

Blackpool Council

18 April 2017

To: Councillors D Coleman, Collett, Critchley, Maycock, O'Hara, Owen, D Scott, Stansfield and L Taylor

The above members are requested to attend the:

RESILIENT COMMUNITIES SCRUTINY COMMITTEE

Thursday, 27 April 2017 at 6.00 pm
in Committee Room A, Town Hall, Blackpool

A G E N D A

1 DECLARATIONS OF INTEREST

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

- (1) the type of interest concerned; 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 9 MARCH 2017 (Pages 1 - 6)

To agree the minutes of the last meeting held on 9 March 2017 as a true and correct record.

3 PUBLIC SPEAKING

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

4 EXECUTIVE AND CABINET MEMBER DECISIONS (Pages 7 - 12)

The Committee to consider the Executive and Cabinet Member decisions within the remit of the Resilient Communities Scrutiny Committee.

5 COMMUNITY ENGAGEMENT (Pages 13 - 20)

To provide an update to the Resilient Communities Scrutiny Committee on the work of the Community Engagement Team and specifically the Volunteering Strategy.

6 CHILDREN'S SERVICES OVERVIEW REPORT (Pages 21 - 34)

To inform the Committee of the work undertaken by Children's Services on a day to day basis and to update on the progress and implementation of developments within the areas.

7 SCRUTINY WORKPLAN (Pages 35 - 46)

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

8 DATE OF NEXT MEETING

To note the date and time of the next meeting of the Committee as Thursday, 8 June 2017, commencing at 6pm, subject to approval at Annual Council.

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, Acting Scrutiny Manager, Tel: 01253 477164, e-mail chris.kelly@blackpool.gov.uk

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Agenda Item 2

MINUTES OF RESILIENT COMMUNITIES SCRUTINY COMMITTEE MEETING - THURSDAY, 9 MARCH 2017

Present:

Councillor D Coleman (in the Chair)

Councillors

Collett	O'Hara	Stansfield
Critchley	Scott	L Taylor

In Attendance:

Councillor Graham Cain, Cabinet Secretary (Resilient Communities)
Councillor Amy Cross, Cabinet Member Adult Services and Health
Councillor Kath Benson, Cabinet Member for Schools and Learning
Councillor Maria Kirkland, Cabinet Member for Third Sector Engagement and Leisure Services

Ms Karen Smith, Deputy Director of People (Adult Services)
Mrs Val Raynor, Head of Commissioning
Mrs Hilary Wood, Head of Business Support and Resources
Ms Kate Aldridge, Service Manager, Care and Support
Ms Jo Humphries, Integrated Commissioning Manager
Mrs Ruth Henshaw, Engagement and Intelligence Officer
Mr Chris Kelly, Senior Democratic Governance Adviser (Scrutiny)

1 DECLARATIONS OF INTEREST

There were no declarations of interest on this occasion.

2 MINUTES OF THE LAST MEETING HELD ON 26 JANUARY 2017

The minutes of the previous meeting held on 26 January 2017 were signed by the Chairman as a true and correct record.

3 PUBLIC SPEAKING

The Committee noted that there were no applications for public speaking on this occasion.

4 EXECUTIVE AND CABINET MEMBER DECISIONS

The Committee considered and agreed to note the Executive and Cabinet Member decisions within the portfolio of the Cabinet Secretary, taken since the last meeting of the Committee.

**MINUTES OF RESILIENT COMMUNITIES SCRUTINY COMMITTEE MEETING - THURSDAY, 9
MARCH 2017**

5 COUNCIL PLAN PERFORMANCE REPORT QUARTER 3 2016/2017

Mrs Ruth Henshaw, Delivery Development Officer presented the performance against the Council Plan 2015/2020 for the period 1 October 2016 to 31 December 2016 and highlighted the key exceptions.

Mrs Henshaw reported that of the indicators where data was available, there were three indicators in which performance had deteriorated in Quarter 3 2016/2017:

- Number of referrals / rate of referrals to social care per 10,000 children;
- Number of looked after children / rate of looked after children per 10,000 population; and
- Percentage of children who became subject to a child protection plan for a second or subsequent time.

Mrs Henshaw also drew the Committee's attention to an additional exception report that had been provided for the new indicator of 'Percentage of long-term service users and an annual review'.

The Committee noted that in relation to the 'Number of referrals /rate of referrals to Social Care per 10,000 children' that the Corporate Delivery Unit was now four weeks into a mapping exercise with Children's Services, with the aim to determine where attention was required to be focused to deliver improvements. Members queried the level of progress of the mapping exercise and Councillor Cain advised that the review was progressing well, with front door services having already been considered and work being currently undertaken in relation to safeguarding children. He added that the whole of Children's Services was currently under review as a means to prepare for and support the new Director of Children's Services, who would be in post from late April 2017. Members requested that an update of the progress of the review be presented to the Committee at its next meeting as part of the Children's Services Overview report.

The Committee noted the number of looked after children target of 443 and challenged how realistic the target was given that there were currently 520 looked after children. Councillor Cain advised that the current service review would consider the steps required to reduce the number and further work would be undertaken with partner agencies to ensure that there was consistency in dealing with potential looked after children. He added that whilst the target may seem hard to achieve, he considered it to be set at an appropriate level that could be achieved, noting it had been lower than the target 18 months ago.

The Committee agreed to note the report.

Background papers: None.

**MINUTES OF RESILIENT COMMUNITIES SCRUTINY COMMITTEE MEETING - THURSDAY, 9
MARCH 2017**

6 ADULT SERVICES OVERVIEW REPORT

Ms Smith, Director of Adult Services, presented the Adult Services Overview report to the Committee.

Members noted the high volume of calls to the Vitaline service and queried whether there were appropriate staffing levels to cope with the demand. Ms Smith reported that she considered there to be appropriate staffing levels and provided details shift patterns for workers throughout the night. Upon further questioning from Members, Ms Smith provided details regarding the different levels of service that were offered by Vitaline and of the steps that would be taken in the event of an emergency.

Members raised questions relating to the Phoenix Centre after noting the occupancy rate of 108% based on the service having four beds. Ms Smith advised that the service had capacity to escalate the service to six beds but that additional staff had to be placed on the rota in that event. She noted that the service usually operated between four and six beds.

The Committee noted the difficulties that Adult Social Care had endured with completing annual reviews across all teams and the steps being taken to address the situation. Ms Smith explained that additional staff had been recruited to address the backlog and that substantial progress was being made into completing the outstanding reviews. Upon further questioning, Ms Smith advised the Committee that the service still prioritised new assessments, in which the details of the case were unknown. She also explained that the review process had been streamlined as far as possible with elements being removed that were not considered strictly necessary. However, the Care Act determined the framework of what was required in a review.

Members enquired further regarding the details of what was considered as part of a review and Ms Smith advised that officers would consider what care package was currently in place for a client and its objectives, and whether there had been any changes in the clients' circumstances, including the involvement of family and friends. She advised that there was a lot of information considered in a review and that officers would always take into account the capacity and communication capabilities of the client.

The Committee noted the table of clients reviewed contained within the report and requested that for future reports a key be provided.

The Committee agreed to note the report.

Background papers: None.

**MINUTES OF RESILIENT COMMUNITIES SCRUTINY COMMITTEE MEETING - THURSDAY, 9
MARCH 2017**

7 THEMATIC DISCUSSION - CARE AT HOME SERVICES

Mrs Raynor, Head of Commissioning, provided the Committee with an overview of the Care at Home services available to residents in Blackpool, noting that the term 'Care at Home' covered three distinct service areas:

- Care at Home for Adults
- Supported Living
- Care at Home for Children

Mrs Raynor summarised the various methods by which care and support could be provided and informed Members of the national concerns relating to instability in the domiciliary care market and the difficulty experienced across the sector in attracting and retaining quality staff, due to low wages and lone working.

With regards to one of the contracted domiciliary care providers operating in Blackpool, it was noted that there was a correction to the information provided in the report in that Lifeways had been re-inspected by the Care Quality Commission and now had a rating of 'Good', following a report published in October 2016.

The Committee challenged the steps being taken to improve recruitment and retention of staff. Ms Smith advised that care providers in Blackpool, due to the limited amount of private work available, required the local authority to subsidise their ability to pay at least the National Living Wage and therefore every penny increase on the hourly rate would cost the Council £40,000. Ms Smith explained that there were frequent negotiations with providers relating to wages and that as a result of the Council having limited resources to invest further in care providers, an effort was made to consider other services that could be provided in kind, for example parking permits so that carers could park in residents' parking areas outside of their client's property. Ms Smith also noted that further work was being undertaken across the health and social care sectors in Blackpool to better market jobs as a career to be proud of and to advertise the benefits of living in the area.

In relation to the terms and conditions of care workers, Ms Smith advised that when contracting with care providers, a number of expected practices and behaviours to be established were proposed, including no zero hours contracts, all time at work being paid and in conditions relating to sick pay.

The Committee discussed the length of care visits and issues relating to care workers travelling between visits. It was reported that care visits of less than 30 minutes were no longer commissioned and that travelling time was paid in the hourly rate, so that visits were not rushed. Ms Smith advised that although Blackpool was a geographically small borough so travelling issues were not as significant as in some other larger local authority areas, work was being undertaken to consider a neighbourhood or zoned approach to provision to reduce travelling time further.

**MINUTES OF RESILIENT COMMUNITIES SCRUTINY COMMITTEE MEETING - THURSDAY, 9
MARCH 2017**

Members questioned how care visits were monitored, with it being noted that many visits would be to vulnerable individuals undertaken by one care worker. Ms Smith acknowledged that it was a risk area, especially as many clients were older people that did not like to complain or were not capable of making a complaint. She advised that Adult Services was incorporating monitoring visits to service users and that clients were advised of how to make a complaint if they felt they were receiving a poor service.

Questions were raised in regards to the uptake of the Direct Payments scheme. Ms Smith explained that there had been an increase in the take up of the scheme but the majority of clients preferred to go through Adult Services, as under the scheme clients became the employer of their carer. Upon further questioning, Ms Smith advised that ensuring appropriate care for people using the Direct Payment Scheme was a risk area, but that there were caseworkers that monitored the care provided.

The Committee discussed the funding local authorities received for domiciliary care, noting it had reduced by 20% between 2009 and 2015. Councillor Cross advised the Committee of the Chancellor's recent budget announcements relating to domiciliary care and stated that whilst the boost to social care funding over the next three years was welcomed, the funding that would be provided did not correlate with the actual cost of care, which was far greater. Councillor Cross reported that the Local Government Association was working with Ministers to find a longer term solution to adult social care issues and that there was due to be a Green Paper produced later in 2017 to consider the issues further.

The Committee noted the Care Quality Commission inspection results and questioned how improvements for the providers rated as 'Requires Improvement' were ensured. Ms Smith noted there were two contracted providers rated as 'Requires Improvement' and provided Members with details of the reasons for the inspection results. She explained to Members that she considered that there was a good quality monitoring service in place and a good relationship with the Care Quality Commission, which helped to ensure improvements kept being made, including for the care providers currently rated as 'Good'.

A question was raised in relation to the rebranding of Sevacare and Ms Smith reported that details would be investigated and provided for Committee Members.

The Committee agreed:

- 1) To note the report
- 2) To receive information relating to the rebranding of Sevacare, to be circulated outside of the meeting.

Background papers: None.

8 THEMATIC DISCUSSION - INTERMEDIATE CARE SERVICES

The Committee considered the report on Intermediate Care Services.

**MINUTES OF RESILIENT COMMUNITIES SCRUTINY COMMITTEE MEETING - THURSDAY, 9
MARCH 2017**

Members noted that, with regards to the Assessment and Rehabilitation Centre, the length of stay had decreased from an average of 42 days per person prior to April 2016 to 29 days and yet the number of people using the service had increased. Members queried the impact of the reduction in length of stay and Ms Aldridge, Service Manager, Care and Support, advised that changes in the admission figures to the service could be in part attributed to going from two providers of residential rehabilitation service, to one. She reported that there had been an increase in admissions following a stay in hospital but a reduction in people being admitted from home, which was considered to be as a result of the impact of other services helping to keep people at home. Ms Aldridge also noted that there had consistently been vacancies at the Centre.

The Committee raised questions relating to the percentage of people discharged from the Assessment and Rehabilitation Centre still being at home when the 91 day follow up check was undertaken. Ms Aldridge reported that 74% of people discharged from the service were able to return home and of those 74%, 96% had still been at home when the follow up check had been undertaken 91 days later. She advised that those no longer still at home would be in long term residential care or would have died. Upon further questioning, Ms Aldridge advised that not all deaths would be unexpected as the service did help some people in poor states of health, with the aim of helping them to return home rather than go into residential care.

The Committee agreed to note the report.

Background papers: None.

9 SCRUTINY WORKPLAN

The Chairman presented the workplan to the Committee and highlighted the Implementation of Recommendations' table.

The Committee agreed:

1. To approve the Scrutiny Workplan.
2. To note the 'Implementation of Recommendations' table.

10 DATE OF NEXT MEETING

The Committee noted the date and time of the next meeting as Thursday, 27 April 2017 commencing at 6pm in Committee Room A, Town Hall, Blackpool.

Chairman

(The meeting ended at 7.45 pm)

Any queries regarding these minutes, please contact:

Chris Kelly, Acting Scrutiny Manager

Tel: 01253 477164

E-mail: chris.kelly@blackpool.gov.uk

Report to:	RESILIENT COMMUNITIES SCRUTINY COMMITTEE
Relevant Officer:	Chris Kelly, Acting Scrutiny Manager
Date of Meeting	27 April 2017

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 remit of the Resilient Communities Scrutiny Committee.

2.0 Recommendation:

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

3.0 Reasons for recommendation(s):

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

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

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

3.3 Other alternative options to be considered:

None.

4.0 Council Priority:

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

5.0 Background Information

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

- 5.2 This report is presented to ensure Members are provided with a timely update on the decisions taken by the Executive and Cabinet Members. It provides a process where the Committee can raise questions and a response be provided.
- 5.3 Members are encouraged to seek updates on decisions and will have the opportunity to raise any issues.

6.0 Witnesses/representatives

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

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

Does the information submitted include any exempt information?

No

List of Appendices:

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

7.0 Legal considerations:

7.1 None.

8.0 Human Resources considerations:

8.1 None.

9.0 Equalities considerations:

9.1 None.

10.0 Financial considerations:

10.1 None.

11.0 Risk management considerations:

11.1 None.

12.0 Ethical considerations:

12.1 None.

13.0 Internal/ External Consultation undertaken:

13.1 None.

14.0 Background papers:

14.1 None.

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APPENDIX 4(a)

DECISION / OUTCOME	DESCRIPTION	NUMBER	DATE	CABINET MEMBER
<p>FEES AND CHARGES – REGISTRARS AND BEREAVEMENT SERVICES 2017/ 2018 The Cabinet Member agreed the recommendations as outlined above namely:</p> <ol style="list-style-type: none"> 1. To approve the fees and charges for Registrars with effect from the 1 April 2017 to 31 March 2018, excluding those set by the General Registrar’s Office. 2. To note the fees and charges set nationally by the General Registrar’s Office and included for completeness. 3. To approve the fees and charges for Bereavement Services with effect from the 1 April 2017 to 31 March 2018. 4. To agree that the fees agreed in 1 and 3 above can be reduced from these rates on the publication of an officer decision of the Director for Governance and Partnerships, for one off events or a set period of time, following consultation with the Cabinet Member. 	<p>To consider and determine the fees and charges for the Registrars and Bereavement services for the financial year 2017/2018.</p>	<p>PH19/2017</p>	<p>7 March 2017</p>	<p>Councillor Maria Kirkland, Cabinet Member for Third Sector Engagement and Leisure Services</p>
<p>BLACKPOOL PLAYING PITCH STRATEGY The Cabinet Member agreed the recommendations as outlined above namely:</p> <ol style="list-style-type: none"> 1. To approve the adoption and publication of Blackpool Playing Pitch Strategy (PPS) 2. To approve the formation of a Playing Pitch Strategy Steering Group made up of representatives from the sports national governing bodies, Sport England and local league representatives for the grass sports, to oversee implementation of the action plan 	<p>To consider the updated Playing Pitch Strategy for Blackpool and actions arising from its recommendations.</p>	<p>PH23/2017</p>	<p>10 March 2017</p>	<p>Councillor Maria Kirkland, Cabinet Member for Third Sector Engagement and Leisure Services</p>

DECISION / OUTCOME	DESCRIPTION	NUMBER	DATE	CABINET MEMBER
<p>3. To agree to support the principle of the development of a funding application, via the Football Foundation and Sport England, to introduce 3G all weather pitches (AWP) at key locations to meet the demand identified within the Blackpool Playing Pitch Strategy (Subject to further detailed project/business plans).</p> <p>4. To support the further exploration of a partnership with the Cruyff Foundation to install a sports court in Blackpool, subject to separate project plan and business case.</p>				

Report to:	RESILIENT COMMUNITIES SCRUTINY COMMITTEE
Relevant Officer:	Dr Arif Rajpura, Director of Public Health
Date of Meeting	Thursday 27 April 2017

COMMUNITY ENGAGEMENT

1.0 Purpose of the report:

1.1 To provide an update to the Resilient Communities Scrutiny Committee on the work of the Community Engagement Team and specifically the Volunteering Strategy.

2.0 Recommendation(s):

2.1 To note the content of the report. To provide any further feedback, as considered appropriate in relation to the proposed activities.

3.0 Reasons for recommendation(s):

3.1 The Community Engagement activity has recently moved directorates; this is in response to a changing landscape across the Public, Voluntary and Community Sectors and will provide greater opportunities for collaborative Community Engagement activities in the future. This change is relatively recent and therefore allowing some time for the change to become embedded and the plan to be delivered would give Members a greater sense of its effectiveness than can be measured right now.

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:

The only alternative would be for the Council to resist the collaborative approach to Community Engagement and continue down a route of delivering in isolation. This would have resource implications as collaboratively it is possible to deliver more than the Council can alone with its current Community Engagement staffing complement.

4.0 Council Priority:

4.1 The relevant Council Priority is:

- “Communities: Creating stronger communities and increasing resilience”

5.0 Background Information

5.1 Following the successful allocation of £300,000 in the Fylde Coast Vanguard for Community Engagement, it was sensible for the Community Engagement Team to move from Governance and Partnerships Directorate to Public Health Directorate. This allows a greater synergy between the Vanguard work, the Fairness Commission (the management of which also sits in Public Health) and the Council’s core Community Engagement work.

5.2 In December 2016, the team moved across to the Public Health directorate. Due to the pressures caused by the budget cuts it was also necessary to extricate Community Engagement from the Equalities work, as one of the two Equalities specialists left their position and the team’s capacity subsequently reduced. Additionally having the Community Engagement work managed by the Public Health Specialist who manages the Vanguard relationship allows for a more seamless approach and in the long term will reduce duplication and ensure work is joined up.

5.3 Over the last three years, the Fairness Commission has focused on Community Engagement and Community Resilience projects, having worked on:

- Grange Park Community Farm;
- Resilience projects such as Easter Buddies, Acts of Kindness and Community Connectors;
- Leading on the Dementia Action Alliance and Fairtrade Working Groups.

5.4 The membership of the Fairness Commission Board is also heavily weighted towards the Voluntary, Community and Faith Sector with 43% of the Board members being Voluntary Sector Leaders. Additionally, the Board has the Chief Executive of Blackpool Council, Chief Executive of Blackpool Teaching Hospitals, Chief Superintendent of Police, a GP representing Primary Care and the Director of Public Health (Chair) included in its membership.

5.5 This provides some opportunities for all of the partners to work together to deliver Community Engagement activities in the future, creating a seamless approach which will be further enhanced by the work undertaken through the Vanguard.

5.6 The Community Engagement activities of the Fairness Commission, of which the Council is a lead partner have included:

- Voluntary, Community and Faith Sector Showcase Event in March 2017 – An event where over 50 Organisations showcased their activities to an audience which included Public Sector Senior Officers, Commissioners and each other. It was very well received and the groups found it extremely useful to have the opportunity. The event was attended by Councillor Mark Smith who gave an opening address.
- Easter Buddies – A network of seven coffee mornings which will take place across the town during the two weeks of Easter, designed to connect people and combat social isolation and loneliness.
- Kindness Convention and Acts of Kindness Campaign – The 2017 Acts of Kindness Campaign will launch in June with a Kindness Convention at the Winter Gardens. The purpose of the Campaign and the Event is to explore what Communities can do to support and help each other. There is a great deal of evidence to suggest that where communities are able to create a “buffer” around each other it makes people more resilient at times of crisis and gives them greater coping strategies and support networks and therefore lessens their dependency on public sector services. Invitations will be circulated to all Elected Members a little nearer the time and Councillor Maria Kirkland will give an opening address.

5.7 In addition to the considerable Community Engagement work being undertaken by the Council and its partners through the Fairness Commission, additional work is underway through the Vanguard, this has largely consisted of Community Orientated Primary Care. This essentially is a group of 12-15 people who are brought together from the heart of a community and encouraged to work with the team over several weeks to share what would make the greatest difference to their health and wellbeing. It works in a similar way to a “People’s Jury” where the participants are able to bring a range of experts to the table to discuss their views. The first of these programmes ran in Central West Blackpool and has been hugely successful with the participants opting to stay together as a taskforce and community action group going forward. There are plans in place to roll the programme out across five other areas over the course of the next 12 months. Senior Council Officers have engaged with the pilot, with the group asking to interview Dr Arif Rajpura, Director of Public Health and John Blackledge, Director of Community and Environmental Services, along with Dr Amanda Doyle from the Clinical Commissioning Group and Chief Inspector Lee Wilson from Blackpool Police. A report on their findings will be published at the conclusion of the pilot and will be shared at the launch event. Elected Members will

be invited to the event.

- 5.8 Officers have done some work on a common “One Council” approach to volunteering and a framework has been developed. However, in the meantime Lancashire Police offered the Authority the opportunity to participate in a Volunteering Partnership, which they are leading. This will provide us with many more opportunities to manage our volunteers more effectively and to offer them greater rewards. The Fairness Commission is currently working on a Time-Banking/Time Credits initiative, the Lancashire Police Lead is a key participant in the working group and this will allow us to reward volunteers for their commitment and loyalty by providing them with vouchers and discounts in local businesses. This will also be good for the local economy as it will encourage people to use the “Blackpool Offer” in a way they might not otherwise.

Does the information submitted include any exempt information?

No

List of Appendices:

Appendix 5(a): Blackpool Fairness Commission Annual Workplan

6.0 Legal considerations:

- 6.1 None.

7.0 Human Resources considerations:

- 7.1 The collaborative approach to Community Engagement has been a response to the reduced numbers in the Council’s team due to budget pressures. By jointly utilising our own resources and those of our partners it is possible to undertake a greater amount of activity than could be achieved by the in-house team alone.

8.0 Equalities considerations:

- 8.1 The activities are all delivered in a fair and equitable manner, consideration is always given to accessibility, communication support, fair representation across gender and ethnicity.

9.0 Financial considerations:

- 9.1 The Fairness Commission has a small budget of £5,000 but has been able to lever in additional funding through the Voluntary Sector partners around the table. In particular the Board are awaiting the outcome of a number of external funding bids for the Community Farm – these bids would not have been possible without the collaborative approach to work.

9.2 The Vanguard Project has £300,000 assigned to Community Engagement activities across the Fylde Coast this financial year.

10.0 Risk management considerations:

10.1 There are no significant risks presented by the proposals, the risks of not doing it are that the Council becomes disconnected from its citizens.

11.0 Ethical considerations:

11.1 None.

12.0 Internal/ External Consultation undertaken:

12.1 The Fairness Commission's annual work plan is agreed by all of the partners. The wider Voluntary, Community and Faith Sector is also consulted on key decisions.

13.0 Background papers:

13.1 None.

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**BLACKPOOL FAIRNESS COMMISSION
ANNUAL WORK PLAN
APRIL 2017 – MARCH 2018**

Priority	Progress to date	Next Steps	Anticipated completion	Lead	On Track
Develop a Grange Park Community Farm	<ul style="list-style-type: none"> Working Group established Groundwork assigned Lead Organisation Site identified Community and Stakeholder Engagement undertaken Development Funds Secured Plans drawn up by Landscape Architect Ward Councillors consulted Reaching Communities Fund Bid to second stage 	<ul style="list-style-type: none"> Await outcome of Reaching Communities Bid Work with CLC redevelopment Group Continue to work with Community to ensure buy-in and engagement 	Easter 2018	Andy Darron, CEO, Groundwork	Yes
Blackpool to achieve Dementia Friendly Town Status	<ul style="list-style-type: none"> Dementia Action Alliance developed Multi-disciplinary partners bought in Delivered training to 800 Blackpool Transport Staff Working on Dementia Friendly Supermarket Dementia Friendly Monthly Hubs up and running Dementia Friends Accelerator Programme 	<ul style="list-style-type: none"> Continue to work on priorities Continue to train Private Sector employees as Dementia Friends Work with Alzheimer's Society on Accelerator Programme Work with Wyre and Fylde DAA's to ensure a Fylde Coast approach 	December 2017	David Houston, CEO, Trinity Hospice and Brian House	Yes
Blackpool to achieve Fairtrade Town Status	<ul style="list-style-type: none"> Fairtrade Town Working Group established Mapping of Businesses who are Fairtrade suppliers undertaken Sustained campaigns over two years undertaken Schools on-board 	<ul style="list-style-type: none"> Three schools short to submit Fairtrade Town Bid. Working with three schools identified to achieve Fair Aware status. 	October 2017	Helen Fairhurst Store Manager, Morrisons	Yes

Priority	Progress to date	Next Steps	Anticipated completion	Lead	On Track
Easter Buddies	<ul style="list-style-type: none"> Second time the Campaign has run. Designed to combat social isolation and loneliness. Network of coffee mornings across the town in a variety of locations. 	<ul style="list-style-type: none"> Campaign runs from 10-21 April 2017 	April 2017	Amanda Bennett	Yes
Acts of Kindness/ Kindness Convention	<ul style="list-style-type: none"> Acts of Kindness last ran in 2014. Kindness Convention to explore community resilience built on a greater sense of social responsibility. Delegates encouraged from across Sectors and from the Community. Launch the Community Connectors at the Event. 	<ul style="list-style-type: none"> 12 June 2017 Kindness Convention. Acts of Kindness all Summer. 	June, July, August 2017	Amanda Bennett	Yes
Grange Park Community Shop	<ul style="list-style-type: none"> Grant secured from the Plunkett Foundation for feasibility works. Shop as a means of selling produce from Farm. Affordable foodstuffs and household items for Grange Park residents. Cements the ideals of a Community Hub in CLC redevelopment. 	<ul style="list-style-type: none"> Linked to redevelopment of CLC. Commitments from Contractors to undertake Social Value work for Community Shop. Linked to Farm development/opening. 	Easter 2018	Andy Darron, CEO, Groundwork	Is linked to Farm so cannot progress until Farm is further developed.
VCFS Showcase Events	<ul style="list-style-type: none"> VCFS Showcase Events so small to medium sized Voluntary Organisations can show their work to Commissioners and Public Sector Leaders. 	<ul style="list-style-type: none"> One event ran in March 2017. Next event scheduled for Stanley Park in July 2017. 	July 2017 – Ongoing.	Jane Hugo, CEO Streetlife	Yes
Develop a Volunteering Credits Scheme – Timebank/Time Credits	<ul style="list-style-type: none"> The Board agreed at their meeting in March that this was a programme of work they would like to take forward. The first meeting of the working party will take place on 18 April 2017. 	<ul style="list-style-type: none"> Explore the options with all partners who wish to participate and draw up a timeline/project plan. 	December 2017	Andy Charles, Strategic Coordinator, Business in the Community	Yes

Report to:	RESILIENT COMMUNITIES SCRUTINY COMMITTEE
Relevant Officer:	Diane Booth, Director of Childrens Services
Date of Meeting	27 April 2017

CHILDREN’S SERVICES UPDATE REPORT

1.1 To inform the Committee of the work undertaken by Children’s Services on a day to day basis and to update on the progress and implementation of developments within the areas.

2.0 Recommendation(s):

2.1 To note the contents of the report and to ensure that current work continues to meet statutory obligations and that work to prepare for external inspections continues.

2.2 To continue to meet statutory monitoring, challenge and support obligations.

2.3 To work with schools to support improvement and preparation for external scrutiny and support the work of the Blackpool Challenge Board in order to improve the progress and attainment of Blackpool Children especially at KS3 and KS4.

2.4 To identify any further information and actions required.

3.0 Reasons for recommendation(s):

3.1 For Members of the Scrutiny Committee to be fully informed as to the day to day work of the Children’s Services Directorate and have assurance that Blackpool is continuing to meet its statutory obligations for future inspection requirements. The Local Authority remains and retains a statutory responsibility to monitor all schools in order to support improvement and raise the attainment and progress for all children in the Local Authority Area.

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

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

3.3 Other alternative options considered:

Services are subject to national and statutory frameworks.

4.0 Council Priority:

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

5.0 Background Information

5.1 Appointments

5.1.1 The new Director of Children's Services, Ms Diane Booth, has been appointed and commenced in post on the 24 April 2017. There have been regular meetings between Diane Booth and the Interim Director, Gani Martins to ensure a smooth period of transition.

5.1.2 Ms Josephine Lee has been appointed as the interim Deputy Director of Children's Social Care and Early Help. Josephine Lee previously held the position of Interim Head of Safeguarding and Principal Social Worker. Mr Simon Fisher has been appointed to position of Interim Head of Safeguarding and Principal Social worker, Simon previously held a position as a service manager. These appointments, whilst only interim, have provided consistency to the Strategic Management structure through this period of transition.

5.2 Edge of Care Model

5.2.1 Since the last update, the Children in Care Council was consulted over the naming of the new service, so as to make a distinct break from the previous Argosy residential home. A number of options were considered and in the end the young people chose the name - "The Link", identifying the service as building family relationships. All documentation relating to the service now refers to it as The Link.

5.2.2 All vacancies in the service have been filled, with four of the new members of the team being external appointees and having a wide range of skills. The team has been working closely with Headstart to incorporate the Resilience Framework into its approach to working with young people and families. All staff have been now been given Resilience Therapy training and additional bespoke training from HeadStart is also being provided. A "Resources" room has been developed to support the team in delivering the correct direct/therapeutic work needed for each family.

5.2.3 The physical decoration of the home has been completed and policies and procedures have been updated and new referral pathways and documentation

created. The statement of purpose and function is in the process of being shared with Ofsted and it is hoped that Ofsted approval for the short breaks element will be granted in May. The Team Manager has been formally approved as suitable to manage the service. A variation to the current statement of purpose and function was required. Short breaks cannot be offered to families until Ofsted formally registers the new service.

5.3 Children's Social Care

- 5.3.1 Demand for Children's Social Care remains high, the number of Children in Care is currently 532 and the total of allocated cases is 2,112. This is placing increased pressure upon the service for caseload management and meeting deadlines. Social Workers and managers are working hard to meet the demands. As referenced in the previous report to Scrutiny on 26 January 2017, as the initiatives Pause, Vulnerable Adolescence Hub, Edge of Care Service, Better Start, HeadStart, and the Opportunities Project are implemented, the pressure on the service will be alleviated.
- 5.3.2 The review that the Delivery Unit has undertaken has been welcomed. The interim Deputy Director and interim Director have met weekly with the unit for feedback and are in the process of implementing any changes that have been highlighted through the process, and are currently focusing on re-modelling the Front Door to ensure resources are being utilised as effectively as possible. This piece of work has also been informed by the review undertaken by the Futures Team regarding the Multi Agency Safeguarding Hub; this review has been led by the Police with multi-agency input. Findings from this review mirror that of the Delivery Unit.
- 5.3.3 Focus remains on appointing Social Workers to posts; there are currently 11 vacancies, backfilled with eight agency workers and we are working closely with Human Resources and recruitment to appoint permanent staff. We now have a professional lead in post that has joined us from Adult Services. The post holder is an experienced manager who is supporting our Newly Qualified Workers and also offering Learning Circles to develop our more experienced staff. We have bought-in to the Firstline Programme which is a Department of Education national initiative to develop more experienced Managers and equip them with the skills required to manage the complexity of our work. Four Managers commenced the programme in March 2017 and to date we have had positive feedback. We are looking to appoint a Placement Officer to support the current process to improve the tracking of placements and negotiate costings with the external providers to reduce costs.
- 5.3.4 We have been able to move some young people from high cost placements to placements better equipped to meet their needs and we are continuing to analyse the 20 highest cost placements to ensure we are getting value for money.

5.3.5 We are currently undertaking a piece of work to exit children from care wherever it is safe and possible to do so. This is a substantial piece of work that is being completed; it will take time and can only be applied where it is in the interest of the child.

5.3.6 Children's Social Care has unfortunately experienced three child fatalities in a short period; notification has been sent to the regulatory body where this has been applicable. These cases will be reviewed through the appropriate mechanisms by an Independent Reviewing Officer appointed through Blackpool Children's Safeguarding Board. Our condolences are with the families, and the workers directly involved with them have been provided appropriate support.

5.4 Ofsted Annual Conversation

5.4.1 On the 3 March 2017, Neil Jack, Gani Martins, Josephine Lee, Amanda Whitehead, Janette Weafer and Philip Thompson attended Ofsted's offices in Manchester for the Annual Conversation. Overall this was a positive experience, the Inspectors appreciated the challenges faced by Blackpool Council in relation to geographical neighbours and their view is that we have a good understanding of ourselves and needs of the community in which we work. They acknowledged the number of initiatives that Blackpool Council has embarked upon and consider that whilst it will take time for impact to be evidenced, there is great opportunity to make a difference for the children, young people and families of Blackpool. Ofsted intend to visit in August 2017 for further conversations giving our new Director of Children's Services the opportunity to gain a good understanding of the service before this meeting.

5.5 Special Free School Bid

5.5.1 Blackpool has been successful in its bid for a special free school to provide education for up to 48 pupils aged between 10 and 16 years of age as reported at the last scrutiny meeting. The Authority will now have to engage in the process of finding a sponsor for the new facility which will commence in May. The Department for Education has not given any indication of time scales for the completion of the scheme but a realistic time frame would enable the school to open in September 2019. The Department for Education will be in contact with the Authority after Easter to provide more detailed information.

5.6 Early Years – Ofsted Inspections

5.6.1 Four group setting reports have been published since 1 January 2017, all were judged to be Good, with three maintaining their previous grading and one improving from Requires Improvement to Good. Two childminder reports have also been published, one improved their grading from Good to Outstanding, whilst the other had no early years children present at the time of inspection so was not graded but was found to be meeting all statutory requirements.

- This gives overall % of good and outstanding as:
- Childminders – 100%, Childcare on non-domestic premises – 97.7%, all registered provision – 98.8%

This compares to national figures as at 31 December 2016 of 91% CMs, 95% PVI, and 93% all provision.

5.7 Early Years Free Entitlement Funding – Universal 15 hours and additional 15 hours free childcare for working parents (also referred to as 30 hours)

5.7.1 *Blackpool Funding Formula for 3 and 4 year old provision*

Following introduction of the new national Early Years Single Funding Formula, the Blackpool Funding Formula has been revised in line with Department for Education requirements. A consultation process has taken place, the new formula agreed and the revised funding rates are payable from April. Despite a reduction in funding to Blackpool resulting from the application of the new national formula, all Blackpool Early Years providers will see an increase in their funding rate, although new requirements on local authorities around the proportion of overall funding that must be directly passed on to providers will lead to changes to arrangements for training and support that are currently available to providers free of charge or at a subsidised rate.

5.7.2 *Department for Education - Digital Accelerate funding*

Blackpool Council has secured £34,000 from The Department for Education (DfE) to develop a website portal which will link to the Department for Education's Eligibility Checking Service (ECS). This will enable childcare providers to instantly validate Her Majesty's Revenue and Customs (HMRC) eligibility codes which are given to the parents of children eligible for the 30 hours free childcare so that parents can be offered a place for their child straight away. The portal will also provide the facility for providers to submit information to the Council in a secure way.

The intention is to build on the existing framework to achieve the following benefits:

1. Remove the need to assign extra staffing to manage the additional workload that this initiative brings.
2. Build on our existing collaboration with providers
3. Further reduce the time it takes to process data updates
4. Provide an on-line view of children attending the setting and their hours

5.7.3 *Promotion and Publicity Campaign for 30 hours*

A media campaign is underway to link with the national campaign that is planned and includes:

- Weekly 'E-blasts' - which have already started. This is a series of emails with key information for childcare providers.
- Website information for all interested parties, eg parents, early years providers, staff from other agencies, etc., with appropriate links that will be

regularly reviewed.

- Email to parents who have expressed an interest in receiving such information
- Social media campaign on Facebook and Twitter
- Leaflets and posters
- Advertisement in Your Blackpool
- Postcards

We also intend to look at possible links with the local business community to enable information sharing with employees.

5.8 Fylde Coast Vanguard - Directory of Services - All Services Hub (FYI)

The Family Information Service is working with local partners and Open Objects to create an 'All services Hub' for the Fylde/Wyre/Blackpool Area – to be called FYI. The initial stages of this have been completed and the project is now in the Design phase. The development is due to launch in August 2017.

6.0 Adult Learning

6.1.1 The Family Learning team is working with Better Start to deliver the EPEC project. Empowering Parents, Empowering Communities (EPEC) is a programme to train and support parent facilitators to deliver parenting courses to other families in their communities. The initial project will be delivered over 2 years and will enable parenting courses to be delivered by local parents for local parents to develop parenting skills, strengthen family relationships and support facilitators to develop employability skills. 30 learners have passed English and Maths qualifications this term. Awards range from Entry Level to Level 2 (GCSE equivalent). A further 66 learners are currently enrolled on courses to improve their English and Maths skills. To date 356 families have taken part in Family Learning courses to develop their own skills and support their children's learning.

6.1.2 The Adult Learning team working on the Mental Health Project has received over 250 enquiries with enrolments on courses of 198. Sixty courses have been delivered during the first two terms with a further 17 scheduled for the last term; these include a variety of different topics aimed at getting people out in the community building and designing a community garden, bush crafts and gardening. There are also yoga and Tai Chi taking place at Central library to raise a persons' well-being; in addition to this there will be the usual anger management, confidence building and anxiety management which remain very popular with those who have mild to moderate mental health issues.

7.0 Opportunity Areas Update

7.1.1 The Shadow Board has been in place since January 2017. The Council Lead on the Board, Alan Cavill, Director of Place is now also supported by Mike Taplin, Senior Manager (Lifelong Learning), Childrens Services. Membership also includes

Lancashire Enterprise Partnership, Blackpool School Improvement Board and Blackpool and The Fylde College alongside the Department for Education. The main activity has been to prepare a draft delivery plan to address Social Mobility in Blackpool. A process has been used to map existing high level activity and its impact, review gaps and develop a narrative of social mobility in Blackpool with a view to identifying potential investment priority areas over the three years of the plan. The process included a successful consultation event at the City Learning Centre on 3 March 2017 attended by over 40 wider partners. The initial draft delivery plan has been submitted and received favourable comments along with constructive feedback. The final draft needs to be submitted to the Secretary of State by the end of April for consideration

8.0 Vulnerable Adolescents’ Hub

8.1.1 The work towards opening the Vulnerable Adolescents’ Hub continues. There has been an Accommodation Appraisal and the Foyer is identified as the most appropriate venue to accommodate all agencies to integrate a good model of working together. The operational team and change team have been working on policies, processes, pathways and developing new ways of working with this age group. Whilst there is still some way to go we are looking to launch the new service in July 2017. The services will come together over a planned phase to ensure that all staff are equipped to provide the new model of service delivery.

8.0 Delivery Unit Report

8.1 Blackpool Council is an outlier in relation to the number of children who are “Looked After”. As at 24 March 2017, this figure is 527. This represents 163 per 10,000 population, the highest in the country. By comparison, the next highest authorities by 10,000 population are Southampton and Middleborough who both have 120.

Authority	LAC per 10,000 Population (at 31 March 2017)
Blackpool	163
Middleborough	120
Southampton	120
Stoke on Trent	117
Kingston upon Hull	116
Liverpool	115

8.2 The Council is committed to ensuring that the system in place to support vulnerable children in Blackpool is operating effectively and that families are well supported by the right people at the right time to maximise opportunities for young people. There are concerns throughout the service, the Council as a whole and partner organisations that the system is not working to best effect to deliver positive outcomes for families. Various different approaches, projects and initiatives have

been actioned over the years which have been designed to reduce the pressure in social care, but as yet, these have not delivered significant change to the numbers of children looked after, which have continued to rise and have the potential, if the trend continues, to rise further.

8.3 If change cannot be delivered which has a significant impact on the way in which vulnerable young people are supported in Blackpool then there is a real danger that the systems will fail to provide protection, risk levels will rise and the placement costs will be unaffordable. It was agreed in February 2017 that the Corporate Delivery Unit would undertake a mapping review exercise of the process end to end within Childrens Services with a view to presenting their findings to the new Director of Children’s Services, Diane Booth and her team when she comes in to post at the end of April 2017. This information can then be used to consider what change could be made across the whole system to start to impact positively on the performance of the service.

8.4 The timeline outlined in the planning document estimated that the mapping project would take 14 weeks, with the final week as a reporting week. The review commenced as planned on the 6 February 2017 (Week 1) and is due to conclude on the 8 May 2017. The review is now (W/C 27 March) in Week 8. The review team has completed the mapping exercise at the “front door” and the “Multi Agency Safeguarding Hub (MASH)”, and the Safeguarding Teams. The review timeline is broadly on track, though there has been some additional time required to map the Families in Need (FiN) service, which was not scoped in the original review. Two weeks of the time spent so far has been with the Families in Need team. At this time, it is anticipated that this will not extend the timeline of the project by two weeks.

8.5 The remaining areas to map and consider are –

- Looked After Children (LAC teams)
- Fostering and Adoption
- Local Authority Designated Officer
- Family Group Conferencing
- Independent Reviewing Officers
- Pupil Welfare (in relation to Social Care)
- “Deep Dive” analysis of individual cases to look with the service at timeliness and effectiveness of early interventions, decision making and thresholds, case management and compliance, quality and outcomes.

8.6 **Brief Service Descriptions (Covered to date)**

MASH - MASH stands for Multi-Agency Safeguarding Hub. The MASH allows resource from the Police, Social Care, Education and Health to work together to look at concerns raised by the Police about vulnerable children, families and adults, gather

information from partner agencies and then consider next steps.

Duty and Assessment – Duty and Assessment is the “front door” for Childrens Social Care, where concerns about children are raised, information and advice given and next steps to safeguard welfare initiated.

Emergency Duty Team (EDT) – EDT deal with all serious concerns about children and vulnerable adults outside working hours (post 5pm and pre 9am, weekends and Bank Holidays), making short term provision to reduce risk where required to be followed up by day time teams.

Families in Need – Provide support to families with multiple and complex needs with a view to increasing resilience and reducing the number of children who require formal intervention.

Safeguarding Teams – Take forward the assessment and care planning process from Duty and Assessment when a child requires intervention and monitoring through a Child in Need or Child Protection Plan.

Children with Disabilities Team – Work with children and families where the child or children have a disability, irrespective of whether there is a safeguarding concern.

8.7 In each area the team met with managers and sat alongside staff exploring what they do on a day to day basis, and how it is done. Staff have offered feedback suggesting that the mapping exercise is welcomed, and that they hope that it influences effective change. Overall, in the teams reviewed to date the team has found staff who are dedicated to their roles and working hard. In most areas, staff reported that stress and workload levels are high, and that they do not feel in control, supported or autonomous. The team has seen themes emerge from the information found during the review to date. These themes cover broadly –

- Management and Leadership
- Performance Management and Processes
- Structure and Workflow
- Information and Communication

8.8 **Management and Leadership**

- Where there are professionals from different organisations working together, this is described as “multi-disciplinary working”. However, in some cases the structure and processes were not in place to support effective sharing of resource and expertise, but rather focussed on information sharing between services.
- The role of the manager in delivering and improving the compliance and quality within their teams is not always clear, and managers say that they are not able to spend as much time with their direct report as they feel is necessary to support them in their practice. As a result, some aspects of case management, compliance checks and resource management have been moved in to “panel” processes.

- Individual performance management is not consistent. Relationships between teams where resource works together or where there are handovers are poor and issues unaddressed.
- Managers do not report consistently feeling knowledgeable of the workloads of their teams, how well individuals are performing and able to support practitioners to develop effectively as they would like.
- The scheme of delegation of decision making is not clear and consistent and workers and managers say that they are frustrated by the processes which are in place for some decisions, which do not always appear to be proportionate to the risk. They reported that this contributes to drift in cases where work cannot progress without a decision.
- There is no consistent and cross cutting skills and knowledge development plan for people working in Childrens Social Care who are not qualified Social Workers. As these staff are sometimes in roles where they are making decisions, monitoring plans, identifying and assessing risk and providing advice and guidance, there is a concern that this may not be applied consistently.

8.9 **Performance Management and Processes**

- Data collection and inputting is not always effective across the board, and therefore the associated data is not reliably accurate. For example there is evidence of underreporting on sickness (with periods of absence not recorded on the Selima system) which in turn, underrepresents the impact of sickness on the workforce.
- Policies and Procedures which have been designed are not universally applied and custom and practice deviates from these in a number of areas – sometimes because workers feel this is required to act in the best interests of the child and family. Roles and responsibilities are not always clear across the service, and time can be spent disputing which team or individual is responsible for a piece of work, rather than progressing it. It is sometimes the case that two procedures within the authority will describe the same role and its associated responsibilities differently, which contributes to this conflict.
- There are action plans and performance improvement plans in place following audits and serious case reviews, but a lack of coordination and follow up makes it difficult to assess whether these are always effective in delivering the desired improvements.

8.10 **Structure and Workflow**

- The structure of the service at this time is fractured, with work being referred and transferred to and from teams multiple times. This gives rise to a risk that people do not feel ownership of the work, that young people and families meet multiple people in their journey and that the service fails to build effective relationships that recognises and balances risk and opportunity.

- There are multiple routes into Social Care, rather than one “front door”. The duty and assessment function is delivering a wide range of services rather than a focused assessment and management of cases which are within the threshold. People who refer into the front door report that the advice, guidance and decision making does not always appear transparent. The staff and managers within the front door are working to a high capacity, though the outcomes achieved are not always positive or evident.
- The quality of information presented to the officers at the front door varies in quantity, quality and depth. There is high demand leading from contacts generated from the Police via the Multi Agency Safeguarding Hub, more than 50% of the contacts recorded in February 2017. Only 11% of these converted to “referrals”.
- The structure and current physical separation of the Duty and Assessment function and Safeguarding/Looked After Children functions contributes to poor working practices and does not encourage ownership and positive working relationships.
- Support to manage concerns and issues within and about local families is not universally strong within communities, with genuine multidisciplinary work focussed on improving circumstances before they develop in to concerns which meet the threshold. There is inconsistent support for existing partners like schools, the Police and GPs to help them work in a different way to ensure that early help is deployed at the right time by the right people to ensure that is effective.
- Securing the right placement at the right time for children who cannot remain at home is a challenge and practitioners expressed concern that some placements are not “best fit”. The cost of some placements appears to be driven by availability and demand, rather than the needs of the child.
- It is not evident that the child (and family) is at the centre of all assessment, decision making and action throughout the system.

8.11 Information and Communication

- The most consistent feedback the team have had from all services has been that communication outside teams is poor. Communication with other teams, and across the service, is not effective and people feel disconnected from the wider Council aims and objectives.
- The early help offer in Blackpool is not well articulated and understood. There is a lack of coordination, monitoring and reporting on early help by other agencies from the Authority – making it difficult to evaluate its effectiveness and develop services which are evidently effective.
- Information governance, what information is shared with whom, for what purpose and using what method, varies. There is a risk to the authority that needs to be explored to ensure that there are clear policies and guidance in place for staff.

- The thresholds for support, how they are applied and how they have influenced decision making is not universally well recorded and it is not evident that within the service, consideration is given to them at key decision points.

8.12 It is important to note that these key findings have been shared with the Senior Management Team during the review, and some actions have already taken place to begin to address these concerns and those which had already been identified by the management team. These include –

- Holding a “communication event” for managers across the service which will be held regularly to improve communication between senior leaders and front line managers
- Regular meetings for the senior leadership team with the Chief Executive prior to the start date of the new permanent Director of Childrens Services
- Commissioning a compliance audit in Safeguarding
- Engaging with Human Resources to improve effective implementation of sickness management procedures, training, support and recruitment and retention.

8.13 **Next steps**

The review continues and is due to conclude at the beginning of May 2017. At this time, key managers and the new Director of Children’s Services, Diane Booth, will come together with the review team and look at the findings of the review alongside key local and national data. They will then consider options to develop end to end projects for change, develop plans for implementation and set performance measures to ensure that the impact of any change is understood and quantified.

Does the information submitted include any exempt information? No

9.0 **List of Appendices:**

None

10.0 **Legal considerations:**

10.1 None

11.0 **Human Resources considerations:**

11.1 None

12.0 **Equalities considerations:**

12.1 None

13.0 Financial considerations:

13.1 None

14.0 Risk management considerations:

14.1 None

14.0 Ethical considerations:

14.1 None

15.0 Internal/ External Consultation undertaken:

15.1 None

16.0 Background papers:

16.1 None

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Report to:	RESILIENT COMMUNITIES SCRUTINY COMMITTEE
Relevant Officer:	Chris Kelly, Acting Scrutiny Manager.
Date of Meeting	27 April 2017

SCRUTINY WORKPLAN

1.0 Purpose of the report:

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

2.0 Recommendations:

- 2.1 To approve the Committee Workplan, taking into account any suggestions for amendment or addition.
- 2.2 To monitor the implementation of the Committee's recommendations/actions.

3.0 Reasons for recommendations:

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

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

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

- 3.3 Other alternative options to be considered:

None.

4.0 Council Priority:

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

5.0 Background Information

5.1 Scrutiny Workplan

5.1.1 The Scrutiny Committee Workplan is attached at Appendix 7(a). The Workplan is a flexible document that sets out the work that the Committee will undertake over the course of the year.

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

5.2 Scrutiny Review Checklist

5.2.1 The Scrutiny Review Checklist is attached at Appendix 7(b). The checklist forms part of the mandatory scrutiny procedure for establishing review panels and must therefore be completed and submitted for consideration by the Committee, prior to a topic being approved for scrutiny.

5.3 Implementation of Recommendations/Actions

5.3.1 The table attached to Appendix 7(c) has been developed to assist the Committee to effectively ensure that the recommendations made by the Committee are acted upon. The table will be regularly updated and submitted to each Committee meeting.

5.3.2 Members are requested to consider the updates provided in the table and ask questions as appropriate.

Does the information submitted include any exempt information?

No

List of Appendices:

- Appendix 7(a): Resilient Communities Scrutiny Committee Workplan
- Appendix 7(b): Scrutiny Review Checklist
- Appendix 7(c): Implementation of Recommendations/Actions

6.0 Legal considerations:

6.1 None.

7.0 Human Resources considerations:

7.1 None.

8.0 Equalities considerations:

8.1 None.

9.0 Financial considerations:

9.1 None.

10.0 Risk management considerations:

10.1 None.

11.0 Ethical considerations:

11.1 None.

12.0 Internal/ External Consultation undertaken:

12.1 None.

13.0 Background papers:

13.1 None.

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RESILIENT COMMUNITIES SCRUTINY COMMITTEE WORKPLAN 2016/2017	
9 June 2016	Children's and Adults Overview Report PRU Scrutiny update Introducing Infusion
14 July 2016	Council Plan – End of Year Performance Monitoring - Communities Children's Overview Report Adults Overview Report Thematic Discussion: Early Help
1 September 2016	Children's Overview Report Adults Overview Report Blackpool Challenge Board Report Children's and Adult's Customer Feedback Reports
13 October 2016	Council Plan – Q1 Performance Monitoring - Communities Thematic Discussion: Youth Justice System BSCB Annual Report
8 December 2016	BSAB Annual Report Children's Overview Report Adults Overview Report Council Plan – Q2 Performance Monitoring - Communities
26 January 2017	Children's Overview Report
9 March 2017	Adults Overview Report Thematic Discussion: Intermediate Care Thematic Discussion: Care at Home Council Plan – Q3 Performance Monitoring - Communities
27 April 2017	Children's Overview Report Update on Community Engagement
8 June 2017	Adults Overview Report BSCB Business Plan

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SCRUTINY SELECTION CHECKLIST

Title of proposed Scrutiny:

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

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

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

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

Please give any further details on the proposed review:

Completed by:

Date:

MONITORING THE IMPLEMENTATION OF SCRUTINY RECOMMENDATIONS

DATE OF REC	RECOMMENDATION	TARGET DATE	RESPONSIBLE OFFICER	UPDATE	RAG RATING
02.07.15	Summary of all Ofsted inspection reports within the Children's Services Improvement Report and to receive full Ofsted inspection reports outside of the Committee meeting as and when they are published.	Ongoing	Director of Children's Services /Sharon Davis	A summary of Ofsted Inspection reports is included in every Children's Improvement report. Full inspection report links to be circulated via the Chairman.	Green
05.11.15	To monitor the developments made in relation to a central database for volunteers, a policy for recruitment and a potential corporate celebration event.	April 2017	Councillor Kirkland	To be received 12 months after date of meeting.	Not yet due
05.11.15	All Councillors be requested to attend dementia awareness training.	31 May 2016	Sharon Davis	Update on attendance: 27 Nov 2015 – Cllrs Maycock, Cain, Mitchell, Humphreys, Critchley 13 Jan 2016 – Cllrs Cross, Ryan, O'Hara, G Coleman, Benson, L Taylor, Galley 28 Jan 2016 – Cllrs Adrian, D Coleman, Campbell 2 Feb 2016 – Cllrs Kirkland, Smith 12 April 2016 – Hunter 11 May 2016 - Jim Hobson, Derek Robertson, Lynn Williams, Tony Williams 10 January 2017 – David Owen 19 January 2017 – Cllr Mrs Wright 30 January 2017 – Cllrs Jackson, I Coleman, Elmes, Rowson 24 March 2017 – Cllr Mrs Henderson	Amber
10.12.15	That the overview of complaints and compliments as provided to the Corporate Parent Panel be circulated to Members of the	Ongoing	Sharon Davis	First paper circulated. Future reports will be circulated in due course.	Green

DATE OF REC	RECOMMENDATION	TARGET DATE	RESPONSIBLE OFFICER	UPDATE	RAG RATING
	Committee outside of meetings.				
04.02.16	To receive any action plans developed from the Serious Case Reviews and the details of lessons learnt for detailed consideration.	Tbc	Director of Children's Services	To be received at a future meeting. Members to determine if the item should form the basis of a thematic discussion.	Not yet due
04.02.16	To receive regular updates regarding the Pilot Scheme for Respite Provision including occupancy rates and how the results of the pilot would inform future respite provision.	May 2016	Karen Smith	To receive regular updates, first one received for May 2016 and included in report.	Green
17.03.16	The Committee agreed to receive a CSE update report once the Ofsted inspection had been undertaken.	Following inspection	Philippa Holmes	Date for update to be received once inspection has been undertaken.	Not yet due
06.04.16	The draft domestic abuse strategy be considered at a future meeting of the Resilient Communities Scrutiny Committee, once it was available.	Tbc	Director of Children's Services	To be added to workplan when date for completion is known.	Not yet due
06.04.16	That the strategy and action plan for preventing and dealing with homelessness be presented to the Resilient Communities Scrutiny Committee, once it had been drafted.	Tbc	Andy Foot	To be added to workplan when date for completion is known.	Not yet due
06.04.16	To receive a report containing further information regarding health issues for homeless people, with a particular focus on their	Tbc	Andy Foot/Arif Rajpura	Further report to be requested.	Not yet due

DATE OF REC	RECOMMENDATION	TARGET DATE	RESPONSIBLE OFFICER	UPDATE	RAG RATING
	access to healthcare.				
09.06.16	To receive a report in approximately nine months on developments in community engagement, including an update on the work carried out by the Infusion Service.	9 March 2017	Andy Divall	Added to workplan for April 2017.	Amber
13.10.16	To consider the new Blackpool Safeguarding Children Board Business Plan following its approval by the Blackpool Safeguarding Children Board.	June 2017	David Sanders / Paul Threlfall	To be added to workplan.	Not yet due
09.03.17	To receive information relating to the rebranding of Sevacare, to be circulated outside of the meeting.	Before April meeting of the Committee	Val Raynor	Information was circulated outside of the meeting.	Completed

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