightly down compared to the previous two years

5.8.3   East Topping Street car park occupational patterns are somewhere in between those of Tower Street and West Street car parks. This shows that its users are a mix of short term and medium term patrons, probably due to the fact that it is located nearby a shopping area, but also a number of offices. The reduction of revenue generated by this car park in 2015/16 is due to the fact that part of the car park was unavailable for

a number of months during the demolition of the Syndicate building, and also because of the increased number of staff permit holders using this car park due to its location nearby Bickerstaffe House. In order to address the latter, changes to the staff parking scheme will be introduced in August 2016 which should impact positively on the income generated by this car park.

5.9   The following graphs show the patronage and income details of some of the least performing car parks:
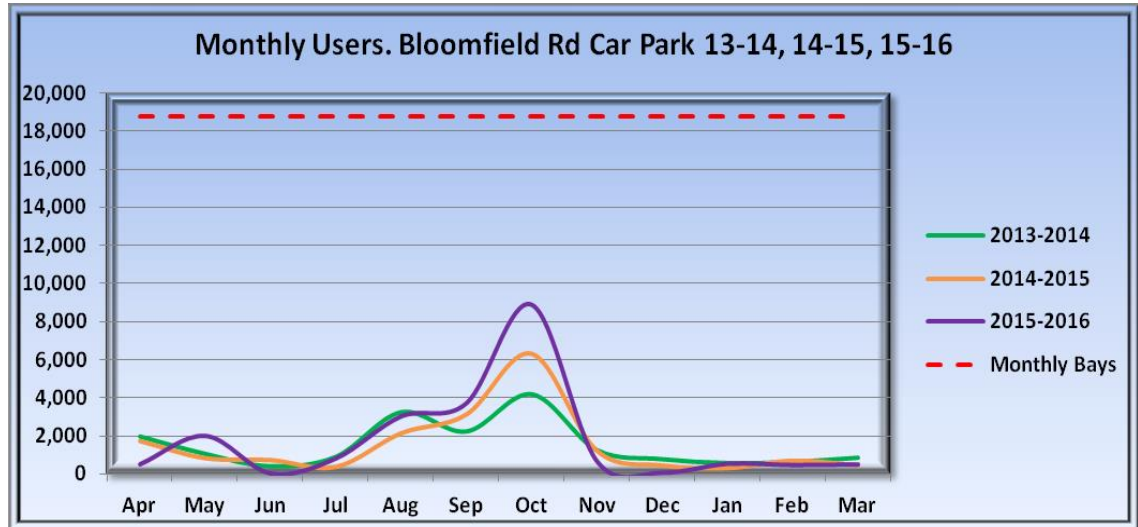
Monthly Bays 18,767
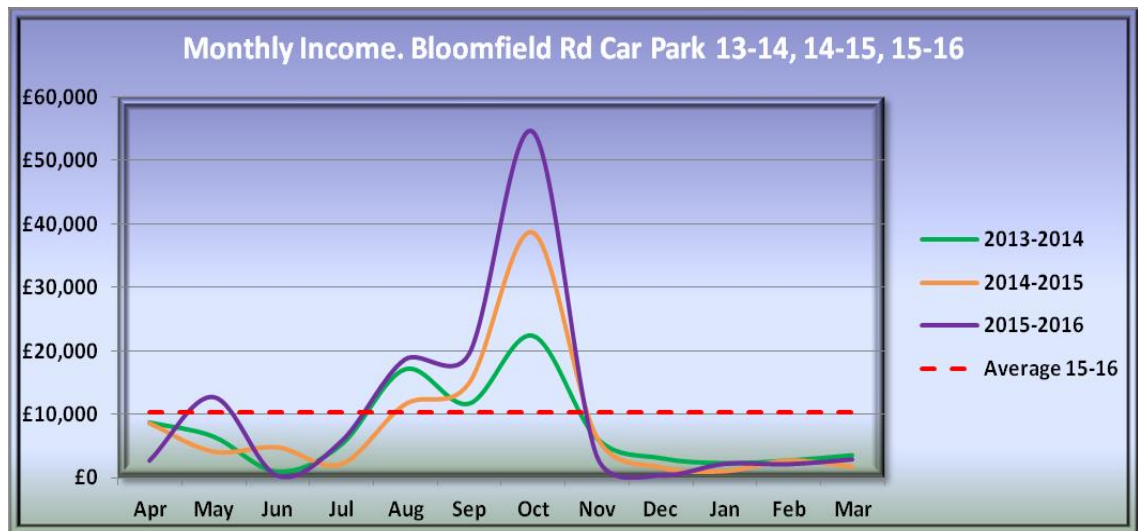
The average income per month generated by this car park during 2015/16 improved compared to the previous two years

5.9.1   The above graphs show that Bloomfield Road car park occupancy levels follow similar patterns to all other car parks, with occupancy levels increasing during the Easter period, although not to the same degree as the car parks in the town centre.

Occupancy levels increase again during the school holidays, but by far the busiest period is during the October half term. Although the overall occupancy level of this car park is 36% (compared to 226% for West Street car park) the use of Bloomfield Road car park and the neighbouring car parks is paramount in supporting the visitor economy during busy periods, which is also when most of the income is generated.
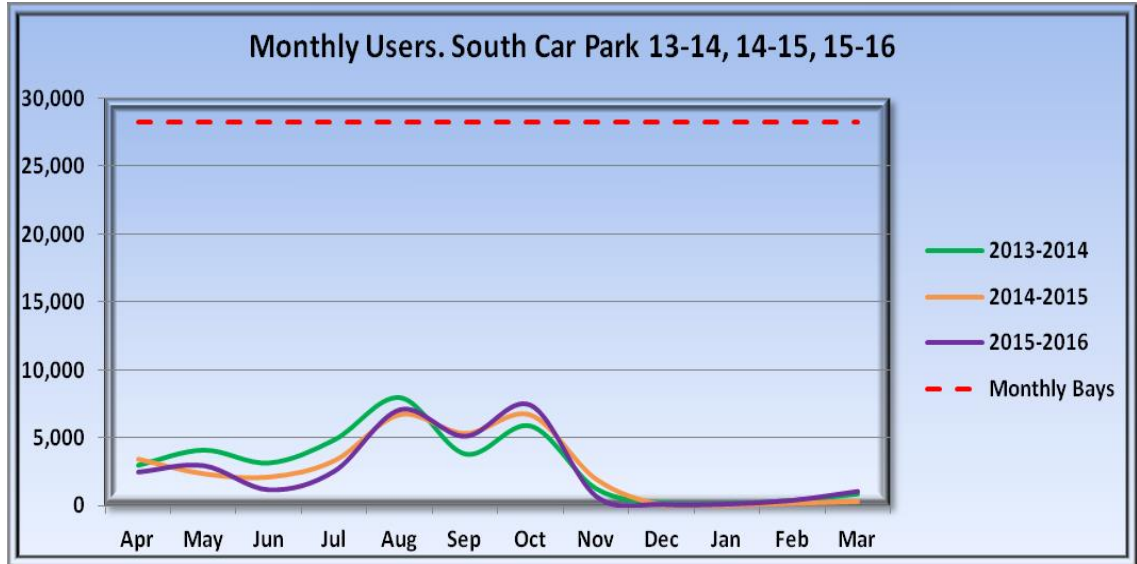
Monthly Bays 28,227
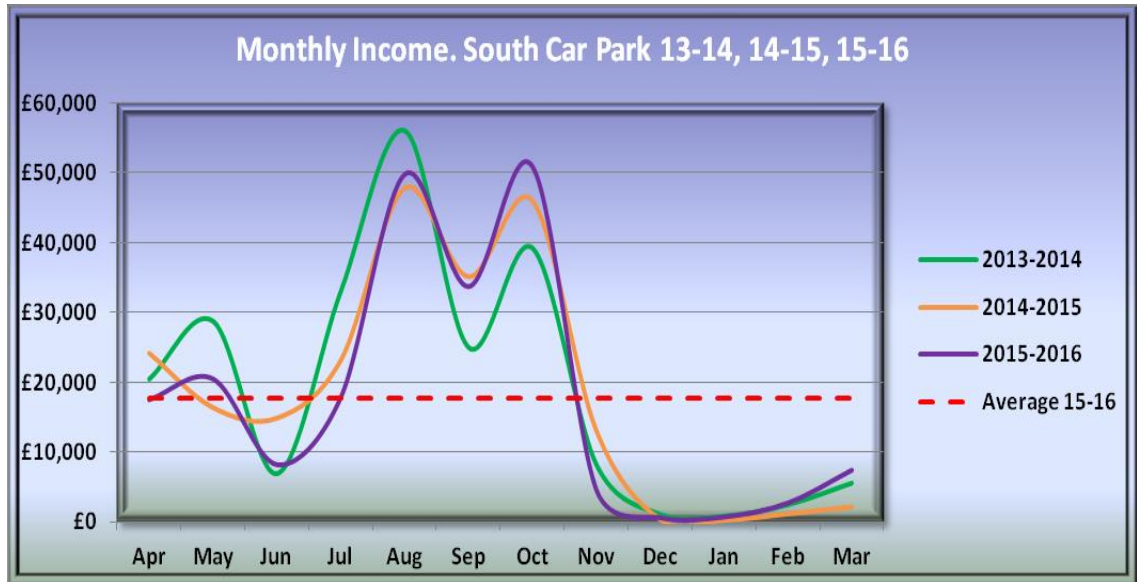
The average income per month during 2015/16 was slightly down compared to the previous two years

5.9.2   The above graphs for South car park show very similar patterns to those for Bloomfield Road car park, with the same seasonal patterns for both occupancy and income generation.

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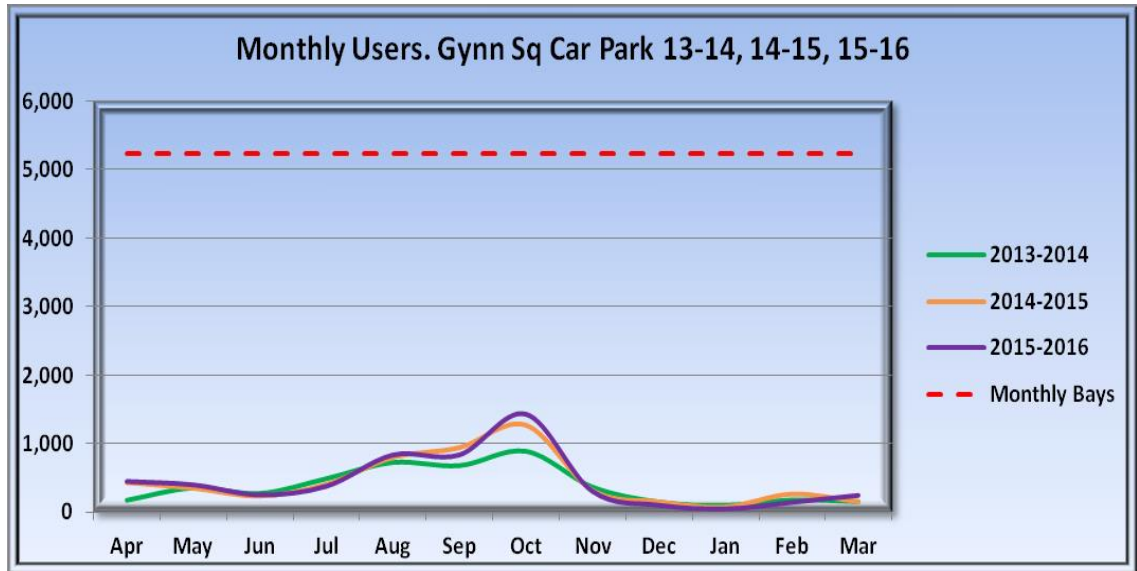
Monthly Bays 5,232
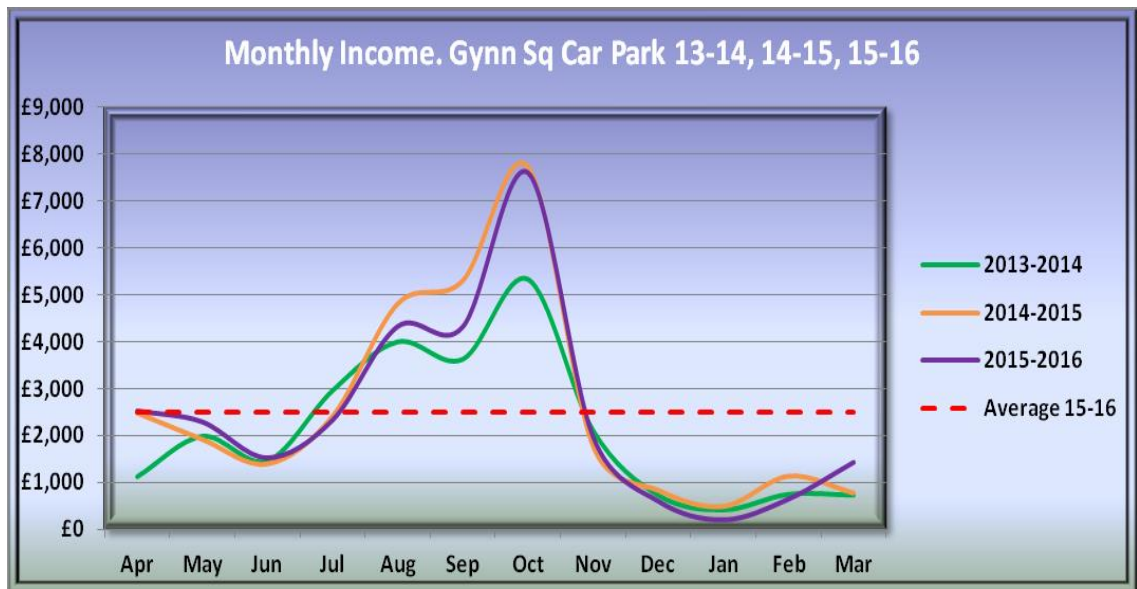
The average income per month during 2015/16 slightly improved compared to the previous two years

5.9.3   The above graphs for Gynn Square car and coach park show the same occupancy and income patterns as Bloomfield Road and South car parks, but with an overall occupancy of only 23% making it one of the least performing car parks in Blackpool. The main reason for this is its location and its distance to Blackpool town centre and the main attractions.
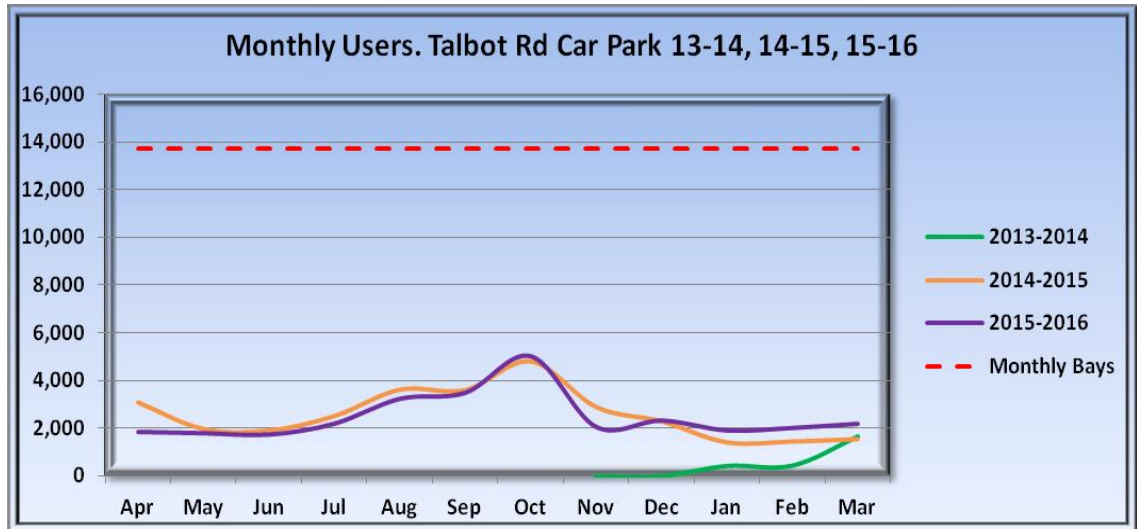
Monthly Bays 13,698

Please note: The car park re-opened on the 5 October 2013 and until July 2014 was only used by members of the public. In August 2014 Council also started to use it when staff permits became available. During 2014/15 the patronage figures were 55% staff, 13% Public.
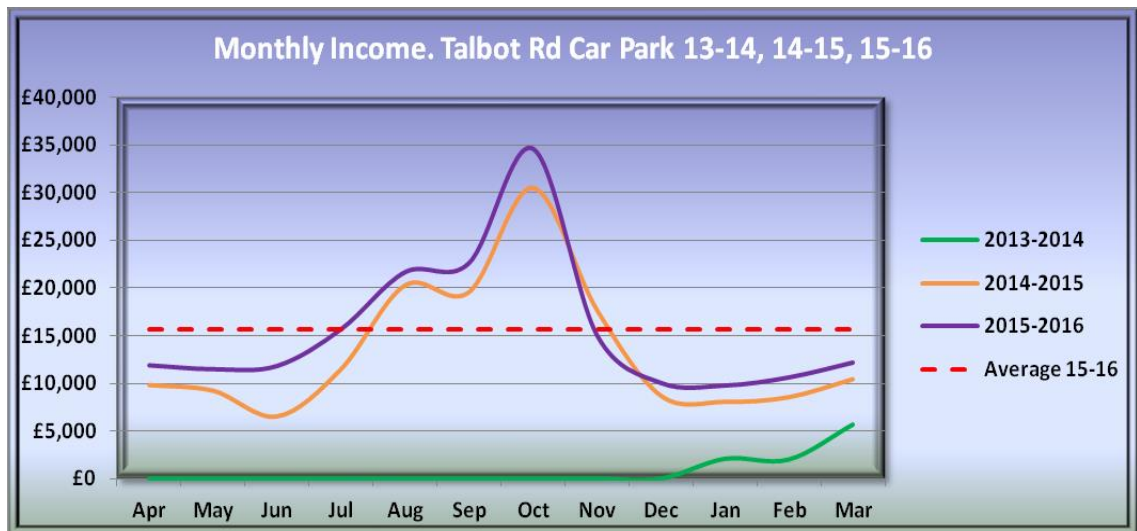
The average income per month for this car park during 2015/16 improved compared to the previous two years

5.10   The above graphs show that occupancy levels of Talbot Road Multi-Storey car park have changed considerably since it was made available for the staff parking scheme introduced in August 2014. Although use by the public during ordinary evenings and weekend remains low, during major events, such as the Air Show and recent firework displays the car park has proven highly popular amongst the public and has reached full occupancy. This is further evidenced by the fact that the monthly income per month has almost doubled during 2015/16 compared to the previous two years.

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5.11   **Former Devonshire Road Hospital Site** – This car park will no longer be included in the car parks used for the Staff Parking Scheme from the 1 August 2016 and the site will be returned to its owners in September 2016.

Does the information submitted include any exempt information?   No

List of Appendices: None

6.0   Legal considerations:

6.1   None

7.0   Human Resources considerations:

7.1   None

8.0   Equalities considerations:

8.1   None

9.0   Financial considerations:

9.1   The car parking service has made a surplus of income over expenditure every year as far back as records go. During the last seven years though the car parking income has fallen below the target set. However, against all predictions the service has managed to almost meet its target in 2015/16, which proved a very well performing year for car parking in Blackpool. A number of influencing factors can be attributed to this improved performance such as the continued review of the parking tariffs, the implementation of some of the recommendations from the recently commissioned Strategic Parking Review, the good management of the expenditure budget by the service and the favourable weather experienced in 2015/16. However, the data also suggests that the improved visitor economy and increased number and quality of attractions, shows and events have clearly had a positive impact on the parking patronage.

10.0   Risk management considerations:

10.1   None

11.0   Ethical considerations:

11.1   None

12.0   Internal/ External Consultation undertaken:

12.1   None

13.0   Background papers:

13.1   None

Report to:	TOURISM, ECONOMY AND RESOURCES SCRUTINY COMMITTEE
Relevant Officer:	Paolo Pertica, Head of Visitors Services
Date of Meeting	16 June 2016

COMMUNITY SAFETY PERFORMANCE REPORT APRIL 2015 TO MARCH 2016

1.0   Purpose of the report:

1.1   To consider performance regarding the Community Safety Partnership's priorities between April 2015 and March 2016. The priorities discussed within this report are Assaults, Antisocial Behaviour, Domestic Abuse, Sexual Offences, Reducing Re-Offending and Substance Misuse. The report will also introduce the new Partnership priorities for 2016/19, as well as the addition of several areas of further consideration deemed as 'causation factors'.

2.0   Recommendation:

2.1   To consider the performance of the Community Safety Partnership against its 2015/16 priorities and identify any matters for further consideration.

3.0   Reasons for recommendation:

3.1   To ensure effective scrutiny of the Community Safety Partnership.

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

3.2b   Is the recommendation in accordance with the Council's approved budget?   Yes

3.3   Other alternative options to be considered:

       Not applicable

4.0   Council Priority:

4.1   The relevant Council Priority is:

       Communities: Creating stronger communities and increasing resilience.

5.0   Background Information

5.1   BSafe Blackpool, the Blackpool Community Safety Partnership, is a group of statutory partners who meet bi-monthly to take forward strategic issues relating to addressing crime and antisocial behaviour, as well as the misuse of drugs and alcohol. The group is chaired by Dr Arif Rajpura, Director of Public Health, and Councillor Gillian Campbell is the deputy chair.

5.2   The statutory responsible authorities for BSafe Blackpool are Blackpool Council, Lancashire Constabulary, Blackpool Clinical Commissioning Group, Lancashire Fire and Rescue Service, Lancashire and Cumbria Community Rehabilitation Company (previously part of the Probation Service) and the National Probation Service. A number of additional organisations, although not statutory responsible authorities, are also members of the partnership such as Blackpool Coastal Housing, North West Ambulance Service and the Office of the Police and Crime Commissioner. Other organisations from the private, public and third sector may also be temporarily involved with BSafe Blackpool subject to the issues being addressed by the partnership. Actions and decisions made at the meetings are then cascaded to the operational arm of the Partnership, such as the Tactical Tasking Group and a number of additional thematic subgroups.

5.3   The priorities on which the partnership focuses are identified by using an annual Strategic Assessment, a process which analyses the crime, disorder and harm data from Blackpool in order to identify the areas which require particular attention. The Strategic Assessment also identifies key threats, any specific trends in crime, disorder and substance misuse and any changes since the previous assessment. The way in which performance against these priorities is measured has significantly changed in the past couple of years, with focus progressively shifting from volume crime and reduction targets, to a more harm and risk based perspective on crime and its impact.

6.0   Performance

6.0.1   During the period between 2004/5 and 2012/13, crime in Blackpool reduced by approximately 30% from 22,196 crimes per year to 15,552 which created a challenging baseline from which to achieve further reductions. However, crime reduced again in 2014/15 meaning that further reductions during 2015/16 would be highly unlikely.

6.0.2   All crime in Blackpool for the period April 2015 to March 2016 was up by 8.8% (n=+1,343) compared to the same period last year. The two main categories contributing to this increase are Violence Against the Person, up by 27.5% (n=+1,113) and Criminal Damage, up by 18.1% (n=+419).

6.0.3   With regards to the Community Safety Partnership priorities for 2015/16, the performance for year end is as follows:

6.1 Assaults

6.1.1 The figures for April 2015 - March 2016 in relation to Assaults are as follows:

Serious Assaults:	reduction of 13.5% (-23 offences)
Less Serious Assaults:	increase of 20.8% (+409 offences)
Non-Injury Assaults:	increase of 30.7% (+461 offences)

6.1.2 In Blackpool, the trend for the last three years in relation to Assaults is as follows:

CORA (V15) - XMR Chart and Regression Forecasts

Select Area	Blackpool CSP
Select Crime Category	Violence Against The Person

R² = 0.4893

Monthly Totals

Month	Result	Month	Result
Apr-12	347	Apr-14	312
May-12	332	May-14	349
Jun-12	298	Jun-14	372
Jul-12	384	Jul-14	409
Aug-12	367	Aug-14	325
Sep-12	349	Sep-14	376
Oct-12	320	Oct-14	318
Nov-12	346	Nov-14	324
Dec-12	292	Dec-14	300
Jan-13	275	Jan-15	306
Feb-13	249	Feb-15	297
Mar-13	288	Mar-15	360
Apr-13	273	Apr-15	416
May-13	350	May-15	411
Jun-13	366	Jun-15	411
Jul-13	392	Jul-15	388
Aug-13	360	Aug-15	428
Sep-13	312	Sep-15	508
Oct-13	325	Oct-15	491
Nov-13	295	Nov-15	456
Dec-13	349	Dec-15	424
Jan-14	312	Jan-16	410
Feb-14	260	Feb-16	394
Mar-14	353	Mar-16	424

The estimated crime total for 2015-16 based on	Quadratic	regression (with seasonal variation taken into account) is	5,161
The annual recorded crime total for 2014-15 was	4,048	The estimate for 2015-16 amounts to AN INCREASE on this of	27.5%

6.1.3 This upward trend is also being seen across Lancashire:

CORA (V15) - XMR Chart and Regression Forecasts

Select Area	The Constabulary
Select Crime Category	Violence Against The Person

R² = 0.7441

Monthly Totals

Month	Result	Month	Result
Apr-12	1,549	Apr-14	1,626
May-12	1,745	May-14	1,775
Jun-12	1,553	Jun-14	1,863
Jul-12	1,660	Jul-14	1,984
Aug-12	1,724	Aug-14	1,730
Sep-12	1,512	Sep-14	1,842
Oct-12	1,594	Oct-14	1,810
Nov-12	1,477	Nov-14	1,777
Dec-12	1,554	Dec-14	1,669
Jan-13	1,451	Jan-15	1,627
Feb-13	1,288	Feb-15	1,531
Mar-13	1,413	Mar-15	1,870
Apr-13	1,491	Apr-15	1,951
May-13	1,669	May-15	2,004
Jun-13	1,656	Jun-15	2,026
Jul-13	1,889	Jul-15	2,118
Aug-13	1,772	Aug-15	2,151
Sep-13	1,633	Sep-15	2,206
Oct-13	1,730	Oct-15	2,367
Nov-13	1,540	Nov-15	2,226
Dec-13	1,780	Dec-15	2,230
Jan-14	1,677	Jan-16	2,147
Feb-14	1,439	Feb-16	2,177
Mar-14	1,768	Mar-16	2,376

The estimated crime total for 2015-16 based on	Quadratic	regression (with seasonal variation taken into account) is	25,979
The annual recorded crime total for 2014-15 was	21,104	The estimate for 2015-16 amounts to AN INCREASE on this of	23.1%

6.1.4	Changes in recording may be a contributing factor to this increase in Violence Against the Person, with all assaults now being recorded as crime within twenty-four hours. Moreover, whilst all assaults have increased, the seriousness of these assaults is decreasing, with less serious and non-injury assaults being predominantly responsible for the increases.

6.1.5	In an attempt to address violence in Blackpool, particularly within the Night Time Economy, which is often a peak time for violence, Blackpool Community Safety Partnership has implemented a number of initiatives. For example, the Night Safe Haven Bus has recently been recommissioned, which has proven extremely beneficial to late night revellers who need assistance from paramedics or support services. The Taxi Marshalling and Safer Taxi scheme continues to be in operation to provide a high visibility presence within the Night Time Economy as a deterrent to violence and to enable the identification and safeguarding of any vulnerable individuals.

6.1.6	In addition to these already existing projects, the Community Safety Team is currently in the process of establishing a Violence Against the Person task and finish group in partnership with the Police. It is hoped that by encouraging information sharing and communication between additional partners, targeted work can be undertaken around violence and assaults in order to minimise the impact and risk of this crime.

6.1.7	The reinstatement of CCTV in the town centre will undoubtedly also be a valuable tool in assisting agencies such as Blackpool Council and the Police to tackle violent crime.

6.1.8	The ability to identify offenders will enable the relevant sanctions to be put into place in order to prevent individuals from repeatedly engaging in violence. Furthermore, a project being facilitated by Lancashire Women's Centres should also assist in tackling Assaults. Avert, as the project is known, aims to tackle the underlying causes that encourage women into violence and help them to make sustainable lifestyle changes in order to prevent them from re-entering the criminal justice system. At present, over 1,300 women have been offered the opportunity to participate in the project.

6.1.9	Where antisocial behaviour is a pre-cursor to violence, the relevant tools and powers can be utilised to either prevent escalation to violence, or attempt to prevent re-offending after a violent crime has been committed. For example, Community Protection Warnings are a great early intervention tool, whereas Criminal Behaviour Orders carry heavy sanctions and conditions around re-engaging in violent antisocial behaviour.

6.1.10	Due to the previous success of the Alcohol Changes You campaign, the Facematts are once again being distributed to a number of bars and licensed premises throughout the May Bank Holidays. The campaign promotes safety messages for the Night Time Economy and offers advice around issues such as violent crime and sexual assaults. It is hoped that people who use the Facematts will then spread the word on social media by using the #staysafe hashtag, as well as posting photographs of themselves wearing the matts.

6.2   Sexual Offences and Rape

6.2.1   The figures for April 2015 – March 2016 in relation to Sexual Offences and Rape are as follows:

All Sexual Offences	increase of 41.6% (+154 offences)
Rape	increase of 30.7% (+42 offences)
Sexual Assault	increase of 25.2% (+38 offences)
Sexual Offences (children under 16)	increase of 62.1% (+100 offences)

6.2.2   In Blackpool, the trend for Sexual Offences over the last four years is as follows:

CORA (V15) - XMR Chart and Regression Forecasts

| Select Area | Blackpool CSP |
| Select Crime Category | All Sexual Offences |

$R^2 = 0.4677$

Monthly Totals

Month	Result	Month	Result
Apr-12	18	Apr-14	22
May-12	24	May-14	33
Jun-12	29	Jun-14	32
Jul-12	25	Jul-14	43
Aug-12	30	Aug-14	40
Sep-12	31	Sep-14	25
Oct-12	19	Oct-14	33
Nov-12	25	Nov-14	27
Dec-12	36	Dec-14	23
Jan-13	35	Jan-15	29
Feb-13	23	Feb-15	28
Mar-13	21	Mar-15	35
Apr-13	24	Apr-15	25
May-13	27	May-15	46
Jun-13	28	Jun-15	27
Jul-13	36	Jul-15	50
Aug-13	44	Aug-15	38
Sep-13	29	Sep-15	47
Oct-13	31	Oct-15	47
Nov-13	28	Nov-15	45
Dec-13	23	Dec-15	55
Jan-14	34	Jan-16	38
Feb-14	38	Feb-16	58
Mar-14	29	Mar-16	48

The estimated crime total for 2015-16 based on **Quadratic** regression (with seasonal variation taken into account) is **524**

The annual recorded crime total for 2014-15 was **370** The estimate for 2015-16 amounts to AN INCREASE on this of **41.6%**

6.2.3   The figures pertaining to Sexual Offences for Lancashire are as follows:

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CORA (V15) - XMR Chart and Regression Forecasts

Select Area: The Constabulary
Select Crime Category: All Sexual Offences

R² = 0.7384

Monthly Totals

Month	Result	Month	Result
Apr-12	125	Apr-14	116
May-12	128	May-14	139
Jun-12	131	Jun-14	145
Jul-12	149	Jul-14	197
Aug-12	126	Aug-14	179
Sep-12	118	Sep-14	186
Oct-12	142	Oct-14	192
Nov-12	173	Nov-14	170
Dec-12	127	Dec-14	144
Jan-13	136	Jan-15	181
Feb-13	132	Feb-15	160
Mar-13	157	Mar-15	197
Apr-13	124	Apr-15	174
May-13	171	May-15	218
Jun-13	159	Jun-15	191
Jul-13	189	Jul-15	215
Aug-13	185	Aug-15	207
Sep-13	145	Sep-15	207
Oct-13	169	Oct-15	228
Nov-13	133	Nov-15	237
Dec-13	159	Dec-15	237
Jan-14	161	Jan-16	259
Feb-14	132	Feb-16	237
Mar-14	153	Mar-16	244

The estimated crime total for 2015-16 based on **Quadratic** regression (with seasonal variation taken into account) is **2,654**

The annual recorded crime total for 2014-15 was **2,006** The estimate for 2015-16 amounts to AN INCREASE on this of **32.3%**

6.2.4 Whilst all districts across Lancashire have shown a year to date increase for sexual offences, Blackpool has seen the largest numerical increase and had the most offences reported across the County. This has been an increasing trend over the last three years. During the period April 2015 to March 2016 there were 524 sexual offences in Blackpool. Of these, 31.5% (n=165) were classed as 'non recent', i.e. they took place over 12 months before they were reported.

6.2.5 In relation to Rape, the four year figures for Blackpool are as follows:

CORA (V15) - XMR Chart and Regression Forecasts

Select Area: Blackpool CSP
Select Crime Category: Rape

R² = 0.3731

Monthly Totals

Month	Result	Month	Result
Apr-12	8	Apr-14	11
May-12	7	May-14	10
Jun-12	8	Jun-14	19
Jul-12	7	Jul-14	10
Aug-12	8	Aug-14	16
Sep-12	6	Sep-14	9
Oct-12	5	Oct-14	8
Nov-12	6	Nov-14	13
Dec-12	9	Dec-14	9
Jan-13	15	Jan-15	14
Feb-13	9	Feb-15	8
Mar-13	1	Mar-15	10
Apr-13	9	Apr-15	11
May-13	6	May-15	25
Jun-13	8	Jun-15	11
Jul-13	6	Jul-15	15
Aug-13	13	Aug-15	13
Sep-13	12	Sep-15	18
Oct-13	11	Oct-15	10
Nov-13	11	Nov-15	17
Dec-13	12	Dec-15	13
Jan-14	13	Jan-16	15
Feb-14	11	Feb-16	16
Mar-14	6	Mar-16	15

The estimated crime total for 2015-16 based on **Quadratic** regression (with seasonal variation taken into account) is **179**

The annual recorded crime total for 2014-15 was **137** The estimate for 2015-16 amounts to AN INCREASE on this of **30.7%**

6.2.6   This increase is also being seen across the County:

CORA (V15) - XMR Chart and Regression Forecasts

| Select Area | The Constabulary |
| Select Crime Category | Rape |

R² = 0.759

Monthly Totals

Month	Result	Month	Result
Apr-12	38	Apr-14	45
May-12	39	May-14	38
Jun-12	33	Jun-14	53
Jul-12	42	Jul-14	51
Aug-12	29	Aug-14	62
Sep-12	24	Sep-14	47
Oct-12	30	Oct-14	47
Nov-12	38	Nov-14	48
Dec-12	35	Dec-14	48
Jan-13	45	Jan-15	77
Feb-13	27	Feb-15	49
Mar-13	38	Mar-15	60
Apr-13	31	Apr-15	59
May-13	40	May-15	68
Jun-13	35	Jun-15	62
Jul-13	49	Jul-15	62
Aug-13	52	Aug-15	74
Sep-13	44	Sep-15	65
Oct-13	43	Oct-15	60
Nov-13	43	Nov-15	76
Dec-13	52	Dec-15	61
Jan-14	55	Jan-16	84
Feb-14	37	Feb-16	77
Mar-14	37	Mar-16	71

| The estimated crime total for 2015-16 based on | Quadratic | regression (with seasonal variation taken into account) is | 819 |
| The annual recorded crime total for 2014-15 was | 625 | The estimate for 2015-16 amounts to AN INCREASE on this of | 31.0% |

6.2.7   These increases in sexual offences and rape could be attributed to recent changes in recording within Lancashire Constabulary which, similarly to Violence Against The Person, dictate that all offences under this category are now automatically recorded as crimes. Previously, Police had seventy-two hours to investigate whether a report of a sexual offence was legitimate, with any 'non-crimes' being taken off the record. Now that this is no longer an option, all reports are recorded as crimes.

6.2.8   This rise in figures may also be due to increased confidence of the public to report incidents. A third of offences reported within 2015/16 were non-recent, demonstrating that recent high-profile convictions are having a positive impact on the trust of victims to come forward with their case.

6.2.9   The Community Safety Partnership continues to work towards tackling sexual offences and rape through multi-agency groups and campaigns. Recently, some much needed technical equipment such as wi-fi cameras, encrypted pen drives, and DVD players has been obtained. This is in order to better support victims of sexual offences and rape by ensuring that strong evidence can be obtained to enable prosecutions against offenders. Some of this equipment is also available for use by victims, including a number of mobile telephones which have an in-built emergency button.

6.2.10   The Partnership continues to support the provision of an emergency safe house which is invaluable in protecting victims of sexual offences and rape. Victims are able to temporarily move to the address on license, which is in an undisclosed location, at very short notice so as to escape the perpetrators of the abuse. This allows intensive support to be provided at a place of safety and the relevant agencies can also work together to obtain a prosecution where possible.

6.2.11 Two of the Partnership's thematic subgroups concerning sexual offences and rape are soon due to merge in order to provide a more holistic approach to this priority. Aquamarine, the working group for sexual offences and rape, and Azure, the working group for prostitution, will be brought together to ensure that information sharing is more thorough. This will allow a wider range of issues around sexual offences and rape to be tackled, such as victims, trafficking, parlour conditions and perpetrator work.

6.2.12 With regards to perpetrators of sexual offences, there is a dedicated team called DASSAU (Dangerous And Serious Sexual Offender Unit) which manages all known dangerous sex offenders.

6.3 Domestic Abuse

6.3.1 The figures for April 2015 – March 2016 in relation to Domestic Abuse are as follows:

All domestic assaults	increase of 14.6% (+155 offences)
Serious domestic assaults	reduction of 16.2% (-6 offences)
Less serious domestic assaults	increase of 12.8% (+74 offences)
Non-injury domestic assaults	increase of 19.3% (+87 offences)

6.3.2 The four year Domestic Abuse figures for Blackpool are as follows:

CORA (V15) - XMR Chart and Regression Forecasts

Select Area: Blackpool CSP
Select Crime Category: Domestic Abuse

R² = 0.2139

Month	Result	Month	Result
Apr-12	166	Apr-14	132
May-12	166	May-14	148
Jun-12	141	Jun-14	141
Jul-12	181	Jul-14	171
Aug-12	156	Aug-14	146
Sep-12	159	Sep-14	121
Oct-12	129	Oct-14	120
Nov-12	150	Nov-14	128
Dec-12	133	Dec-14	118
Jan-13	136	Jan-15	110
Feb-13	137	Feb-15	122
Mar-13	124	Mar-15	124
Apr-13	123	Apr-15	140
May-13	156	May-15	139
Jun-13	148	Jun-15	143
Jul-13	166	Jul-15	125
Aug-13	137	Aug-15	166
Sep-13	137	Sep-15	158
Oct-13	140	Oct-15	140
Nov-13	113	Nov-15	157
Dec-13	158	Dec-15	170
Jan-14	151	Jan-16	171
Feb-14	107	Feb-16	145
Mar-14	131	Mar-16	129

The estimated crime total for 2015-16 based on	Quadratic	regression (with seasonal variation taken into account) is	1,783
The annual recorded crime total for 2014-15 was	1,581	The estimate for 2015-16 amounts to AN INCREASE on this of	12.8%

6.3.3 Domestic Abuse (which encompasses all crimes with a 'domestic violence' marker) has seen a year to date increase of 12.8% (+202 offences) with each month between August and March showing an increase when compared to the same month in the previous year. Domestic assaults make up the majority of the increase in Domestic Abuse.

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6.3.4 For high-risk abuse cases, referrals are made to a Multi-Agency Risk Assessment Conference (MARAC) which will determine a risk management plan for all parties i.e. victim, perpetrator and associated children. MARAC conference data for Blackpool during 2015/16 is as follows:

6.3.5 Blackpool discussed 593 cases at MARAC. This is a rate of 99 cases per 10,000 population, which is three times higher than the national rate of 32 per 10,000 in 2014. Of these cases, 26% were repeat victims. Males were victims in 7% of cases and 16-17 year olds were victims in 4% of cases.

6.3.6 The trend across the County is as follows:

CORA (V15) - XMR Chart and Regression Forecasts

Select Area	The Constabulary
Select Crime Category	Domestic Abuse

$R^2 = 0.2357$

Monthly Totals

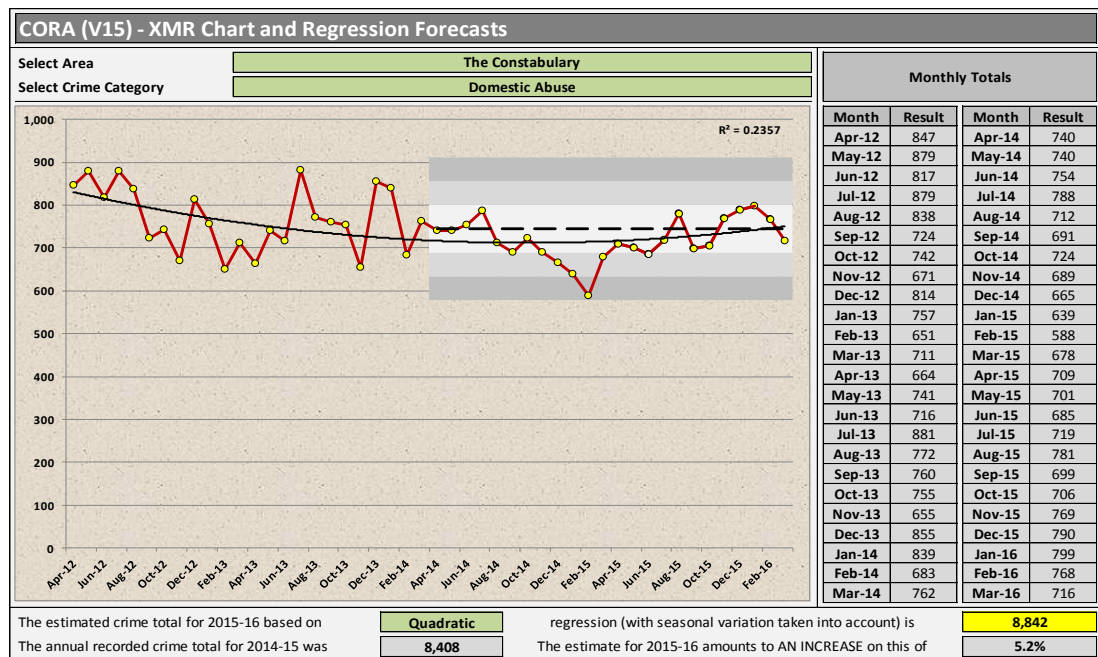| Month	Result	Month	Result
Apr-12	847	Apr-14	740
May-12	879	May-14	740
Jun-12	817	Jun-14	754
Jul-12	879	Jul-14	788
Aug-12	838	Aug-14	712
Sep-12	724	Sep-14	691
Oct-12	742	Oct-14	724
Nov-12	671	Nov-14	689
Dec-12	814	Dec-14	665
Jan-13	757	Jan-15	639
Feb-13	651	Feb-15	588
Mar-13	711	Mar-15	678
Apr-13	664	Apr-15	709
May-13	741	May-15	701
Jun-13	716	Jun-15	685
Jul-13	881	Jul-15	719
Aug-13	772	Aug-15	781
Sep-13	760	Sep-15	699
Oct-13	755	Oct-15	706
Nov-13	655	Nov-15	769
Dec-13	855	Dec-15	790
Jan-14	839	Jan-16	799
Feb-14	683	Feb-16	768
Mar-14	762	Mar-16	716

The estimated crime total for 2015-16 based on	Quadratic	regression (with seasonal variation taken into account) is	8,842
The annual recorded crime total for 2014-15 was	8,408	The estimate for 2015-16 amounts to AN INCREASE on this of	5.2%

6.3.7 Currently, in recognition of the current demand and priority that Domestic abuse commands within the town, a comprehensive review of Domestic Abuse Services is being undertaken. This piece of work is being led by one of the Council Directors, Delyth Curtis, and includes all partnership and commissioning representatives to look at an integrated commissioning approach to services and includes workforce development for front line staff.

6.3.8 There are two Domestic Abuse pilots being implemented at present. The Inner Strength Programme, which is funded by the Police and Crime Commissioner (PCC), targets perpetrators of Domestic Abuse and has already completed its first cohort. The programme has been developed to impact upon offending behaviour, support victims who decide to remain with their offending partner, and reduce the risk of repeat offending patterns. In a more family-centred approach, the Step Up project seeks to work with families who have experienced a domestic violence incident and have at least one child aged 15 or under, or a pregnancy. The initiative is a research pilot aimed at assessing how early support can be provided through targeting families of standard-risk domestic abuse in an attempt to reduce the risk of escalation. The

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project will study Talbot, Brunswick and Park wards, and all families identified for this project by the Police will receive a whole family assessment.
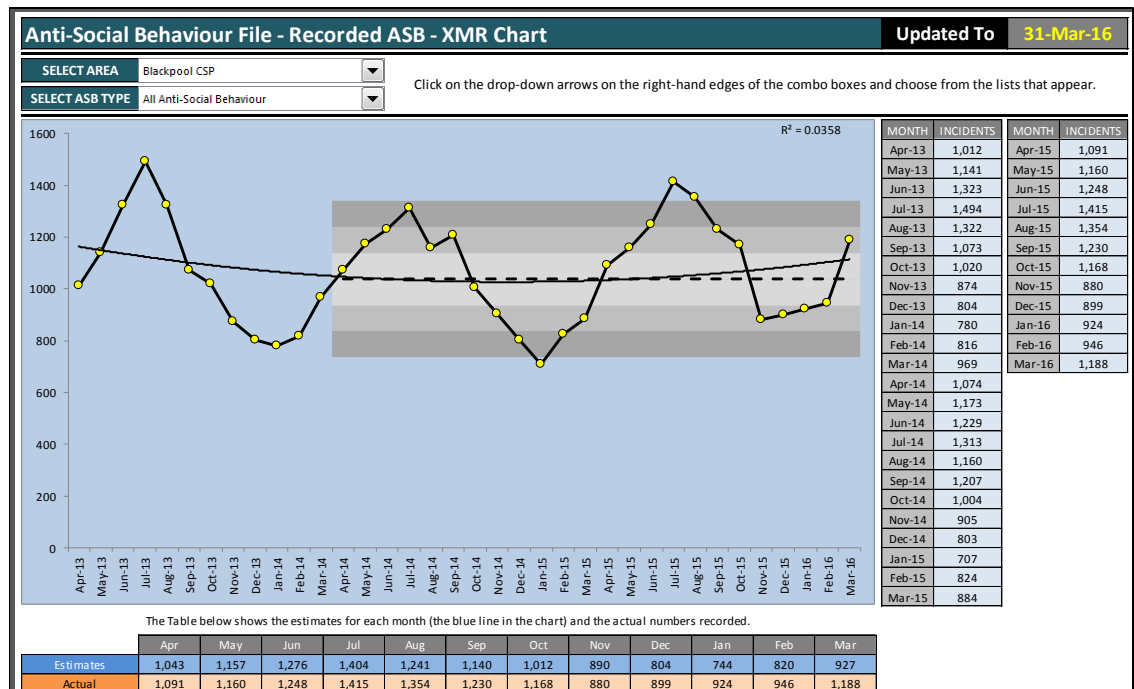
6.3.9 A support programme called 'Parents as Partners' is also being implemented within Blackpool. This programme supports couples to address conflict in their relationship reducing the impact negative behaviours have on parenting. Training has already commenced and the first programme will be rolled out later in 2016. Blackpool is one of the first places nationally to be trained in delivering this approach.

6.3.10 Blackpool recently participated in the national Domestic Abuse campaign, 'Be A Lover Not A Fighter' which aims to raise awareness and understanding of abuse, highlight the impact that abuse has on children, and 'denormalise' domestic abuse within communities. The Blackpool campaign, supported by the PCC, asked people to pledge to tackle domestic abuse and share the conversation on social media. A week of action was also held in the local shopping centre to spread the word about the campaign and engage with the public around domestic abuse.

6.4 Antisocial Behaviour

6.4.1 Incidents of Antisocial Behaviour reported to the Police between April 2015 and March 2016 are up by 9.9% (+1,220 incidents). During this period there was a 25% increase in the number of ASBRAC referrals, with 71 referrals being made this year compared with 53 in the previous year. In 2015-16, 35 resolved medium and high-risk ASBRAC cases had a final risk assessment carried out. Of these 35 cases, 80% of victims claimed a reduction in risk of over 50%; and 54% stated a reduction of over 70%.

6.4.2 The three year figures for Antisocial Behaviour in Blackpool are as follows:

Anti-Social Behaviour File - Recorded ASB - XMR Chart — Updated To 31-Mar-16

SELECT AREA: Blackpool CSP
SELECT ASB TYPE: All Anti-Social Behaviour

Click on the drop-down arrows on the right-hand edges of the combo boxes and choose from the lists that appear.

R² = 0.0358

MONTH	INCIDENTS	MONTH	INCIDENTS
Apr-13	1,012	Apr-15	1,091
May-13	1,141	May-15	1,160
Jun-13	1,323	Jun-15	1,248
Jul-13	1,494	Jul-15	1,415
Aug-13	1,322	Aug-15	1,354
Sep-13	1,073	Sep-15	1,230
Oct-13	1,020	Oct-15	1,168
Nov-13	874	Nov-15	880
Dec-13	804	Dec-15	899
Jan-14	780	Jan-16	924
Feb-14	816	Feb-16	946
Mar-14	969	Mar-16	1,188
Apr-14	1,074		
May-14	1,173		
Jun-14	1,229		
Jul-14	1,313		
Aug-14	1,160		
Sep-14	1,207		
Oct-14	1,004		
Nov-14	905		
Dec-14	803		
Jan-15	707		
Feb-15	824		
Mar-15	884		

The Table below shows the estimates for each month (the blue line in the chart) and the actual numbers recorded.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Estimates	1,043	1,157	1,276	1,404	1,241	1,140	1,012	890	804	744	820	927
Actual	1,091	1,160	1,248	1,415	1,354	1,230	1,168	880	899	924	946	1,188

6.4.3   Of note, Quarter 4 of 2015/16 did not see the same seasonal reduction as is usually expected, with March 2016 particularly showing a significant 34.8% increase compared with the same month in 2015. Looking at the peak times and areas for antisocial behaviour during this period, it is evident that the increase in these figures relates to a known cohort of young people who are causing a great deal of nuisance with in the town centre, parks, car parks and leisure centres. Throughout February there was a large piece of work undertaken to address these issues, during which the Police logged every single incident in order to gather intelligence and to encourage the public to report issues. This may account for some of the increase in March.
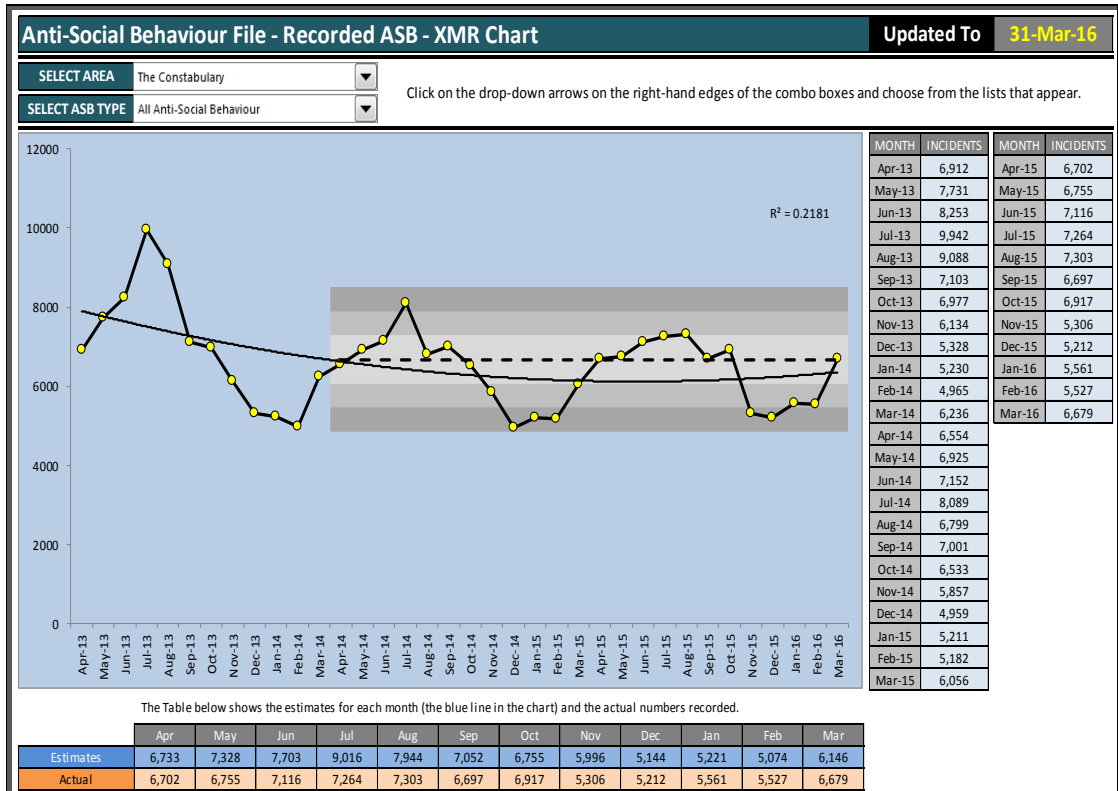
6.4.4   The number of frequent callers in West Division remains higher than counterparts across the County, although the number within the cohort changes on a monthly basis. The operational management of these individuals now requires Police Control Room operators to open a log whenever they call in. This may also account for some of the Antisocial Behaviour increase. The recent frequent caller figures are as follows:

Police Area	Number of identified vulnerable callers (March 2016)	Number of calls between October 2015 – March 2016 (six months)
WEST	218	6,295
SOUTH	137	3,147
EAST	124	4,415

6.4.5   Utilisation of the Tools and Powers introduced by the Antisocial Behaviour, Crime and Policing Act in October 2014 is now well established. During the period April 2015 to March 2016, the tools and powers used were as follows: 645 Warning Letters, 78 Community Protection Notices, seven Fixed Penalty Notices, five Civil Injunctions, one Criminal Behaviour Order and one Closure Order. Recent feedback from a barrister in the field suggests that Blackpool is leading nationally on the utilisation of Community Protection Warnings and Notices.

6.4.6   The Community Protection Warnings continue to be a successful mitigation tool to prevent escalation of risk. At present, work is being undertaken to ascertain how best to implement robust positive requirements that can support perpetrators to make sustainable lifestyle changes and improve their quality of life, as well as some of the victims who have been affected by their chaotic behaviour.

6.4.7   Antisocial Behaviour across Lancashire between April 2015 and March 2016 has shown an increase of 0.9%:

Anti-Social Behaviour File - Recorded ASB - XMR Chart Updated To **31-Mar-16**

SELECT AREA: The Constabulary
SELECT ASB TYPE: All Anti-Social Behaviour

Click on the drop-down arrows on the right-hand edges of the combo boxes and choose from the lists that appear.

$R^2 = 0.2181$

MONTH	INCIDENTS	MONTH	INCIDENTS
Apr-13	6,912	Apr-15	6,702
May-13	7,731	May-15	6,755
Jun-13	8,253	Jun-15	7,116
Jul-13	9,942	Jul-15	7,264
Aug-13	9,088	Aug-15	7,303
Sep-13	7,103	Sep-15	6,697
Oct-13	6,977	Oct-15	6,917
Nov-13	6,134	Nov-15	5,306
Dec-13	5,328	Dec-15	5,212
Jan-14	5,230	Jan-16	5,561
Feb-14	4,965	Feb-16	5,527
Mar-14	6,236	Mar-16	6,679
Apr-14	6,554		
May-14	6,925		
Jun-14	7,152		
Jul-14	8,089		
Aug-14	6,799		
Sep-14	7,001		
Oct-14	6,533		
Nov-14	5,857		
Dec-14	4,959		
Jan-15	5,211		
Feb-15	5,182		
Mar-15	6,056		

The Table below shows the estimates for each month (the blue line in the chart) and the actual numbers recorded.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Estimates	6,733	7,328	7,703	9,016	7,944	7,052	6,755	5,996	5,144	5,221	5,074	6,146
Actual	6,702	6,755	7,116	7,264	7,303	6,697	6,917	5,306	5,212	5,561	5,527	6,679

6.4.8   The Partnership continues to tackle Antisocial Behaviour through continued multi-agency work to problem-solve issues. Early intervention work to protect vulnerable people from becoming victims of crime and antisocial behaviour is proving vital, so an initiative called Operation Safeguard has been established in partnership between Blackpool Council and the Police. The initiative recognises that many individuals, particularly those over 65 years old, are often missed by services because they only come to attention when they are already in dire need. Operation Safeguard aims to address this issue by providing home security inspections and target hardening equipment to over 65's, as well as signposting them to any relevant support services. The individuals will be referred by professionals that they may regularly come into contact with such as GPs and carers. It is hoped that this will ensure that older people feel safer and more secure within their own homes.

6.4.9   Funding of £30,000 has been obtained to allow the youth provision, 'Kicks' to continue. The project is facilitated in partnership with Blackpool Football Club Community Trust and engages over 1,000 young people per year to prevent them from becoming involved in crime or antisocial behaviour. Further to this, it was identified through the Partnership that more effective links could be made between agencies when dealing with young people who engage in antisocial behaviour. This became particularly apparent when the issue of a large cohort of young people causing problems in the town centre began to emerge. Consequently, a great deal of work has been undertaken to re-shape the way in which work around young people in relation to Antisocial Behaviour is undertaken. Methods to enable more proactive and efficient information sharing are being developed and the work has led to a dramatic reduction in the number of issues associated to this group of young people.

6.4.10   Training around antisocial behaviour processes and legislation continues both within the Council and with partner agencies. This ensures that agency buy-in to resolving Antisocial Behaviour remains high, as well as enabling relevant information to be shared quickly amongst partners. Sessions are currently being planned for two of the local Neighbourhood Policing Teams, Blackpool Council's Customer First Team, as well as a session for officers authorised under the Antisocial Behaviour, Crime and Policing Act 2014 legislation.

6.5   Reducing Re-Offending

6.5.1   In order to monitor data regarding re-offending, the Ministry of Justice collates data over a number of years which is then made available to the Probation Services, Community Rehabilitation Companies and their partners to monitor performance.

6.5.2   The most recent proven reoffending statistics relate to the period from April 2013 to March 2014. The Blackpool reoffending statistics for both adult offenders and juveniles is 28.4% for this period. This represents a 2.5% decrease compared to the previous 12 month period. The statistics relate to 2,559 offenders, which represents a decrease of 512 offenders from the previous 12 months. Of this group, 728 offenders reoffended, which is a decrease of 220. And finally, the number of reoffences has decreased by 465 to 2,553. These statistics demonstrate a consistent reduction in offending and reoffending locally.

6.6   Substance Misuse

6.6.1   The rate of successful completions in relation to substance misuse has fallen both nationally and locally. In Quarter 4 6.3% of clients successfully completed treatment and did not re-present to treatment. In view of these outcomes, Public Health is currently undertaking a service review to provide recommendations on how the services need to change in order to improve.

6.6.2   The key themes emerging from this work are around improvement of dual diagnosis treatment for individuals who have mental health issues as well as substance misuse problems, provision of psychological treatment for individuals with significant adverse childhood events, improved links into employment for clients, and the potential of retendering in order to reduce the number of providers of services.

6.6.3   The rate of alcohol related hospital admissions has also risen both locally and nationally, with the highest rates being concentrated in Blackpool's most disadvantaged communities. The Blackpool Alcohol Strategy is currently being refreshed and will continue to focus on actions which aim to have an impact on the rate of alcohol related hospital admissions.

6.6.4   Key actions from the strategy include the development and delivery of an alcohol awareness campaign, further work with women who are currently pregnant or planning pregnancy, delivery of an alcohol unit within the school PSHE programme,

exploration of ways in which tools and powers can be utilised to influence individuals into considering treatment, and the continuation of the Night Safe Haven provision.

6.6.5 The Community Safety Team and Public Health is facilitating a rehabilitation initiative which will assist previous offenders and individuals with substance misuse histories to re-engage with their community and improve their skills. Working alongside the Blackpool Football Club Community Trust and Horizon, individuals will be able to meet peers who have had similar experiences to themselves, get active through sport and football, as well as obtain guidance on skills such as CV writing and applications. Participants in the scheme will also be able to undertake coaching skills and engage in volunteering opportunities.

7.0   Hate Crime

7.1   As per the request at the previous Community Safety Scrutiny Meeting, below is some information regarding hate crime. At present, Lancashire Constabulary does not have a marker to indicate whether a victim of crime is vulnerable due to disability, for example. The Police system only records this information when the crime specifically relates to a person's characteristics, i.e. when it is a hate crime. However, the Office of the Police and Crime Commissioner is currently working alongside Lancashire Constabulary to build a vulnerability marker into their crime reporting system. This work will address the fact that 'low impact' crime types can sometimes have significant effects on a victim because it causes them to be vulnerable. This marker will override the crime type to ensure that vulnerable victims get the support they require.

7.2   The breakdown for Blackpool hate crime offences is as follows:

Type	2014/15	2015/16	Change	%
Race	71	81	+10	+14.1%
Religion	3	9	+6	+200%
Sexual	22	32	+10	+45.4%
Transgender	6	5	-1	-16.7%
Disability	9	13	+4	+44.4%

7.3   The peak crime types within these five hate crime strands are as follows:

Race:
Of 81 total offences:
Assault (22), Criminal Damage (13), Harassment (8), Public fear, alarm or distress (30)
Religion:
Of 9 total offences:
Public fear, alarm or distress (5)
Sexual:
Of 32 total offences:
Assault (8), Criminal Damage (7), Harassment (3), Public fear, alarm or distress (13)

Transgender:
Of 5 total offences:
Assault (1), Harassment (2), Public fear, alarm or distress (2)
Disability:
Of 13 total offences:
Assault (3), Criminal Damage (3)

7.4   Increase in hate crime figures is viewed as positive as it demonstrates that targeted work to increase reporting and confidence is having an impact. For example, hate crime awareness training and campaigns have been carried out across various agencies within Blackpool. These efforts help the public and agencies to be more aware of the issues, to recognise hate crime when it is happening, and encourage people to report with better confidence.

7.5   Victims of hate crime now have a multitude of support available to them across Blackpool, and have a dedicated single point of contact within the Constabulary. This contact works closely with other supporting agencies such as LGBT forums and an organisation called Victim's Voice, a branch of Lancashire Victim's Services dealing specifically with hate crime. These support services will assist victims in accessing help with a wide range of issues such as counselling, support groups and applications for housing. Since Victim's Voice was established in October 2015 they have worked with 19 victims of hate crime.

8.0   New Priorities

8.1   The Annual Strategic Assessment, the findings of which assist with identifying the priorities for 2016/17, has now been completed. The priorities were consulted upon locally at the start of 2016 as part of the development of the Community Safety Plan, with all responses demonstrating an agreement with the priorities suggested. The new priorities were also agreed at Full Council in March 2016.

8.2   Therefore, the priorities for 2016/17 are: Sexual Offences, Antisocial Behaviour, Domestic Abuse, Child Sexual Exploitation, and Violence Against The Person. Alongside these priorities, for the first time, the 2015 Strategic Assessment recommended that a series of 'causation factors' should also be considered alongside the identified priorities. It is suggested that these causation factors are likely to have a direct impact upon the priorities and that they should therefore be prioritised through service commissioning. As outlined within the Strategic Assessment, these causation factors are as follows: Drugs and Alcohol, Mental Health, Reoffending and Deprivation. The Partnership will also continue to support the activity taking place to address these areas, particularly with regards to their impact on the priorities.

8.3   Work to fulfil the obligations of the Counter Terrorism and Security Act 2015 will also be overseen by the Partnership, particularly in relation to the Prevent strategy, in order to ensure that Blackpool can prevent adults and young people from becoming radicalised. Work will continue to ensure that, in the unlikely event of a terrorist

attack, Blackpool is as protected and prepared as possible to protect its citizens and infrastructure.

8.4   A local Prevent Delivery Group has now been established which is chaired by Louise Fisher, Assistant Chief Executive Cumbria and Lancashire Community Rehabilitation Company. The group has membership from the Council Adult and Children Social Care departments, the Police, Blackpool, Fylde and Wyre Teaching Hospitals, Blackpool Clinical Commissioning Group, Blackpool and Fylde College, Blackpool Sixth Form College, Blackpool Youth Offending Team, Lancashire Care NHS Trust, Lancashire Fire and Rescue Service and North West Ambulance Service. Other partners may be opted in as and when required to assist the group with ensuring that all local agencies work in partnership to implement all requirements within the recent Counter Terrorism and Security Act locally. Reports on the work of the group will be made available for the Council Corporate Leadership Team and BSafe Blackpool.

8.5   Serious Organised Crime will also be a focus of the Partnership with Lancashire Constabulary and all other relevant agencies working to address Serious Organised Crime and reduce its impact on Blackpool communities. The areas targeted by this work will include drug dealing, child sexual exploitation, human trafficking, illicit trade, and fraud.

8.6   Alongside Counter-Terrorism and Serious Organised Crime, the Partnership will pay particular attention to Modern Slavery in order to implement a process within Blackpool Council for reporting this issue. Local authorities are now statutory responsible agencies in relation to passing intelligence to the Home Office concerning cases of Modern Slavery or Human Trafficking. Training is being undertaken by frontline officers, and links are being made with the relevant points of contact within Lancashire Constabulary, Hope For Justice, and the Salvation Army.

9.0   Does the information submitted include any exempt information?   No

9.1   **List of Appendices:**
None

10.0   **Legal considerations:**

10.1   None

11.0   **Human Resources considerations**:

11.1   None

12.0   **Equality considerations:**

12.1   None

13.0   **Financial considerations:**

13.1   None

14.0   Risk Management considerations:

14.1   None

15.0   Ethical considerations:

15.1   None

16.0   Internal/External Consultation undertaken:

16.1   None

17.0   Background papers:

17.1   Blackpool Community Safety Plan 2016-2019.

17.2   Crime data provided, by the Lancashire Constabulary Analyst using Police CORA recorded crime. Reoffending data has been provided by the Lancashire and Cumbria Community Rehabilitation Company.

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Report to:	TOURISM, ECONOMY AND RESOURCES SCRUTINY COMMITTEE
Relevant Officer:	Sharon Davis, Scrutiny Manager.
Date of Meeting	16 June 2016

SCRUTINY WORKPLAN

1.0   Purpose of the report:

1.1   The Committee to consider the Workplan and to monitor the implementation of Committee recommendations, together with any suggestions that Members may wish to make for scrutiny review topics.

2.0   Recommendation(s):

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

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

3.0   Reasons for recommendation(s):

3.1   To ensure the Workplan is up to date and is an accurate representation of the Committee's work.

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

3.2b   Is the recommendation in accordance with the Council's approved budget?   N/A

3.3   Other alternative options to be considered:

None.

4.0   Council Priority:

4.1   N/A

5.0   Background Information

5.1   **Scrutiny Workplan**

5.1.1   The Scrutiny Committee Workplan is attached at Appendix 11a. The Workplan is a flexible document that sets out the work that the Committee will undertake over the course of the year.

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

5.2   **Monitoring Implementation of Recommendations**

5.2.1   The table attached at Appendix 11b details the recommendations that have been made by the Tourism, Economy and Resources Scrutiny Committee and an update for Members as to the implementation of those recommendations.

5.2.2   The Committee is recommended to monitor its recommendations over the course of the year.

5.3   **Scrutiny Review Checklist**

5.3.1   The Scrutiny Review Checklist is attached at Appendix 11c. The checklist forms part of the mandatory scrutiny procedure for establishing review panels and must therefore be completed and submitted for consideration by the Committee, prior to a topic being approved for scrutiny.

5.3.2   The Committee is recommended to place an emphasis on the priorities and performance of the Council when considering requests for scrutiny reviews.

         Does the information submitted include any exempt information?   No

         List of Appendices:

         Appendix 11a – Tourism, Economy and Resources Scrutiny Committee
         Workplan
         Appendix 11b – Monitoring Committee Recommendations table
         Appendix 11c - Scrutiny Review Checklist

6.0   Legal considerations:

6.1   None.

7.0   Human Resources considerations:

7.1   None.

8.0   Equalities considerations:

8.1   None.

9.0   Financial considerations:

9.1   None.

10.0   Risk management considerations:

10.1   None.

11.0   Ethical considerations:

11.1   None.

12.0   Internal/ External Consultation undertaken:

12.1   None.

13.0   Background papers:

13.1   None.

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TOURISM, ECONOMY AND RESOURCES SCRUTINY COMMITTEE WORKPLAN 2016/2017	
16 June	Impact of Channel Shift and performance of Customer Services Tourism Update report Car Parking 2015/2016 Performance CSP - Annual Performance of the Blackpool Community Safety Partnership.
21 July	Council Plan – Performance Monitoring - Economy Transience Update Performance of Economic Development Company
15 September	Financial Reporting Provisional Revenue Outturn 2015/2016 Treasury Management Outturn Report 2015/2016 Council Plan – Performance Monitoring – Economy
27 October	Financial Reporting CSP performance report CCTV impact and performance Waste Collection
15 December	Financial Reporting Council Plan – Performance Monitoring - Economy Tourism Update Car Parking 2016/2017 Performance
2 February 2017	Financial Reporting Bathing Water Quality Annual Report Flood Risk Management and Drainage Annual Report
16 March	Financial Reporting Council Plan – Performance Monitoring – Economy
4 May	TBC

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MONITORING THE IMPLEMENTATION OF SCRUTINY RECOMMENDATIONS

DATE OF REC	RECOMMENDATION	TARGET DATE	RESPONSIBLE OFFICER	UPDATE	RAG RATING
9.07.15	To establish a scrutiny review panel to consider Licensed Horse Drawn Carriages on the promenade.	October 2015	Chris Kelly	'In a day' Scrutiny review held on 14 October 2015.	Green
10.09.15	With regards to the Annual Customer Feedback report, it was recommended that further work be undertaken with departments to encourage all services to follow the Council's complaints procedure and improve their compliant handling, particularly across those services which have changed due to restructures or where officers designated to deal with customer feedback have left the authority.	September 2016	Ruth Henshaw	To be incorporated within the 2015/2016 Annual Customer Feedback report	Amber
10.09.15	With regards to the Annual Customer Feedback report, it was recommended that further work needed to be done to encourage services to capture and act upon learning from complaints where appropriate so that services could be improved as a result.	September 2016	Ruth Henshaw	To be incorporated within the 2015/2016 Annual Customer Feedback report	Amber

21.01.16	To establish a Scrutiny Panel to review target setting for 2016/2017 and to consider the content of future performance reports.	Spring 2016	Chris Kelly / Sally Shaw	Panel Membership has been established. A meeting date has been agreed as 27 June 2016.	Amber
21.01.16	To receive information on the calculated cumulative impact of budget cuts to Blackpool since 2011/2012 to be distributed amongst Members outside of the meeting.	Before next meeting.	Steve Thompson	The information was circulated to Committee Members on 29.01.16	Green
21.01.16	To request that information on disability hate crime and the measures being taken by the Partnership to tackle it, be included within the next Community Safety Partnership report.	For next report of the Community Safety Partnership	Paolo Pertica	The information is incorporated into the Community Safety Partnership report.	Green
21.01.16	To approve the recommended items for consideration from the Audit Committee (Road Asset Management Strategy and the impact of Channel Shift and the performance of Customer Services) and for those items to be incorporated into the Workplan.	As soon as appropriate data is available	John Blackledge / Marie McRoberts	The Road Asset Management Strategy was considered at the 31 March Committee meeting.\n\nA report into the impact of Channel Shift and the performance of Customer Services is included on the agenda for the meeting.	Green
21.01.16	To approve and forward the final report of the Licensed Horse Drawn Hackney Carriages Scrutiny Review to the Executive.	February 2016	Chris Kelly	The report was considered by the Executive on 08.02.16 and it approved all of the recommendations contained within the report.	Green

31.03.16	To request that further details be provided on the borrowing costs for the purchase of 180-182 Promenade, to be circulated to Members after the meeting.	Before next meeting.	Steve Thompson	The information was circulated to Committee Members on 7 April 2016.	Green
31.03.16	To approve the recommended item for consideration from the Audit Committee to receive a report on the impact and performance of the CCTV Service.	As soon as appropriate data is available	Paolo Pertica	A report into the impact and performance of the CCTV service has been added to the Workplan.	Amber

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SCRUTINY SELECTION CHECKLIST

Title of proposed Scrutiny:

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

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

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

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

Please give any further details on the proposed review:

Completed by: **Date:**