

EXECUTIVE BOARD

Thursday, 10 November 2016

Time: 18:00

Venue: Meeting Room A

Address: Blackburn Town Hall

AGENDA

Information may be provided by each Executive Member relating to their area of responsibility

Part 1- Items for consideration in public

- 1 **Welcome and Apologies**
- 2 **Minutes of the Previous Meeting**
Minutes of the previous meeting 5 - 10
- 3 **Declarations of Interest in Items on this Agenda**
Declarations of Interest 11 - 12
- 4 **Equality Implications**
The Chair will ask Members to confirm that they have considered and understood any Equality Impact Assessments associated with reports on this agenda ahead of making any decisions
- 5 **Public Forum**
To receive written questions or statements submitted by members of the public no later than 4.00 p.m. on the day prior to the meeting.
- 6 **Questions by Non-Executive Members**
To receive written questions on any issue submitted by Non-Executive Members no later than 4.00 p.m. on the day prior to the meeting.
- 7 **Youth MP's Update**
To receive an update from the Youth MP's along with any issues they would like to raise.
- 8 **EXECUTIVE MEMBER REPORTS**
Verbal updates may be given by each Executive Member
- 8.1 **Leader (Chair of the Executive Board)**
- 8.2 **Health and Adult Social Care**
- 8.3 **Children's Services**

8.4	Environment	
8.5	Leisure, Culture and Young People	
8.6	Neighbourhoods & Prevention Services	
8.7	Regeneration	
8.8	Resources	
8.9	Schools and Education	
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**10 MATTERS REFERRED TO THE EXECUTIVE
BOARD**

**11 PART 2 – THE PRESS AND THE PUBLIC MAY BE
EXCLUDED DURING CONSIDERATION OF THE
FOLLOWING ITEMS**

**PART 2 – THE PRESS AND THE PUBLIC MAY BE EXCLUDED
DURING CONSIDERATION OF THE FOLLOWING ITEMS**

**11.1 Award of contract for the Public Health Healthy
Child Programme (0-19) Public Health Nursing
Service (PART 2)**

Date Published: Wednesday, 02 November 2016
Harry Catherall, Chief Executive

EXECUTIVE BOARD

13th October 2016

PRESENT

COUNCILLOR:

Mohammed Khan
Maureen Bateson
Damian Talbot
Jim Smith
Phil Riley
Arshid Mahmood
Dave Harling
Mustafa Desai

PORTFOLIO:

Leader
Children's Services
Leisure, Culture & Young People
Environment
Regeneration
Neighbourhoods & Prevention Services
Schools & Education
Health & Adult Social Care

EXECUTIVE MEMBER

John Slater

NON-PORTFOLIO

Leader of the Conservative Group

ALSO IN ATTENDANCE

Hamza Khan, Youth MP and Joshua Logan,
Deputy Youth MP

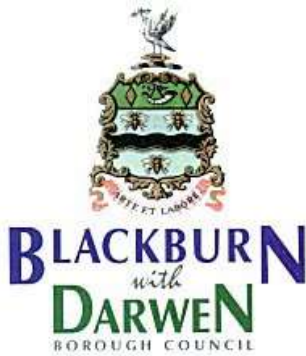
Item No.	Item	Action
1	<p><u>Welcome and Apologies</u></p> <p>The Leader of the Council, Councillor Mohammed Khan welcomed all present to the meeting.</p> <p>Apologies were received from Councillor Andy Kay and the Deputy Youth MP, Ummah Shah.</p>	
2	<p><u>Minutes of the Meeting held on 8th September 2016</u></p> <p>The Minutes of the meeting of the Executive Board held on 8th September 2016 were agreed as a correct record.</p>	Approved
3	<p><u>Declarations of Interest</u></p> <p>There were no Declarations of Interest submitted.</p>	
4	<p><u>Equality Implications</u></p> <p>The Chair asked Members to confirm that they had considered and understood any Equality Impact Assessments associated with reports on the agenda ahead of making any decisions.</p>	Confirmed

5	<p><u>Public Forum</u></p> <p>In accordance with Part 4 of the Executive Board Procedure Rules for questions/statements by members of the public, the following questions/statements have been received, details of which are set out below:-</p> <table border="1" data-bbox="193 394 1190 499"> <thead> <tr> <th data-bbox="193 394 528 465">Name of Person asking the Question</th> <th data-bbox="528 394 858 465">Subject Area</th> <th data-bbox="858 394 1190 465">Response by</th> </tr> </thead> <tbody> <tr> <td data-bbox="193 465 528 499">Arif Munshi</td> <td data-bbox="528 465 858 499">Bus Lane Enforcement</td> <td data-bbox="858 465 1190 499">Councillor Phil Riley</td> </tr> </tbody> </table> <p>As Mr Munshi was not present to ask the question it was agreed that a written answer to his question would be sent to him.</p>	Name of Person asking the Question	Subject Area	Response by	Arif Munshi	Bus Lane Enforcement	Councillor Phil Riley	
Name of Person asking the Question	Subject Area	Response by						
Arif Munshi	Bus Lane Enforcement	Councillor Phil Riley						
6	<p><u>Questions by Non-Executive Members</u></p> <p>No questions from Non-Executive members had been received.</p>							
7	<p><u>Youth MPs Update</u></p> <p>The Youth MP and Deputy Youth MP provided a verbal update on recent activities and events including:</p> <ul style="list-style-type: none"> • Make your Mark Campaign – there were 6,430 votes in BwD compared with 2,500 in 2015. • The Top issues, following voting, were: <ul style="list-style-type: none"> ○ Tackling Racism and religious discrimination, particularly against people who are Muslim or Jewish ○ Votes at 16 ○ A curriculum to prepare us for life ○ Transport • YPS in partnership with SLYNCS would be delivering a half day event as part of the Takeover Challenge on Thursday 15th December on ‘Mental Health’. School councils and youth organisations would be invited to this along with Executive Members. The event would be delivered by MIND and would take place in the Council Chamber from 9.30am till 12noon. • The Youth forum attended Youthforia on Saturday 8th October at County Hall. A lady presented ‘Incredible Edible’ which we will look at incorporating within BwD. This involved providing public access to healthy local food to enrich communities. • Hamza (MYP) met with Inspira regarding careers/apprenticeships for YP and was planning a careers event in March 2017, this would be led Hamza and Inspira, Hamza would be contacting local businesses to attend the event. Businesses would mentor young people from year 9 in the hope that they continued into an apprenticeship when leaving school. • Hamza was invited to attend a breakfast Brexit meeting at Youthzone which was attended by Jack Straw and David Davis, where Hamza was able to put a question to the panel. • YPS submitted evidence for the ‘Investors in Children Award’ for Youth forum and Participation. Hamza spoke with the assessor regarding projects and activities that the young people of BwD had shaped. 	Noted						

8.1	<p><u>Leader's Update</u></p> <p>The Leader of the Council, Councillor Mohammed Khan, verbally reported on the 'Say no to Hate Crime' event held by the Police and Crime Commissioner in Blackburn earlier in the day, as part of Hate Crime Awareness Week.</p>	Noted
8.2.1	<p><u>Increase in Provider costs and fee uplifts for Adult Social Care Services for 2016/17</u></p> <p>A report was submitted which set out the rationale, financial context and analysis underpinning the uplift of fees in response to increased provider costs across domiciliary care, residential and nursing home care for older people, extra-care sheltered housing and supported living for people with a learning disability and autism for the 2016/17 financial year. In view of national changes to the National Minimum Wage resulting in a 7.5% increase to form the National Living Wage and the effective removal of sleep-in rates following national legal challenges, it recommended an increase across all fee levels effective from 4 April 2016. The report outlined the effect of the changes as these related to Domiciliary Care, Supported Living, Residential and Nursing Home Care and Extra Care.</p> <p>RESOLVED - That the Executive Board:</p> <ol style="list-style-type: none"> 1. Agrees the recommended fee levels and subsequent increase in total expenditure of £1,237,751 in provider fees to ensure that the National Living Wage can be provided to care staff. This includes: 2. An additional £175,100 expenditure on domiciliary care providers for physically disabled and older people resulting from an uplift of 4% which increases the hourly rate to £11.48; 3. An additional £460,569 expenditure on supported living services to provide compliant rates for day time and overnight hours provided; 4. An additional £526,500 expenditure on Residential Care and Nursing Home fees resulting from a 4% increase to provide the proposed rates outlined in Appendix 1; and 5. An additional expenditure of £75,582 on Older People's Extra Care provision resulting from a 4% increase to the current rate of £11.45 per hour for this contract to £11.91 and from an increase of block hours across all the extra care schemes from 2200 (level for 2015/16) to 2400 from April 2016 to meet the current needs of tenants and a projected increase to 2500 in October 2016. 	<p>Approved</p> <p>Approved</p> <p>Approved</p> <p>Approved</p> <p>Approved</p>
8.3	<p><u>Children's Services Update</u></p> <p>Councillor Maureen Bateson, the Executive Member for Children's Services verbally reported on the successful Children in Our Care Celebration of Achievement Awards that had been held at King George's Hall on 11th October.</p>	Noted

8.5	<p><u>Bangor Street Community Centre Asset Transfer Update – October 2016</u></p> <p>A report was submitted on the latest position relating to the Bangor Street Community Asset Transfer. The previous decision paper dated 18 November 2015 recommended approval to progress completion of a long-term lease for 25 years with Minority Enterprise Development Trust (MEDT). The intention was to grant this on a Full Repairing and Insuring (FRI) Lease basis, commencing 1 April 2016. Finalisation of the lease had been delayed due to negotiations on lease terms and the completion of a condition survey on the building. The feedback from the condition survey highlighted concerns regarding the building condition which has led to MEDT trustees to reconsider the level of risk the Charity could be exposed to with a FRI lease. They had requested the Council to reconsider this and progress the agreement to an Internal Repairing Lease (IRI). The report formally requested approval for this change to complete the asset transfer process for Bangor St Community Centre. The report submitted gave further details of the options and risks considered.</p> <p>RESOLVED – That the Executive Board:</p> <ol style="list-style-type: none"> 1. Notes the previous procurement and the subsequent negotiations. 2. Notes no viable counter offers from notice placed on the Chest procurement site during August 2016 regarding the intention to vary terms; 3. Approves the completion of an Internal Repairing and Insuring lease (IRI) for Bangor St Community Centre with MEDT as a preferred bidder with the Council maintaining responsibility for the External repairs and schedule out internal repairs to be the responsibility of the Partner; 4. Through the contracting of a lease the Council is to support the Partner to pursue external funding to obtain the required investment in the building with an aim to review the agreement from an Internal Repair and Insure lease to a Full Repair and Insure lease; and 5. Delegated authority be granted to the Director for Localities and Prevention with the Director of Finance and IT in conjunction with the Executive Member for Culture Leisure and Young People & Executive Member for Resources to finalise lease negotiations and enter into a lease with the successful Partner. 	<p>Noted Noted</p> <p>Approved</p> <p>Approved</p> <p>Approved</p>
10.1	<p><u>Minutes of the Audit and Governance Committee Meeting held on 20th September 2016</u></p> <p>The Minutes of the Audit and Governance Committee Meeting held on 20 September 2016 were submitted for information.</p> <p>Resolved – That the Minutes of the Audit and Governance Committee Meeting held on 20 September 2016 be noted.</p>	<p>Noted</p>
<p>AT THIS STAGE OF THE PROCEEDINGS THE PRESS AND THE PUBLIC WERE EXCLUDED FROM THE MEETING</p>		

11.1	<p><u>Increases in Provider Costs and fee uplifts for Adult Social Care Services for 2016/17</u></p> <p>Further to the report submitted at Agenda Item 8.2.1, a report was submitted containing additional commercially sensitive information.</p> <p>RESOLVED– That the Executive Board:</p> <ol style="list-style-type: none"> 1. Agrees the recommended fee levels and subsequent increase in total expenditure of £1,237,751 in provider fees to ensure that the National Living Wage can be provided to care staff. This includes: 2. An additional £175,100 expenditure on domiciliary care providers for physically disabled and older people resulting from an uplift of 4% which increases the hourly rate to £11.48; 3. An additional £460,569 expenditure on supported living services to provide compliant rates for day time and overnight hours provided; 4. An additional £526,500 expenditure on Residential Care and Nursing Home fees resulting from a 4% increase to provide the proposed rates outlined in Appendix 1; and 5. An additional expenditure of £75,582 on Older People’s Extra Care provision resulting from a 4% increase to the current rate of £11.45 per hour for this contract to £11.91 and from an increase of block hours across all the extra care schemes from 2200 (level for 2015/16) to 2400 from April 2016 to meet the current needs of tenants and a projected increase to 2500 hours in October 2016. 	<p>Approved</p> <p>Approved</p> <p>Approved</p> <p>Approved</p> <p>Approved</p>
	<p>Signed at a meeting of the Board On the day of (being the next ensuing meeting Of the Board) Chair of the meeting at which the minutes were confirmed</p>	



EXECUTIVE BOARD DECISION

REPORT OF:	Executive Member for Health and Adult Social Care Item 9.1 Executive Member for Children's Services
LEAD OFFICERS:	Director of Public Health Director of Children's Services
DATE:	10 November 2016

PORTFOLIO/S AFFECTED:	Health and Adult Social Care	Children's Services
WARD/S AFFECTED:	All	
KEY DECISION:	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>

SUBJECT: Award of contract for the Public Health "Healthy Child Programme (0-19): Public Health Nursing Service"

1. EXECUTIVE SUMMARY

This paper summarises the process and outcome of a review of public health spend on Healthy Child Programme (0-19): Public Health Nursing Service, along with the re-tendering of this service to improve health outcomes and ensure compliance with EU Procurement Rules.

The Local Authority are mandated to ensure a number of Public Health Services for children and young people including:

- Five mandated Health Visitor contacts
- The National Child Measurement Programme (NCMP), a key element of the School Nursing Service, provided for all children in Year Reception and Year 6 in Blackburn with Darwen schools.

Following extensive stakeholder engagement and review of best practice guidelines, a number of public health contracts for children and young people have been brought together and re-designed into the new contract that has been procured. All included contracts were due to expire at the end of March 2017. Contracts in 2015/16 included in financial envelope and scope of the service include:

- Health Visiting Service
- School Nursing Service (including NCMP)
- Specialist Infant Feeding
- Public Health Third Sector commissions
 - Homestart
 - Facilitating Access to Universal Health Services for Young People

The new service contract, under a prime provider model, is for a 3 year period (with the option for extend for a further 1 + 1 years), commencing 1st April 2017. The newly procured service will be required to demonstrate commitment and ability to transform into an integrated/collaborative 'Start Well Locality Offer' with other Local Authority provided services for children and young people, in line with the wider strategic direction.

The tender process is now complete and a final decision is sought in order to notify the successful bidder by the 11th November 2016, with the intention to award the contract for commencement of delivery from 1st April 2017.

2. RECOMMENDATIONS

That the Executive Board:

Approves the Award of Contract for the Healthy Child Programme (0-19): Public Health Nursing Service to

commence on the 1st April 2017 until 31st March 2020(22) to the highest scoring bidder.

3. BACKGROUND

The annual public health grant awarded by the Department of Health includes funding for a list of inherited contracts from the NHS which have been subject to contract review over the past four years. Local Authority Public Health inherited the commissioning responsibilities for Health Visiting in October 2015 from NHS England, completing the full range of Public Health Services for children and young people aged 0-19 years, alongside School Nursing and other commissioned services which transferred in 2013. Item 9.1

Due to the introduction of the new 'light touch' European Union Procurement regime, and the end of all public health contracts included in the scope on 31st March 2017, it has been necessary to re-tender for a new contract to be in place for 1st April 2017.

The Healthy Child Programme Steering Group, comprising of Heads of Service from across Local Authority Directorates and CCG representatives, has been meeting to develop the strategic direction for progressive universal and Early Help Services for Children and Young People for over 18 months. The local strategic vision is to re-design and reframe the progressive universal offer for children and families under the national evidence base of The Healthy Child Programme utilising a collaborative locality model. The new model will improve effectiveness and offer efficiencies from streamlined delivery. Commissioned public health services will sit within this model alongside other Local Authority provided services; there is an opportunity for CCG commissioned services to also sit within this model at a later stage.

Additionally, the procurement of the new Healthy Child Programme (0-19) Public Health Nursing Service has been strongly influenced by a range of key stakeholders, service users and local people. Details of stakeholder engagement prior to the commencement of procurement are provided in the consultations section below. A Tender Expert Reference Group including experts from a range of organisations and disciplines has been involved in the development and evaluation of the tender process.

The collaborative locality model has allowed for cost efficiencies to be made in model design of public health services, the re-procurement has allowed for some re-investment of public health budget into Local Authority services (largely estates including Children's Centres), and further efficiencies have been made through the re-tendering process.

The procurement has been conducted via The CHEST e-procurement system and complies with the European Union procurement rules and the Council's own contract and procurement procedures. One bid was received and has been fully evaluated by a panel of Local Authority and CCG commissioners. It is recommended that the contract is awarded to the sole bidder in this procurement. This organisation has a long standing track record of delivery of community services for children and young people across Pan Lancashire. Through their application as prime provider, they have outlined their ability to meet the challenging service developments required within the new collaborative locality start well model and financial envelope. The bid outlines strong commitment to strengthening partnership working and leadership across providers of Healthy Child Programme services, an increased focus on Asset Based Community Development and innovative approaches to digital service delivery. The prime provider has also outlined the intention to subcontract to a number of other local providers who all have strong local track record of providing similar services.

The current provider of the Health Visiting and School Nursing Services in Blackburn with Darwen is Lancashire Care NHS Foundation Trust. Other services included in the scope of the new service model are currently provided by The Families' Health and Wellbeing Consortium, Homestart and East Lancashire Hospitals Trust.

4. KEY ISSUES & RISKS

The provider has direct responsibility for a large number of outcome areas in the Public Health Outcomes Framework and Child Health Profile.

The model of delivery will strengthen the leadership role of the Specialist Community Public Health Nurse in co-ordination of the public health interventions within a multi-agency collaborative locality team. The service will utilise settings and population based approaches, including the further development of existing Asset Based Community Development approaches. A progressive universalism model will be utilised to reduce health inequalities, with the 'golden thread' of safeguarding throughout. This model will provide overall health Page 14 of 80

improvement and promotion of the '5 ways to wellbeing' which will be enhanced by working on an integrated basis with a range of interdependent organisations and networks.

Current providers were notified of commissioning intentions in June 2016 and asked to prepare TUPE lists. An open tender process commenced via the Council's CHEST system. One tenderer submitted a bid which was compliant and taken forward to the evaluation process.

A comprehensive tender evaluation process took place via a panel, which utilised scoring criteria taking account: Quality (55% of total); Innovation (7.5% of total); Value for Money (37.5% of total). With regards to Value for Money, a finance schedule was utilised within the procurement process to understand how the finances would be allocated to the providers within the prime provider model.

Successful bidder:

It is important that the successful bidder is informed of the outcome to enable a smooth transition, and within outlined timescales, to enable sufficient lead in and mobilisation time for the new service to begin 1st April 2017. A detailed plan has been developed and is on schedule to achieve the desired outcomes of this tender process. Some of the risk has been mitigated as all TUPE information and confidentiality statements have been received through the comprehensive process. The bidder has explained how they will also mitigate risks in relation to service mobilisation, such as transformation into the new collaborative delivery model, communications, workforce development, estates and premises, relocation of staff etc.

Through their initial bid and further clarification meeting and presentation, the successful bidder has stated a clear commitment to system and service transformation, and to delivery of the 12 underpinning model principles for the new collaborative locality 'Start Well' offer with wider interdependent services. The successful bidder has committed to financial payment by results based on achievement of underpinning delivery principles.

Timescales:

- Current contracts come to a natural end 31st March 2017
- Award of contract is planned for November 2016
- Service contract commencement 1st April 2017

5. POLICY IMPLICATIONS

This commissioning process and the new service model development has been aligned to both local and national recommendations for children, young people and national Healthy Child Programme guidance, policy and quality standards, Blackburn with Darwen's Health and Wellbeing Strategy, Blackburn with Darwen's Transforming Lives Programme, Children's Partnership Board Priorities and Early Help Strategy, and will continue to consider implications with regards to a number of other developing strategic agendas.

The Social Value check list has been completed.

The Healthy Child Programme (0-19): Public Health Nursing Service has been tendered in line with national clinical guidelines; and evidence base has also been considered throughout the development of the model and will be stated as quality requirements within the finalised contract terms and conditions. A full reference list is available and includes but is not limited to:

- Healthy Child Programme – Pregnancy and the first five years of life (DH, 2009 – amended August 2010)
- Rapid Review to Update Evidence for the Healthy Child Programme 0–5 (Public Health England, 2015)
- The Children and Young People's Health Outcomes Strategy (DH, 2012)
- Health visitor implementation plan 2011-15: A call to action (DH, 2011)
- NHS Outcomes Framework 2014 to 2015 (DH, 2013)
- Public Health Outcomes Framework 2013 to 2016 (DH, 2014)
- Fair Society, Healthy Lives. A strategic review of health inequalities in England post 2010 (The Marmot Review, 2010)
- The Marmot Review (2010) Strategic Review of Health Inequalities in England, post- 2010
- Securing Excellence in Commissioning for the Healthy Child Programme 0 to 5 Years 2013 – 2015
- Working Together to Safeguard Children: A guide to interagency working to safeguard and promote the welfare of children (HM Government 2015)

- Department of Health (2014) Annual National Child Measurement Programme Guidelines
- Department of Health (2014) Maximising the school nursing team contribution to the public health of school-age Children – guidance to support the commissioning of public health provision for school-age Children 5-19
- Department of Health (2009) Healthy Child Programme – 5-19 years (amended August 2010) **Item 9.1**
- The Children Act 2004
- DH, DfE (March 2015) Statutory Guidance on Promoting the Health and Well-being of Looked After Children
- Blackburn with Darwen Integrated Strategic Needs Assessment: Emotional Health and Wellbeing of Children and Young People
- Local Review of School Nursing Service
- Everybody Centre Review
- Health of Looked After Children in Blackburn with Darwen Review (LJMU)

6. FINANCIAL IMPLICATIONS

The 0-19 Public Health Nursing Service prime provider contract will be funded by the Department of Health prevention grant.

Currently the annual cost of the services (2016/17) included in the scope of this tender is £4,583,190.

An 11% efficiency has been applied to the 2016/17 baseline funding for this service over the three year contract prior to the commencement of the tender due to an anticipated reduction of the Department of Health grant and public health savings plan. Some of this efficiency has been achieved through use of Local Authority Estates to host locality teams, and a recurrent allocation for estates has been agreed for the life of the contract.

A maximum budget as outlined below is available for the delivery of the Healthy Child Programme (0-19): Public Health Nursing Service over the 3 year contract:

Year of Contract	Year	Annual Contract Value (max. limit)
1	2017/18	£4,093,563
2	2018/19	£3,987,131
3	2019/20	£3,883,465
Total 3 Year Contract Value		£11,964,160

7. LEGAL IMPLICATIONS

EU Public Procurement Rules and the Council's Contract and Procurement Procedure Rules have been adhered to throughout the procurement process. All TUPE arrangements are to be considered by both the current and future service providers as set out within the terms and conditions of their contractual agreements. The final award of contract will be based on the adopted Blackburn with Darwen Public Health Contract, which has already been drawn up and agreed by Legal Services.

8. RESOURCE IMPLICATIONS

Public Health will continue to be the lead commissioners for this contract. Ongoing support will be required from the Integrated Strategic Commissioning team to ensure a safe transition and mobilisation of the service in addition to ongoing monitoring, review and development of the delivery model. During the time periods from award of contract, and over the first six months of implementation, continued support from Procurement, Finance and Legal Services will be required. Support will be required from Local Authority interdependent services in the transformation and transition of the new integrated model; resource to support this has been secured as part of the 0-5 years Healthy Child programme Workforce Review.

9. EQUALITY AND HEALTH IMPLICATIONS

Please select one of the options below. Where appropriate please include the hyperlink to the EIA.

Option 1 Equality Impact Assessment (EIA) not required – the EIA checklist has been completed.

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Option 2 In determining this matter the Executive Member needs to consider the EIA associated with this item in advance of making the decision. *Please see attached document*

Option 3 In determining this matter the Executive Board Members need to consider the EIA associated with this item in advance of making the decision. Item 9.1

10. CONSULTATIONS

A range of consultative studies have been undertaken with Children, Young People, Parents, Teachers and Professional groups in Blackburn with Darwen in relation to Healthy Child Programme and wider health services for children and young people over the last 24 months. Insight from this engagement has been used to inform the delivery model and service specification. These consultations include:

- Blackburn with Darwen Integrated Strategic Needs Assessment: Emotional Health and Wellbeing of Children and Young People
- Blackburn with Darwen School Nursing Service Review 2014
- Healthwatch Blackburn with Darwen : Amplify Community Researchers Project 2015/16

A range of online questionnaires have been used by the Public Health department to consult on service delivery including with GPs and schools and education.

A series of three workshops have been held with a wide range of stakeholders to shape and influence the model tendered.

National engagement on Healthy Child Programme Services including a review of the School Nursing Service by the British Youth Council will also be used to inform the Service Specification.

Political engagement and consultation on the Healthy Child Programme model has been achieved via briefings for Executive Members and attendance at stakeholder consultation events.

11. STATEMENT OF COMPLIANCE

The recommendations are made further to advice from the Monitoring Officer and the Section 151 Officer has confirmed that they do not incur unlawful expenditure. They are also compliant with equality legislation and an equality analysis and impact assessment has been considered. The recommendations reflect the core principles of good governance set out in the Council's Code of Corporate Governance.

12. DECLARATION OF INTEREST

All Declarations of Interest of any Executive Member consulted and note of any dispensation granted by the Chief Executive will be recorded in the Summary of Decisions published on the day following the meeting.

VERSION:	0.01
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CONTACT OFFICER:	Helen Lowey Shirley Goodhew Clare Jackson, 01254 666414
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DATE:	01 September 2016
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BACKGROUND PAPER:	
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Item 9.1



EXECUTIVE BOARD DECISION

REPORT OF:	Executive Member for Resources Item 9.2
LEAD OFFICERS:	Director of Finance and IT
DATE:	10 November 2016

PORTFOLIO/S AFFECTED:	Resources
WARD/S AFFECTED:	All
KEY DECISION:	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>

SUBJECT: CORPORATE CAPITAL BUDGET AND BALANCE SHEET MONITORING REPORT 2016/17 – Quarter 2 30 September 2016

1. EXECUTIVE SUMMARY

The report details the overall capital financial position of the Council, highlighting major issues and explaining variations in the second quarter of the financial year.

2. RECOMMENDATIONS

The Executive Board is asked to approve the revised capital programme as per Appendix 1, together with the variations shown in Appendix 2.

3. BACKGROUND

All portfolios are required to examine their capital budget position on a monthly basis.

4. KEY ISSUES & RISKS

a) The projected aggregate cost of the Council's capital investment for 2016/17 has now decreased from £40.902 million, as approved by Executive Board on 11th August 2016, to £36.749 million. The net variation of £4.153 million (detailed at Appendix 2), reflects the requested variations to the programme of £0.991 million and transfers from the 2016/17 programme into future years of £5.144 million.

b) As at 30th September 2016, the capital expenditure across the portfolios was £10.056 million (27.3% of the current projected spend).

c) The estimate of capital receipts expected in 2016/17 is £2.1 million; to date £0.766 million has been received.

5. POLICY IMPLICATIONS

The information contained within the report accords with the capital strategy and the three year budget forecast within the Medium Term Financial Strategy 2016-20, as approved at Finance Council on 29th February 2016.

6. FINANCIAL IMPLICATIONS

6.1 CAPITAL PROGRAMME

Item 9.2

The variations in projected spend and resource availability for 2016/17 are summarised by portfolio in Appendix 1. Details of all variations requested in scheme budgets for the quarter are set out in Appendix 2.

The capital programme for 2016/17 has decreased in the second quarter of the year by £4.153 million. The major capital variations to note are as follows:

6.1.1 Environment

Replacement of On and Off Road Pay and Display Car Parking Machines

Approval is sought to add this scheme to the capital programme. The machines currently in use are now over 12 years old and well beyond their economic life span. This results in high repair costs and down time on many of the machines, which reduces the car parking income that is collected; during August 2016, 596 telephone calls were received to report faults on pay and display machines. The new machines are more modern, more reliable and also provide for 'cashless' payment. It is intended that 52 replacement pay and display machines will be installed in Blackburn for both on and off road parking at a cost of £250,000. The parking income budget will be increased, and the repair budget reduced, over the economic life of the asset to cover this investment cost.

Alternate Weekly Waste Collections

At Council Forum in July 2016, as part of the programme to deliver significant financial savings to address the budget funding gap, the decision was taken to move to alternate weekly collections of waste and a programme for new, larger replacement bins was established of £200,000 to facilitate this. To date 18,000 new larger bins have been ordered at a cost of £270,345 and it is anticipated that a further 4,000 larger bins will be required. A request is made to increase the capital programme in respect of this by £130,500.

6.1.2 Leisure, Culture & Young People

Making Rooms Refurbishment

As per the report approved by Executive Board report on 9th June 2016, £451,000 was added to the capital programme for refurbishment costs of the building in which the project is based. This is to be funded by grant from the Lancashire Enterprise Partnership. The final costs for the refurbishment have not yet been confirmed but are expected to be in the region of £585,000. A request is made to increase the capital programme in respect of this by £134,000 which will be funded by unsupported borrowing.

6.1.3 Neighbourhoods and Prevention Services

Development Investment Fund

Further to the Executive Member Decision of 15th September 2016, request is made to add a Development Investment Fund scheme to the capital programme. The Development Investment Fund budget of £250,000 will be initially funded from the New Homes Bonus, with future capital receipts used to replenish the budget for use on new sites being prepared for development. There are 10 development project sites that have been identified to utilise this funding between now and March 2018.

S106 Affordable Homes Funding Budget

Within the Development Investment Fund Executive Member Decision report referred to above, approval was also given to create an Affordable Homes Fund scheme within the capital programme. There is currently £104,000 in the S106 Fund earmarked revenue reserve relating to affordable housing commuted sums income. It is intended to use this funding to support Council and private sector sites able to provide affordable homes across the borough.

6.1.4 Regeneration

Local Transport Plan

The original programme was overstated as the Highways Network Recovery contribution of £595,000 was accounted for on both the Local Transport Plan Capital Scheme and the Highways Network Recovery Scheme. This, together with an additional S106 contribution for Gibb Lane, results in a net decrease on the scheme of £535,000.

6.1.5 Resources

Corporate ICT - A request is made to add £600,000 in respect of the replacement Finance System scheme to the capital programme. This will be funded from the earmarked Corporate ICT Capital Reserve, approved in the budget for 2016/2017.

Corporate ICT Replacement Infrastructure – A request is made to slip £834,000 into future years as the department has been able to secure support on existing infrastructure thereby negating the need for replacement at this time and have also identified less expensive ICT solutions for the storage system required for the Council.

Corporate ICT HR and Payroll System – A transfer from the earmarked Corporate ICT Capital Reserve is requested to cover the resource time for the implementation of phase 2 on the Time & Attendance and Talent & Performance/Training modules, at a cost of £25,000.

Corporate ICT Microsoft EA – Approval was received to go out to procurement for a replacement Microsoft Agreement. A request is made to transfer £32,000 from the earmarked Corporate ICT Capital Reserve to cover the cost, spread over the next 3 years, of maintaining software licensing for Microsoft Dynamics, Exchange server, Lync and Sharepoint.

6.1.6 Schools and Education

As approved in the budget monitoring report dated 11th August 2016 £4.288 million of the capital grant was profiled to be spent in future years. This is reflected now in Appendix 1 and 2.

6.2 CAPITAL RECEIPTS

The estimate of capital receipts expected in 2016/17 is £2.1 million. £765,950 has been received at the end of September 2016. Any shortfall in receipts would require a corresponding increase in borrowing with consequential revenue costs.

6.3 BALANCE SHEET POSITION

6.3.1 Overview

Good balance sheet management assists in the effective use and control over the Council's assets and liabilities. Key assets comprise of the Council's tangible fixed assets, debtors, investments and bank balances. Key liabilities are long and short term borrowing, creditors and reserves.

6.3.2 Non-current Assets

Tangible non-current assets include property, plant and equipment held by the Council for use in the production or supply of goods and services, for rental to others or for administrative purposes. Property assets are the responsibility of the Resources portfolio. One fifth of all assets are re-valued every year and annual reviews are undertaken to establish whether any impairment or other adjustment needs to be applied. New assets, and enhancements to existing assets, are managed by way of the capital programme, which is reported in Appendix 1.

6.3.3 Borrowing and Investments

The Council has continued its strategy of delaying long-term borrowing for use in financing capital expenditure by utilising short term borrowing instead. No long term borrowing was taken in 2014/15, 2015/16 or in the current year to date. Economic forecasts indicate that interest rates will remain low and as a result further net savings on interest of £75,000 are now expected and are reflected in the accounts.

The current borrowing and investment position is as follows:

	Amounts at 30/09/16 £000	Amounts at 31/03/16 £000
Short term borrowing	36,000	18,500
Long term borrowing	127,903	134,684
Transferred debt re Local Government Re-organisation	16,325	16,658
Recognition of debt re PFI arrangements	69,323	70,095
Investments made by the Council	14,000	10,550

The totals include the debt recognised on the balance sheet as a result of accounting adjustments for bringing the new BSF school buildings in to use which are financed through PFI arrangements. These adjustments are made to ensure that the Council's effective control over, and use of, these assets is recognised with corresponding adjustments to the debt. These changes do not add to the costs faced by the Council Tax payer as the actual capital costs for these schools form part of the ongoing stream of payments made to the PFI contractor (which are in turn largely offset by PFI grant funding from the Government).

6.6.4 Debtors

The Council has a corporate debt policy as well as other specific policies for the management of debt in the key areas of council tax, business rates, housing benefit overpayments, sundry debts and adult social care. The table below summarises the collection performance of the various debts and the total outstanding debt in the respective areas at a single point in time, i.e. 30th September 2016. The table also shows the corresponding level of debt at the same point in the last financial year.

	Position at 30/09/16	Position at 30/09/15
Council tax	Item 9.2	
Current year arrears (£000)	24,957	23,613
Previous year arrears (£000)	7,971	6,927
Total Council tax arrears	32,928	30,540
Collection rates	53.7%	54.12%
Business rates		
Current year arrears (£000)	22,062	21,802
Previous year arrears (£000)	2,458	2,312
Total Business rates arrears	24,520	24,114
Collection rates	56.9%	56.5%
Housing Benefit		
Overpayments balances (£000)	2,659	2,580
Collection rates	38.13%	22.2%

6.6.5 Creditors

In general, the Council's policy is to ensure that all creditors are paid within the contractual terms agreed, with a view to optimising cash flow benefit. However for the time being, in response to the Government's request to assist businesses during the recession, the Council is aiming to pay all trade creditors within 10 days of receipt of invoices. Performance in this respect is shown in the table below.

Month	Balance at end of month £'000	Percentage paid within 10 days		
		In month	Year to date	Equivalent previous years
April	5	77.32%	77.32%	88.67%
May	412	84.97%	81.01%	87.65%
June	2180	75.73%	79.20%	88.15%
July	383	67.43%	76.14%	84.33%
August	-783	78.81%	76.69%	84.68%
September	-42	83.20%	77.92%	84.85%

7. LEGAL IMPLICATIONS

The Council has a duty to ensure it can deliver a balanced budget. The Local Government Act 2003 imposes a duty on an authority to monitor its budgets during the year and consider what action to take if a potential deterioration is identified.

8. RESOURCE IMPLICATIONS

None.

9. EQUALITY AND HEALTH IMPLICATIONS

Please select one of the options below. Where appropriate please include the hyperlink to the EIA.

Item 9.2

Option 1 Equality Impact Assessment (EIA) not required – the EIA checklist has been completed.

Option 2 In determining this matter the Executive Member needs to consider the EIA associated with this item in advance of making the decision. *(insert EIA link here)*

Option 3 In determining this matter the Executive Board Members need to consider the EIA associated with this item in advance of making the decision. *(insert EIA attachment)*

10. CONSULTATIONS

11. STATEMENT OF COMPLIANCE

The recommendations are made further to advice from the Monitoring Officer and the Section 151 Officer has confirmed that they do not incur unlawful expenditure. They are also compliant with equality legislation and an equality analysis and impact assessment has been considered. The recommendations reflect the core principles of good governance set out in the Council's Code of Corporate Governance.

12. DECLARATION OF INTEREST

All Declarations of Interest of any Executive Member consulted and note of any dispensation granted by the Chief Executive will be recorded in the Summary of Decisions published on the day following the meeting.

VERSION:	0.04
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CONTACT OFFICER:	Gaynor Simons (Ext 5635) Julie Jewson (Ext 5893)
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DATE:	25 October 2016
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BACKGROUND PAPER:	N/A
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Overall Capital Monitoring 2016/17

	Approved Programme 2016/17 (Budget Book) £'000	Programme approved at Executive Board Aug 2016 £'000	Forecast Year End Position £'000	Variation (See Appendix 2) £'000
Costs				
Health & Adult Social Care	1,687	2,281	2,281	0
Children's Services	517	693	693	0
Environment	2,969	228	609	381
Leisure, Culture & Young People	94	1,642	1,776	134
Neighbourhood and Prevention Services	1,521	4,634	4,988	354
Regeneration	6,304	13,896	13,361	-535
Resources	5,143	6,465	6,266	-199
Schools & Education	5,576	11,063	6,775	-4,288
Total Predicted Expenditure	23,811	40,902	36,749	-4,153
Resources				
- Department for Communities & Local Government	282	837	342	-495
- Department for Education	5,793	10,996	6,708	-4,288
- Department for Energy & Climate Change	0	2,242	2,242	0
- Department for Transport	3,787	4,229	3,634	-595
- Disabled Facilities Grants	1,458	1,461	1,461	0
- Housing Grants	0	55	55	0
- Other Grants	15	2,029	2,029	0
Government Grants	11,335	21,849	16,471	-5,378
Unsupported Borrowing	10,128	14,269	14,624	355
External Contributions	103	2,151	2,028	-123
Usable Capital Receipts	2,100	2,100	2,100	0
Revenue Contributions	145	533	1,526	993
Total Resources	23,811	40,902	36,749	-4,153
Difference	0	0	0	0
Supplementary Information				
Earmarked Capital Schemes	4,047	4,108	3,451	-657
Borrowing Working:				
Main Programme	12,228	16,369	17,958	1,589
Less: capital receipts	-2,100	-2,100	-2,100	0
	10,128	14,269	15,858	1,589

Scheme variations to 2016/17 Capital Programme

	Capital Programme Schemes (Aug 16) £ 000	Transfer from prior year/(to) future year £ 000	Requested Variations £ 000	Total £ 000
<u>Health & Adult Social Care</u>				
Demolition of Longshaw HOP	155			155
Demolition of Feniscliffe HOP	75			75
Disabled Facilities Grant	1,458			1,458
Telecare Project	184			184
Day Care Services Upgrades	9			9
Shorey Bank Extra Care Scheme Site	400			400
	2,281	-	-	2,281
<u>Children's Services</u>				
Disable Facilities Grant	430			430
Two Year Old Grant	263			263
	693	-	-	693
<u>Environment</u>				
Pleasington Cemetary Extension	28			28
Alternate Weekly Waste Collections	200		131	331
Replacement On and Off Road Pay and Display Machines			250	250
	228	-	381	609
<u>Leisure, Culture & Young People</u>				
Darwen Leisure Centre Replacement	6			6
Blackburn Leisure Centre Replacement	208			208
Waves Demolition	345			345
Witton Athletics - Outdoor Track	60			60
Witton Athletics - Floodlights	13			13
RFID	25			25
Bangor St - Replacement Boilers	21			21
Wooldridge Playing Fields	477			477
Making Rooms Equipment	36			36
Making Rooms	451		134	585
	1,642	-	134	1,776
<u>Neighbourhood and Prevention Services</u>				
Bank Top and Griffin	509			509
Group Repair (Inner NW/InnerSE/Darwen)	3			3
Insulation for Hard to Treat Properties	69			69
Neighbourhood Intervention Fund	604			604
Equity Loans	79			79
Empty Homes Cluster	460			460
Other Acquisition costs	10			10
DECC Central Heating Fund	2,242			2,242
Affordable Homes Funding			104	104
Development Investment Fund			250	250
CCTV Hub	658			658
	4,634	-	354	4,988
<u>Regeneration</u>				
Redevelopment of former Blackburn Markets Site	816			816
Cathedral Café Growth Deal	250			250
Assistance to Industry	271			271
Cathedral Quarter Development	100			100
Darwen 3 Day Market	4			4
Blakey Moor	3,547			3,547
Local Transport Plan	3,498		(535)	2,963
Street Lighting Investment	100			100
Bury Fold Brook	15			15
Blackburn Surface Water Management Plan	24			24
Darwen Surface Water Manangement Plan	21			21
Blackburn with Darwen Culvert Study	12			12

Scheme variations to 2016/17 Capital Programme

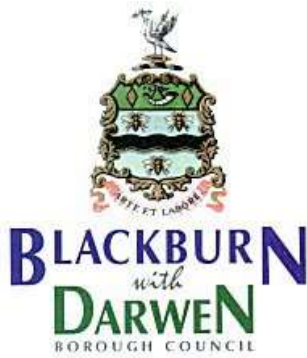
	Capital Programme Schemes (Aug 16) £ 000	Transfer from prior year/(to) future year £ 000	Requested Variations £ 000	Total £ 000
Darwen Ordinary Water Course Improvement	200			200
Highways Network Recovery	3,259			3,259
Pennine Reach	1,609			1,609
M65 J5 Signalisation	170			170
	13,896	-	(535)	13,361
Resources				-
Corporate ICT - Database Environment	111			111
Corporate ICT - Montr & Mgmt, service systems & op software, ini	131			131
Corporate ICT - System Migration	21			21
Corporate ICT - Digital Services	239			239
Corporate ICT - Public Access	289			289
Corporate ICT - WAN Connectivity	197			197
Corporate ICT - Replacement Infrastructure	1,034	(834)		200
Corporate ICT - HR & Payroll System	48		25	73
Corporate ICT - Adult Social Care IT System	79			79
Corporate ICT - Digitisation of Planning Service	280			280
Corporate ICT - Till and Stock System	42			42
Corporate ICT - Virtual Learning Environment	5			5
Corporate ICT - Finance System			600	600
Corporate ICT - Microsoft EA		(22)	32	10
Carbon Management Plan	230			230
Old Town Hall Stonework	1,924			1,924
Land Remediation Schemes	217			217
Accommodation Strategy	664			664
Corporate DDA Work	237			237
Velvet Lounge/1-7 Simmons Street	141			141
Tower Block Air Conditioning	141			141
Akzo Nobel Demolition	135			135
Griffin Lodge	300			300
	-	-		-
	6,465	(856)	657	6,266
Schools and Education				
Capital allocations	6,294		(4,288)	2,006
Audley Juniors	211			211
Cedars Primary	950	(950)	950	950
Intack Primary	143			143
Lammack	185			185
Longshaw Infants	68			68
St Barnabas and St St Pauls	300	(550)	550	300
St Thomas CE Primary School	195	(5)	5	195
St Thomas Centre Phase 2	25	(475)	475	25
Newfield ASD Demolition	1,961	(2,300)	2,300	1,961
Turton/Edgworth Primary School	100			100
Longshaw Juniors	225	(5)	5	225
Audley Nursery	34	(1)	1	34
Longshaw Nursery	23	(1)	1	23
Feniscowles Juniors	34	(1)	1	34
Holden Fold	85			85
Crosshill	230			230
	11,063	(4,288)	-	6,775
Portfolios Total	40,902	(5,144)	991	36,749

Earmarked schemes:

Corporate ICT	2,031		(657)	1,374
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Scheme variations to 2016/17 Capital Programme

	Capital Programme Schemes (Aug 16) £ 000	Transfer from prior year/(to) future year £ 000	Requested Variations £ 000	Total £ 000
Corporate Property Investment	939			939
Vehicles (funded from capital or leased)	1,138			1,138
Total	4,108	-	(657)	3,451



EXECUTIVE BOARD DECISION

REPORT OF: Executive Member for Resources
Item 9.3

LEAD OFFICERS: Director of Finance and IT

DATE: 10 November 2016

**PORTFOLIO/S
AFFECTED:** Resources

WARD/S AFFECTED: All

KEY DECISION: YES NO

SUBJECT: CORPORATE REVENUE BUDGET MONITORING REPORT QUARTER 2 - 2016/17

1. EXECUTIVE SUMMARY

The report details the overall revenue financial position of the Council as at 30th September 2016, highlighting key issues and explaining variations in the second quarter of the financial year.

2. RECOMMENDATIONS

The Executive Board is asked to approve:

- the variations to revenue expenditure as listed in Section 6, thereby giving rise to a revised forecast balance of £5.260 million on the unallocated General Fund revenue reserve and £29.471 million in earmarked reserves at 31st March 2017. This position will be then be subject to potential adjustment for the final outturn position for 2016/17 and the application of earmarked reserves as required.
- the cash limit adjustments outlined in Appendix 1.

3. BACKGROUND

All portfolios are required to examine their revenue budget position on a monthly basis.

4. KEY ISSUES & RISKS

a) Actual revenue expenditure at 30th September 2016 in respect of cash limited budgets across all portfolios was £56.50 million, which is 51.76% of current budgeted expenditure. The detail of the forecast outturn position for each portfolio is outlined in Section 6 of the report.

b) The current forecast balance for unallocated General Fund reserves at 31st March 2017 is £5.260 million, subject to adjustment for the final outturn position and the application of earmarked reserves as required.

c) The current forecast for Earmarked reserves at 31st March 2017 is £11.408 million compared with

the forecast of £13.543 reported to Executive Board in August 2016. There remains a further balance of Other Reserves of £18.123 million which largely relates to schools.

5. POLICY IMPLICATIONS

Item 9.3

The information contained within the report accords with the three year budget forecast within the Medium Term Financial Strategy 2016-20, as approved at Finance Council on 29th February 2016.

6. FINANCIAL IMPLICATIONS

6.1 CASH LIMITS AND REVENUE EXPENDITURE

6.1.1 Revenue Budget Overview

At the mid-year point at 30th September 2016, the Council is facing significant financial pressures and is forecasting an overspend of approximately £630,000 across all portfolios. This position is based on current levels of spend and after having reflected the requests for funding from reserves as detailed below.

Whilst every effort is being made to contain pressures, challenges persist in both the demand for service and in the delivery of the significant savings programme across the Council.

6.1.2 Performance Against Cash Limits

Appendix 1 details the portfolio cash limits approved by the Executive Board in August 2016 together with the details of the adjustments now requested. These include:

- budget virements (transfers) between portfolios
- transfers from earmarked reserves to support spending on specific schemes for which these reserves were established
- transfers from unallocated reserves to support budget pressures
- reductions in cash limits in respect of the £3.0 million Workforce Review savings
- revenue contributions to Capital schemes from revenue cash limits or specific earmarked reserves that have been established for this purpose.

The budgetary position and key financial issues for each portfolio are as follows:

Health & Adult Social Care

Adult Social Care continues to experience large scale pressures on Commissioning budgets arising from increasing volumes across all client groups, especially domiciliary care. Despite efforts to contain these pressures within existing budget allocations, the risk of overspend is increasing resulting in a £0.4 million forecast overspend at outturn based on current levels of spend. Work will continue to refine predicted commissioning spending as the year progresses.

This forecast reflects approval by the Executive Board on 13th October 2016 to meet the increase in provider costs driven by the impact of the National Living Wage, and for subsequent uplift of their fees. This additional cost of £1.238 million will be funded from the Complex Needs and Transition Funding reserve.

A further cash limit adjustment of £6,000 is also requested for Public Health in respect of a transfer of £6,000 from the Transforming Lives earmarked reserve to meet in year budget commitments.

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The portfolio is currently reporting a break even position in respect of Public Health services.

Children's Services

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The portfolio is forecasting an overspend by the year end of £250,000 based on current levels of spend. There are currently significant pressures on both the Commissioned Placements budget and the Special Guardianship Orders budget which may continue to rise. The increase in placement costs is being driven by recent court decisions which have seen a shift towards more costly placement types, such as family placements.

The forecast overspend reflects the request for cash limit increases of;

- £182,700 to cover the costs of early retirement and redundancies within the department in supporting delivery of the workforce reductions
- £224,000 to cover the increase in staffing costs following the loss of savings this year from the cessation of the 4 days unpaid leave collective agreement.

Environment

The portfolio is currently predicting to breakeven against their cash limit by the end of the financial year. This position is predicated on approval of non-recurring funding to address the shortfall in savings this year arising from slippage in the delivery of savings in respect of the implementation of green waste charging and round changes (£300,000) and a cash limit increase in respect of the costs of early retirement and redundancy incurred by the portfolio in delivering their agreed savings programme (£8,000).

Leisure, Culture and Young People

The portfolio is currently predicting an overspend of £104,000 by 31st March 2017 however options are being explored to manage this within the existing budget.

The position reflects the following requests for cash limit adjustments;

- Due to slippage in the implementation of a number of savings options, request has been made to fund specific schemes (£525,600) on a non-recurring basis; the requests are detailed in Appendix 1 of the report
- A contribution by the Council to the Festival of Making (£40,000)
- A revenue contribution of £78,000 to the Making Rooms project from unallocated General Fund reserves, further to the report approved by Executive Board on 9th June 2016
- An increase of £77,800 to cover the costs of early retirement and redundancy incurred in delivering the workforce savings programme
- Virement of £36,200 from the Resources portfolio to meet the loss of income following the relocation of the Registrars out of King Georges Hall.

Localities and Prevention

Whilst every effort is being made to contain pressures, the portfolio is currently forecasting an overspend of £126,000 against their cash limit; work will continue to try to address this within the current budget by 31st March 2017. This position reflects the requests made for corporate support from ear-marked reserves as outlined in Appendix 1 which comprise;

- An increase of £40,300 to cover the costs of early retirement and redundancy incurred in delivering the workforce savings programme

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- A shortfall against the Sustainable Neighbourhoods savings target for 2016/17 of £124,000
- A reduction in the cash limit is also requested of £50,000 to reflect the deferred income into 2017/18 in respect of Troubled Families Grant.

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In addition, the cash limit has been reduced to reflect the use of Transformation Challenge monies, carried forward from 2015/16, to fund the CCTV Hub capital scheme.

Regeneration

The portfolio is currently forecasting a break even position at 31st March 2017, predicated on approval of;

- a request for £100,000 corporate support from earmarked reserves to reflect the shortfall on the savings target for the Mall Market.
- A request of £70,000 to fund the shortfall on the bus subsidy saving target as this could not be implemented from the 1st April due to public consultation

Resources

The portfolio is currently predicting to break-even at 31st March 2017. This forecast is based on the following transfers both to and from ear-marked and unallocated reserves;

- £125,000 from the earmarked reserve for Legal Advice to address the pressure within Legal Services from the increase in Child Protection Cases currently in progress and £10,000 from unallocated General Fund reserves in respect of the increase in the number of Deprivation of Liberty cases
- £235,000 from property and accommodation earmarked reserves in respect of costs for the work undertaken to the ground floor of the Town Hall to facilitate transfer of the Revenues and Benefits service from Capita, changes in service delivery in Customer Services and the move of Registrars from King George's Hall.
- Transfer of £52,000 back into the New Homes Bonus reserve following the disestablishment of Growth Programme Director role
- A net transfer of £169,000 into reserves in respect of £489,000 additional savings made in 2016/17 on the retender of the Property, Highways and Transport contract and transfer in-house of the Revenues and Benefits service, less the costs associated with the wind-down and reprovision of services provided by the former strategic partnership (£320,000).
- In addition, following the successful appeal by three local hostels to reinstate their exempt accommodation status from June 2014 resulting in a backdated payment of housing benefit at an enhanced rather than basic rate for their residents, the net cost of benefits has increased by £474,000. The cost arises as the Council will only receive benefit subsidy for 60% of the enhanced element of the benefit paid. A request has been made to cover this additional one-off cost from the Welfare and Council Tax Reforms ear-marked reserve.

Schools & Education

The portfolio is forecasting an underspend at year end of approximately £250,000. This relates to non-recurring underspends from vacant posts and additional income secured, together with continuing reductions in expenditure to meet the wider organisational financial challenge.

Dedicated Schools Grant / Schools Block

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Services in Schools & Education (DSG) are currently predicted to spend all of the funding available in

2016/17 through the Dedicated Schools Grant and Pupil Premium.

Schools and Education funding from DSG is monitored by the Schools Forum and reports are considered on a regular basis.

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Workforce Review Savings

The Medium Term Financial Strategy was predicated on a savings programme which included delivery of workforce related savings of £13 million over a three year period, of which £3 million is scheduled for delivery in 2016/17. Adjustments have been made to individual portfolio cash limits this quarter to reflect their proposals for delivering their contribution to this target in the year as follows;

Portfolio	Workforce Savings Cash Limit Adjustments to Executive Board August 2016	Workforce Savings Cash Limit Adjustments for Qtr 2	Total Workforce Savings Cash Limit Adjustments
Health & Adult Social Care	£0	£477,300	£477,300
Children's Services	£0	£650,500	£650,500
Environment	£0	£116,900	£116,900
Leisure, Culture & Young People	£0	£79,000	£79,000
Localities & Prevention	£0	£152,900	£152,900
Regeneration	£0	£305,500	£305,500
Resources	£252,800	£731,500	£984,300
Schools & Education	£0	£180,700	£180,700
Total	£252,800	£2,694,300	£2,947,100

6.2 General Fund Unallocated Reserves

The table below shows the movements in unallocated reserves in the quarter.

	£'000	£'000
Forecast unallocated reserves as per Executive Board Report August 2016		4,767
<i>Variations now requested:</i>		
<i>Transfers to unallocated reserves</i>		
Savings in relation to interest and debt repayment		76
Transfer from ear-marked reserves – reserves no longer required		505
<i>Transfers from unallocated reserves</i>		
Deprivation of Liberty (DoL) case funding – Legal Services	(10)	
Contribution to the Making Rooms project	(78)	(88)
Forecast balance on unallocated general fund reserves at 31 March 2017		5,260

6.3 Earmarked reserves

Reserves have been reviewed, as is good accounting practice, resulting in the amalgamation of several of the reserves set aside for similar purposes and in the case of those earmarked reserves

that have been identified as no longer required, they have now been reallocated to the unallocated General Fund reserve.

The forecast level of earmarked reserves held for discretionary use by the Council at 31st March 2017 are currently expected to reduce to £11.348 million compared with the forecast of £13.543 reported to Executive Board in August 2016. Other earmarked reserves, largely in respect of schools, are currently £18.123 million.

Details of the requested application of reserves towards revenue expenditure are outlined in Section 6.1.2 of the report (above) and in Appendix 1. In addition to this, request is also made to utilise reserves in relation to capital expenditure as follows (and as detailed in the Corporate Capital Monitoring Report on the agenda);

- further to the Executive Member Decision of 15th September 2016, request is made to add a Development Investment Fund scheme of £250,000 to the capital programme initially funded from the New Homes Bonus reserve with future capital receipts used to replenish the budget for use on new sites being prepared for development
- within the above decision report, approval was also given to create an Affordable Homes Fund scheme within the capital programme utilising the £104,000 S106 Fund earmarked revenue reserve relating to affordable housing commuted sums income. It is intended to use this funding to support Council and private sector sites able to provide affordable homes across the borough.

Details of all projected, earmarked reserve balances at 31st March 2017 are shown in Appendix 2.

7. LEGAL IMPLICATIONS

The Council has a duty to ensure it can deliver a balanced budget. The Local Government Act 2003 imposes a duty on an authority to monitor its budgets during the year and consider what action to take if a potential deterioration is identified.

8. RESOURCE IMPLICATIONS

None.

9. EQUALITY AND HEALTH IMPLICATIONS

Please select one of the options below. Where appropriate please include the hyperlink to the EIA.

Option 1 Equality Impact Assessment (EIA) not required – the EIA checklist has been completed.

Option 2 In determining this matter the Executive Member needs to consider the EIA associated with this item in advance of making the decision. (*insert EIA link here*)

Option 3 In determining this matter the Executive Board Members need to consider the EIA associated with this item in advance of making the decision. (*insert EIA attachment*)

10. CONSULTATIONS

11. STATEMENT OF COMPLIANCE

The recommendations are made further to advice from the Monitoring Officer and the Section 151 Officer has confirmed that they do not incur unlawful expenditure. They are also compliant with

equality legislation and an equality analysis and impact assessment has been considered. The recommendations reflect the core principles of good governance set out in the Council's Code of Corporate Governance.

Item 9.3

12. DECLARATION OF INTEREST

All Declarations of Interest of any Executive Member consulted and note of any dispensation granted by the Chief Executive will be recorded in the Summary of Decisions published on the day following the meeting.

VERSION:	0.06
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CONTACT OFFICER:	Gaynor Simons (Ext 5635) Julie Jewson (Ext 5893)
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DATE:	31 October 2016
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BACKGROUND PAPER:	N/A
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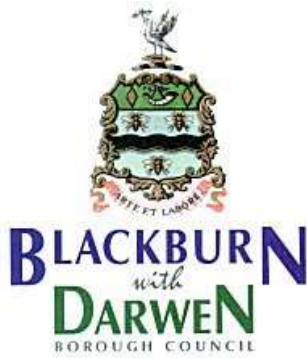
Item 9.3

SCHEDULE OF CASH LIMIT ADJUSTMENTS REQUESTED - NOVEMBER 2016

	Health & Adult Social Care	Children's Services	Environment	Leisure, Culture & Young People	Localities & Prevention	Regeneration	Resources	Schools & Education (Non-DSG)
	£	£	£	£	£	£	£	£
Latest Approved Cash Limit 2016/17	41,496,500	23,788,200	9,386,400	4,424,900	3,180,100	9,040,900	16,420,800	5,162,300
Transfers between portfolios:								
Transfer to Resources - Corporate Complaints cost centre budget					(31,100)		31,100	
Transfer to Leisure, Culture & Young People -Loss of income following relocation of Registrars				36,200			(36,200)	
Transfers (to)/from earmarked reserves								
Complex Needs and Transition funding - Funding to providers in respect of National Living Wage increases	1,238,000							
Transforming Lives Grant	6,000							
Deferred Income Troubled Families Grant					(50,000)			
Early Retirement/Redundancy reserve - support requested to end of Qtr 2		182,700	8,000	77,800	40,300			
Savings programme 16/17 shortfall - green waste and bin collections			300,000					
Savings programme 16/17 shortfall - Daisyfield				185,300				
Savings programme 16/17 shortfall - Audley				109,200				
Savings programme 16/17 shortfall - Shadsworth				86,100				
Savings programme 16/17 shortfall - Museums				15,000				
Savings programme 16/17 shortfall - Witton Car Park				30,000				
Savings programme 16/17 shortfall in income - Refresh				100,000				
Savings programme 16/17 shortfall - Sustainable Neighbourhoods					124,000			
Savings programme 16/17 shortfall in income - Bus subsidy						70,000		
Savings programme 16/17 shortfall - Mall Market						100,000		
Council contribution to Festival of Making				40,000				
Works to Town Hall ground floor accommodation							235,000	
Return funding to New Homes Bonus reserve - disestablishment of post							(52,000)	
Increase in net costs of benefits							474,000	
Legal advice reserve (child protection)							125,000	
Additional savings in 16/17 from strategic partnership review and contract retender							(169,000)	
Transfers (to)/from unallocated reserves								
Contribution to Making Rooms				78,000				
Deprivation of Liberty claims funding - Legal Services							10,000	
Transfers (to)/from contingency								
Workforce Review Savings	(477,300)	(650,500)	(116,900)	(79,000)	(152,900)	(305,500)	(731,500)	(180,700)
Support requested to compensate for the end of the 4 days unpaid leave arrangement		224,000						
Other budget adjustments								
Revenue contribution to CCTV Hub capital project - funded from Transformation					(579,000)			
Challenge monies carried forward								
Revised cash limit	42,263,200	23,544,400	9,577,500	5,103,500	2,531,400	8,905,400	16,307,200	4,981,600

	Estimated balance at 31 March 2017 As reported to Exec Board Aug 2016 £000	Reallocation of Reserves following Qtr 2 Review	Requested Transfers to/(from) earmarked reserves in Qtr 2	Estimated balance at 31 March 2017 Q2 £000
ICT developments				
ICT revenue projects	559	0	0	559
Welfare, council tax and business rates reforms				
Support collection fund deficit	500	(500)	0	0
Welfare and council tax reforms	242	500	(474)	268
Investment in assets and infrastructure				
BSF Lifecycle Reserve	288	(288)	0	0
Improvements to One Stop Shop	5	(5)	0	0
Office Accommodation and property improvements	435	362	(235)	562
Highways winter maintenance	121	0	0	121
Redevelopment of Blackburn Markets site	200	0	0	200
Corporate properties	70	(70)	0	0
Flood Defence	77	0	0	77
1 Cathedral Square	362	0	0	362
Other Resources and Transformation projects				
Legal Advice Reserve	150	0	(125)	25
Partnerships & Transformation	80	0	0	80
Elections	64	(64)	0	0
Claims in respect of land charge search fees	93	0	0	93
Support for People Services				
Complex Needs and Transition	648	0	762	1,410
Child workforce development and social work improvements	18	0	0	18
Troubled families	0	0	50	50
YOT partnership	108	0	0	108
Music Services	122	0	0	122
Disabled Facilities Grants	289	0	0	289
Housing Standards	17	(17)	0	0
Schools Health and Safety Officer	30	(30)	0	0
VIA (Connexions) Reserve	95	0	0	95
PLACE				
Strategic Enquiries	75	(75)	0	0
PLACE	30	(30)	0	0
New Homes Bonus	270	0	(238)	32
Investment to support business rates growth	370	0	0	370
Invest to Save projects				
Purchasing cards/e-tendering	112	(112)	0	0
Customer Services Improvements	108	(108)	0	0
Insurance risk investment fund	43	0	0	43
Contingent sums to support future downsizing and transformation programmes				
Review of services provided by strategic partnership	210	0	169	379
Support for future redundancy costs	3,471	0	(309)	3,162
Support for part year effect of future savings plans	2,760	0	(1,120)	1,640
Corporate Improvement and Transformation Programme	26	(26)	0	0
Amounts carried forward in respect of unspent grants and contributions				
Transformation Challenge Award	64	0	0	64
Regenerate Pennine Lancashire Ltd	35	0	0	35
Social Fund (Children's)	140	0	0	140
SFIs grant to reduce benefit fraud	10	(10)	0	0
Transforming Lives	43	0	(6)	37
Other	32	(32)	0	0
Reserves held for specified non discretionary purposes				
Developers Contributions (S106 Income)	121	0	(164)	(43)
Future Maintenance of Wainwright Bridge	506	0	0	506
Highways claims anticipated for years up to current year but not yet received	261	0	0	261
Art Acquisitions Fund	13	0	0	13
W. Ferrier Bequest (for museum re Kathleen Ferrier)	20	0	0	20
Allowance for contingent liabilities (e.g. MMI)	250	0	0	250
TOTAL EARMARKED RESERVES FOR DISCRETIONARY USE	13,543	(505)	(1,690)	11,348
Other Earmarked' Reserves				
Reserves held in respect of joint arrangements and charitable bodies				
Darwen Market Traders Association	2	0	0	2
Joint Building Control Account	145	0	0	145
Turton Tower Charity	36	0	0	36
LSCB Safeguarding Partners Fund	180	0	0	180
Reserves held in relation to schools				
Dedicated Schools Grant - Surplus	11,455	0	(2,000)	9,455
LMS Schools Balances	8,305	0	0	8,305
TOTAL 'OTHER EARMARKED' RESERVES	20,123	0	(2,000)	18,123
TOTAL EARMARKED RESERVES	33,666	(505)	(3,690)	29,471
UNALLOCATED RESERVES	4,767	505	(12)	5,260

Developers Contributions (S106 Income) - this reserve currently appears to be in a negative position, due to income received during 2016/17 only being reflected in the reserve once the year end outturn entries have been completed.



EXECUTIVE BOARD DECISION

REPORT OF:	Leader (Please Select...) Item 9.4
LEAD OFFICERS:	Deputy Chief Executive
DATE:	10 November 2016

PORTFOLIO/S AFFECTED:	(Please Select...)
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WARD/S AFFECTED:	All
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KEY DECISION:	YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
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SUBJECT: Report on the progress against the Corporate Plan 2016/2017 for six months (April to September 2016).

1. EXECUTIVE SUMMARY

To provide Executive Board the opportunity to review progress against the Council's strategic priorities documented within the Corporate Plan and to provide assurance that appropriate actions are being taken to address key areas of concern.

2. RECOMMENDATIONS

That the Executive Board:

1. Note the overall performance against the delivery of the Council's strategic objectives as illustrated in Appendix One
2. Note the remedial action to improve delivery against those priorities which are giving cause for concern, as outlined in Appendix Two.

3. BACKGROUND

This report tracks the progress of performance against the Council's strategic objectives for six months (April to September 2016).

The Corporate Plan measures, baselines and targets have been refreshed for 2016/19 to make sure that the Council continues to strive for improvements in service delivery, within an extremely challenging financial context. The refreshed document was presented to Council Forum in July 2016 and was formally adopted.

Following the identification of the priorities below, the Council's Corporate Plan 2016/9 is a means through which the priorities can be communicated to our residents, elected members and staff.

For further information, please see background papers; Corporate Plan 2016/19 Summary and 2016/19 Technical Appendix.

The Council's priority objectives for residents are:

1. Creating more **jobs** and supporting business growth
2. Improving **housing** quality and building more houses
3. Improving **health and well-being**
4. Improving outcomes for our **young people**
5. Safeguarding the most **vulnerable people**
6. **Making your money go further**

Item 9.4

The four long term strategic themes will be distilled into every portfolio to complement the Corporate Priorities.

The themes are:

- Image and Marketing of the borough
- Fairness / Equality / Cohesion
- Partnership working - residents / business / other key stakeholders
- Digital First

By adopting the themes the council will commit itself to further transforming how both the Borough is perceived and how it operates whilst also ensuring that the local authority is fit for purpose in the current online and digital landscapes. Therefore, by considering the themes in conjunction with the Corporate Priorities the local authority and its Executive will continue its work in mitigating the impact on residents during the present economic and legislative 'tough times'.

As per previous years, robust performance management arrangements will continue to be in place to monitor and ensure the delivery of the Corporate Plan.

The performance framework continues to see performance discussed and challenged with Directors and also includes a direct challenge from the Leader of the Council to the Executive Members on a six monthly basis.

Internal quality assurance checks, through the established Council challenge process, aim to ensure the robustness of the data and information included in all performance monitoring reports. Executive Board are asked to note that some figures may change in future reports, as a result of these quality assurance checks.

Each portfolio has been asked to allocate a red / amber / green forecast to the measures that they own. The following guidelines have been provided to ensure a standardised approach to allocating these forecasts.

Red

- The measure is likely to fail or perform poorly in the future
- The measure falls below a set national target / statutory required performance.
- The measure may also be below a minimum requirement for the particular service as agreed by the department
- The lead department perceives there could be a potential serious risk to the Council

Amber

- The measure is at risk of failure, but the lead department feels this is currently being managed
- Actions are or need to be in place to ensure that the end of year position is achieved

Green

- The measure is on target/ over performing / over achieving (if departmental target has been set)
- The lead department perceives there is currently no risk to the council in relation to this measure.

4. KEY ISSUES & RISKS

4.1 Performance overview

There are now 99 measures within the Corporate Plan linked to the Council's priority objectives. ^{Item 9.4}

The table below shows a breakdown of the measures across the portfolios:

Portfolio	Total	Red	Amber	Green	Awaiting data
Leaders Cllr Mohammed Khan	9	0	3	6	0
Resources Cllr Andy Kay	17	1	11	5	0
Regeneration Cllr Phil Riley	11	2	3	5	1
Environment Cllr Jim Smith	8	0	0	8	0
Leisure, Culture and Young People Cllr Damian Talbot	10	0	1	9	0
Neighbourhoods and Prevention Services Cllr Arshid Mahmood	11	1	3	6	1
Adults Cllr Mustafa Desai	6	0	4	2	0
Public Health Cllr Mustafa Desai	7	0	5	2	0
Children's Services Cllr Maureen Bateson	12	1	5	6	0
Schools and Education Cllr Dave Harling	8	0	0	4	4
Total	99	5	35	53	6

Of the 99 measures information for the period is as follows:

- 5% (5 actual) have been forecast as “red” where performance is, or is likely to be off track
- 35% (35 actual) have been forecast “amber” where delivery is on track and currently being managed
- 54% (53 actual) have been forecast “green” or on track
- 6% (6 actual) of the measures a RAG rating is not available

The purpose of this report is to provide a picture of overall performance and highlight any key issues of concern which are in need of closer monitoring and follow up action. Information on all Corporate Plan measures and key issues raised through the performance challenge process are documented for Executive Board, in two separate appendices, as follows:

1. Appendix One shows a summary of all Corporate Plan priorities, highlighting those areas that are forecast as being on track; those where delivery is not going as planned and those where performance is forecast as off track or likely to be off track. Please note performance data is provisional and is subject to validation.
2. Appendix Two provides exception reports for priorities which are considered to be off track.

4.2 Additional information

During the past six months the Borough and the Council has done much to ensure that together we meet the challenges being faced in these unprecedented tough times. Despite this period of uncertainty the Council continues to support business and create new jobs, build more houses, improve housing quality and health and well-being, whilst ensuring no young person is left behind by improving their outcomes. We will continue to safeguard the most vulnerable in our society and ensure that residents and the Council continue to make our resources go as far as possible enabling us to provide quality services that our communities deserve and expect. Examples of this in the past six months are:

Improved staff attendance at work (April - September 2016) latest data 4.0 days per FTE.

The council has continued to deliver on its pledge to improve staff attendance at work. It is supporting all departments by launching new systems that improve sickness management, offering wellbeing incentives and free health and wellbeing checks. Since 2013 the average number of days absent per employee per year has fallen. The Resources portfolio and all other portfolios see this as a key priority and will continue to work with departments and staff to manage absence by taking early preventative action to limit days lost to sickness that will help the council to reduce absence per employee on average to 8 days.

Blackburn Business Improvement District (BID)

Blackburn BID activities to help improve and promote the town centre have made a significant contribution to the town's recent award nominations. Blackburn has been shortlisted from 900 entries in the Great British High Street competition and named as one of the top three in the 'Town Centre of the Year' category. Blackburn has also been invited to the North West Britain In Bloom Awards on 29th October. Regional judges were blown away by the quality of the town's floral displays after a visit to the Flower Festival and encouraged the town to submit a special application after this year's deadline.

Key highlights since April 2016 include the St George's Day celebration 'Here Be Dragons' in April saw seven theatrical dragons descend on the town to entertain young and old alike. More than 1,000 visitors gathered at venues including Blackburn Market and The Mall Shopping Centre. Countryside Comes to Town on 25th June featured CBeebies Mr Bloom and attracted an additional 26,000 additional visitors to the town centre.

For the second year running, Blackburn BID invested an additional £25,000 to enhance the town's planting. The funding also pays for an additional gardener during June to September to help the Council maintain the town's floral displays and green spaces. Supported by Blackburn BID, Blackburn Businesses Against Crime (BBAC) achieved the highest standard for a crime partnership, a pass with distinction, by the National Association of Business Crime Partnerships (NABCP).

Looking ahead. October 2016 see's the Blackburn BID launch 'Blackburn's BIG Christmas 2016' with a dedicated promotional website that pulls together a packed programme of festive events, shopping experiences and Christmas news for the town – <http://blackburnchristmas.com/>.

This year the BID will deliver the Christmas Lights Switch on, 26th of November and promise a show like no other in the North. The Sci-Fi themed event to link in with Blackburn Comic Convention at King Georges Hall, will include Boogie Storm (Star Wars dancers from ITV Britain's Got Talent), the Batmobile, the Ghost Busters car and the Stay Puft Marshmallow man.

Other festive events planned by the BID in partnership with the Council include a Giant Nutcracker Prize Trail from 3rd December, a giant Christmas Street Fair that will see 4 large marquees full of food, drink, crafts and gifts across the town centre on 10th December and the annual Community Lantern Parade on 17th December. The BID will also fund up to 160 additional lamp post column features to compliment the Council's existing Christmas lighting display.

5. POLICY IMPLICATIONS

The attached performance monitoring report provides information on progress against the Council's strategic objectives as set out in the Corporate Plan for 2016/2019.

Item 9.4

6. FINANCIAL IMPLICATIONS

There are no financial implications as a direct result of this report. Financial implications of any actions referred to in the report will be included in an appropriate briefing paper.

7. LEGAL IMPLICATIONS

There are no legal implications as a result of this report.

8. RESOURCE IMPLICATIONS

There are no resource implications as a result of this report. Resource implications of any actions referred to in the report will be included in an appropriate briefing paper.

9. EQUALITY AND HEALTH IMPLICATIONS

Please select one of the options below. Where appropriate please include the hyperlink to the EIA.

Option 1 Equality Impact Assessment (EIA) not required – the EIA checklist has been completed.

Option 2 In determining this matter the Executive Member needs to consider the EIA associated with this item in advance of making the decision.

<http://www.blackburn.gov.uk/General%20EIA/Corporate-Plan-2016-19-EIA-v1.0.pdf>

Option 3 In determining this matter the Executive Board Members need to consider the EIA associated with this item in advance of making the decision. *(insert EIA attachment)*

10. CONSULTATIONS

The report has been developed in consultation with the relevant Council officers and Executive Member.

11. STATEMENT OF COMPLIANCE


The recommendations are made further to advice from the Monitoring Officer and the Section 151 Officer has confirmed that they do not incur unlawful expenditure. They are also compliant with equality legislation and an equality analysis and impact assessment has been considered. The recommendations reflect the core principles of good governance set out in the Council's Code of Corporate Governance.

12. DECLARATION OF INTEREST


All Declarations of Interest of any Executive Member consulted and note of any dispensation granted by the Chief Executive will be recorded in the Summary of Decisions published on the day following the meeting.

CONTACT OFFICER:	Denise Park
DATE:	18 th October 2016
BACKGROUND PAPER:	Item 9.4

Appendix One: Corporate Plan 2016/2017: Performance Report
Six Months (April to September 2016)


<p>The Leader's portfolio Councillor Mohammed Khan</p> 	<p align="center">Performance measures</p>	<p align="center">Good Performance is</p>	<p align="center">Baseline</p>	<p align="center">16/17 target</p>	<p align="center">Half year performance and rating</p>	<p align="center">Year-end performance and rating</p> <div style="text-align: center;"> <div style="background-color: red; color: black; padding: 2px; margin-bottom: 2px;">(RED)</div> <div style="background-color: yellow; color: black; padding: 2px; margin-bottom: 2px;">(AMBER)</div> <div style="background-color: green; color: black; padding: 2px;">(GREEN)</div> </div>
<p>Your Call</p> <ul style="list-style-type: none"> • Improvements to make Blackburn with Darwen cleaner and greener • Improvements to health and wellbeing • Improving community togetherness and belonging/ neighbourliness 	<p>Delivery of work programme to expand the scope and delivery of Your Call by ensuring all those with ideas are supported.</p>	<p>On-going delivery</p>	<p>90 Your Call Clean up events</p> <p>70 Other Your Call activity events</p>	<p>Update on progress</p>	<p>Number of Your Call Clean ups: 60 (1,317 volunteers)</p> <p>Other Your Call activity: 138 (1,540 volunteers)</p> <p align="center">(GREEN)</p>	
	<p>Delivery of work programme to have a co-ordinated voluntary offer that works with all sectors to enhance our ability to make volunteering easier. Whilst enabling the council and partners to direct volunteer support where it is most needed.</p>	<p>On-going delivery</p>		<p>Update on progress</p>	<p align="center">(AMBER)</p>	
	<p>Delivery of work programme to facilitate and build resilient communities who are more capable of doing things for themselves.</p>	<p>On-going delivery</p>		<p>Update on progress</p>	<p align="center">(GREEN)</p>	

2. Ensuring BwD plays a key role in Lancashire governance and expanding our scope within the Northern powerhouse	Delivery of work programme to ensure that BwD is in a strong position to benefit from any positive changes to Lancashire governance arrangements and potential freedoms and flexibilities offered to Lancashire by the Government.	On-going delivery		Update on progress	(GREEN)	
3. Support community cohesion	Civic participation and community events	Maintain annual activity		Baseline year and update on progress (min 18)	13 events (GREEN)	
	% of people who meet and talk to people from different ethnic groups. <i>(CSP Perception Survey)</i>	Higher		Maintain the ranking of the most popular places: <ul style="list-style-type: none"> • Local shops • N'hoods • work 	(AMBER)	
	% of people who agree that the borough is a place where people from different backgrounds get on well together. <i>(CSP Perception Survey)</i>	Higher	60% (2013)	Increase performance	(AMBER)	
4. Improving the image of BwD	Delivery of work programme - LSP Board and Place Board	On-going delivery		Update on progress	(GREEN)	
5. Improving Health and Wellbeing	Delivery of work programme - HWB and HWB strategy	On-going delivery		Update on progress	(GREEN)	


Resources Councillor Andy Kay 	Performance measures	Good Performance is	Baseline	16/17 target	Half year performance and rating	Year-end performance and rating <div style="text-align: center;"> (RED) (AMBER) (GREEN) </div>
1. Deliver a balanced budget year on year with the resources available.	% of the budget saving programme achieved	Higher		98%	(AMBER)	
	Achieve a breakeven or underspend against overall cash limit	Higher		Overall 1% tolerance	(AMBER)	
2. Transforming our systems to offer digital solutions.	No. of service requests/forms that can be completed by the customer in one action on the website	Higher		No of forms to be determined following audit of website	95 service requests / forms (AMBER)	
	Improved customer access to online information and self-service options	Higher		Update on a quarterly basis	(AMBER)	
	Answer telephone calls within 60 seconds	Higher		Answer 80% of our calls within 60 seconds	37% (RED)	

	Greet our visitors within 5 minutes	Higher		Greet 100% of our visitors within 5 minutes	98% (AMBER)	
	Respond to emails within 1 working day.	Higher		Respond to 95% of our emails within 1 working day.	92% (AMBER)	
3. Developing the organisation and its people.	Reduction in employee absence through sickness	Lower		8 days	April – September 2016 4.0 days per FTE (actuals) (AMBER)	
	Information relating to RIDDORS	Lower		RIDDORS: quarterly update	April – August 2016 2 RIDDORS BwD (GREEN)	
	% of actions identified in employee survey action plan completed	Higher		100% of actions completed by 31 st March 2017	(AMBER)	
	MyView self- service utilisation: Digitisation of HR	Higher		95% of all pay documents access via MyView	96% (GREEN)	
		Higher		100% of new starters to have electronic files	100% (GREEN)	


		Higher		98% expense claims submitted via MyView	98% (GREEN)	
		Higher		100% recruitment applications online	100% (GREEN)	
		Higher		80% sickness absence recorded via MyView	(AMBER)	
		Higher		80% of paper forms accessible via MyView	(AMBER)	
		Higher		Implementation of Netcall across HR Service resulting in 50% reduction in calls and e-mails to HR and self-service solution achieved	(AMBER)	

Regeneration Councillor Phil Riley 	Performance measures	Good Performance is	Baseline	16/17 target	Half year performance and rating	Year-end performance and rating <div style="text-align: center;"> (RED) (AMBER) (GREEN) </div>
1. Delivering the capital projects – securing the outcomes from capital investment: <ul style="list-style-type: none"> • Cathedral quarter • Pennine Reach • Freckleton Street. 	Number of priority growth sites completed or underway	Higher		10	25 projects underway (GREEN)	
	Sq. m of commercial floorspace developed or underway	Higher		13,315 Sq.m	23,500 Sq.m (GREEN)	
	Completion of transport capital projects	Delivery on time and to budget		Pennine Reach, Weavers Wheel Ph1, LTP	(AMBER)	
2. Accelerating the Growth Agenda.	Delivery of growth plan priorities: a) New Jobs	Higher		656 new jobs	Annual indicator. Data not available until year end.	
	Delivery of growth plan priorities: b) New homes	Higher		300 new homes	25 (RED)	
	Delivery of growth plan priorities: c) Affordable new homes	Higher		60 affordable	0 (RED)	
	Delivery of growth plan priorities:	Higher		£580k MTFs	£92,904	


	d) MTFS benefit			benefit	(AMBER)	
3. Local jobs for local people.	Economic activity rate (% of working age people in employment and/or seeking employment)	Higher		71%	69.6% (AMBER)	
	Under 19 apprenticeship starts	Higher		500	390 (Academic year - Period August 15 to April 16) (GREEN)	
	% of residents with level 4 or above qualifications	Higher		24.8%	25.6% (Annual data published January each year - Data as at December 2015) (GREEN)	
4. Improving the appearance of the borough and maintaining service standards.	Area of highway addressed through Network Recovery Programme <i>*Hot Rolled Asphalt (HRA)/ Dense Bitumen Macadam (DBM)</i>	Higher		LTP Funded 40,000m ² All network recovery 230,000m ²	76,271m² HRA / DBM - 124,188m² Surface Dressing (Cumulative 200,459m²) (GREEN)	

Environment Councillor Jim Smith 	Performance measures	Good Performance is	Baseline	16/17 target	Half year performance and rating	Year-end performance and rating <div style="text-align: center;"> (RED) (AMBER) (GREEN) </div>
1. Improving the appearance of the borough and maintaining service standards.	Number of Your Call clean up events held.	Higher		10 events per month April to September, 4 per month October to March, culminating in 3,000 volunteers	Events : 88 events Apr-Sept i.e. almost 15 per month Volunteers : 1,760 to date (GREEN)	
2. Reducing fly tipping, landfill waste and maximising recycling.	Reduce the amount of waste going to landfill.	Lower		7,800 tonnes	3,763 tonnes (Apr – sept) (GREEN)	
3. Effective licensing and enforcement activities.	Ensure that the ratio of actions taken to the number of fly-tipping incidents recorded does not drop below 2:1	Higher		Ratio of actions to incidents not to drop below 2:1	2:1 (provisional) (GREEN)	
	Quantity of illicit tobacco seized.	Higher		≥ 6000 cigarettes and / or 4.6kg tobacco	46,251 cigarettes 5.57kg Tobacco (GREEN)	


	% of alcohol retailers compliant with licensing conditions.	Higher		≥95%	97% (GREEN)	
	% of food businesses achieving 3 Star and above rating on the National Food Hygiene Rating Scheme.	Higher		≥90%	92.5% (GREEN)	
	We will continue to commit resources to shisha enforcement: Number of formal interventions for smoking in enclosed premises (related to shisha).	Higher		≥4	8 (GREEN)	
	Permitted air polluting processes (for which the council is the regulatory authority) which are compliant with permit requirements.	Higher		≥90%	100% (GREEN)	

Leisure, Culture and Young People Councillor Damian Talbot 	Performance measures	Good Performance is	Baseline	16/17 target	Half year performance and rating	Year-end performance and rating <div style="text-align: center;"> (RED) (AMBER) (GREEN) </div>
1. Increasing the participation and engagement of young people.	Number of junior visits generated through CLS&YP services	Higher		394,905 junior visits	322,739 Cumulative (GREEN)	
	Number of attendances to youth provision	Higher		30,000 attendances	25,281 Cumulative (GREEN)	
	Number of cases managed by the Targeted Youth Support Team	Higher		80 cases managed	174 (21 on waiting list) (GREEN)	
2. Providing opportunities for people to be active and make healthy lifestyle choices.	Number of volunteers hours supporting CLS&YP service delivery (whole portfolio contribution)	Higher		22,590 volunteer hours	12,080.50 hours Cumulative (GREEN)	
	Number of Leisure Attendances (including pitches)	Higher		1,157,553 attendances	656,953 Cumulative (GREEN)	


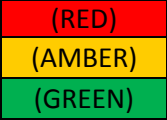
	Number of contacts and referrals to health and wellbeing hub	Higher		4,866 contacts & referrals	3,143 (GREEN)	
3. Stimulating cultural involvement into social and economic regeneration.	Number of attendances at KGH and DLT	Higher		217,221 attendances	74,185 (AMBER)	
	Number of art projects supported	Higher		100 art projects supported	70 Cumulative (GREEN)	
	Number of LIS cultural and self-directed learning events and activities	Higher		680 events & activities	436 (GREEN)	
	Number of cultural events and activities across heritage services	Higher		24 events & activities	68 Cumulative (GREEN)	

<u>Neighbourhoods & Prevention Services</u> Councillor Arshid Mahmood 	Performance measures	Good Performance is	Baseline	16/17 target	Half year performance and rating	Year-end performance and rating <div style="text-align: center;"> <div style="background-color: red; color: white; padding: 2px; margin-bottom: 2px;">(RED)</div> <div style="background-color: yellow; color: black; padding: 2px; margin-bottom: 2px;">(AMBER)</div> <div style="background-color: green; color: white; padding: 2px;">(GREEN)</div> </div>
1. Improving the quality of housing.	Reduction in number of privately run HMO bed spaces	Lower		35	34 (GREEN)	
	HMOs subject to enforcement	Lower		26	23 (GREEN)	
	Properties licensed and inspected in Selective Licensing areas.	Higher		250 licenses 114 inspections	140 Licenses 27 Inspections (AMBER)	
	Increasing the number of private sector homes that have hazards (category 1 & 2) removed	Higher		830	486 (GREEN)	

2. Demand management and prevention.	Households prevented from becoming homeless	Higher		390	206 (GREEN)	
	Number of people engaged in capacity building activities	Higher		3,600	3,407 (GREEN)	
	Number of Volunteers	Higher		2,500	2,880 (GREEN)	
3. Community Safety / Lifelong Learning	Total crime figures	Lower	10,318 (2015/16)	Reduce total crime: within +/-5% of the 2015/16 baseline 10,318	Target for April to August – (5 months pro rata) is 4,299 crimes. Actual is 4,958 an increase of 15% on our target of no change and outside of the 5% threshold set. (RED)	
	Number of people on skills programmes	Higher		2,679	260 (AMBER)	
	Number of people achieving a qualification	Higher		700	Data not available until the end of the academic year.	
	Number of people supported through National Careers Service Contract into higher level skills or employment	Higher		1,200	384 (AMBER)	


Health and Adult Social Care Councillor Mustafa Desai Adults 	Performance measures	Good Performance is	Baseline	16/17 target	Half year performance and rating	Year-end performance and rating <div style="text-align: center;"> (RED) (AMBER) (GREEN) </div>
Overarching Priority: To fulfil the council’s statutory and regulatory duties to improve and protect the health and wellbeing of the population through innovation and engagement						
1. Safeguarding vulnerable adults and developing the Service User voice.	‘Percentage of individuals with a safeguarding concern that proceeded to a section 42 enquiry’. Measure SGA3 in the new Safeguarding Adults Collection (SAC).	Within target range. (to be identified Jan 2017)	To be set in Jan 2017 using two quarters of Mosaic data for July to Dec 2016	Target range: To be identified Jan 2017	Awaiting baseline Jan 2017 (AMBER)	
	User experience and user voice: to achieve ‘silver status’ in Making Safeguarding Personal (MSP) by March 2018.	Achievement of silver status	Bronze status	Silver status by March 2017 in MSP strand: ‘Supported decision making and freedom from undue influence’	On track to deliver (GREEN)	

2. Managing demand and budget pressures through prevention, early intervention and self-help.	Permanent admissions to residential and nursing care homes for older people (65 and over), per 100,000 population	Within target range (To be identified)	612.6 (provisional) Annualised figure based on 306.3 for the half year (Q1 & Q2) 2016/17	Target range tbi (In relation to quartiles in NW and national benchmark data)	Awaiting benchmark data (AMBER)	
	Demand Management Tracker: % of total contacts signposted to alternative sources of support.	Within target range (To be identified Jan 2017)	To be set in Jan 2017 using three months of Mosaic data for Oct to Dec 2016	Target range: To be identified Jan 2017	Awaiting baseline Jan 2017 (AMBER)	
3. Integration and partnership working with key partners across the public and voluntary sectors.	Delayed transfers of care (DTC) from hospital that are attributable to adult social care, per 100,000 population. (Ascof 2C2)	Lower	0.8 per 100,000 pop (2014/15)	Target range: 0.5 to 2.0 DTC per 100,000 pop	1.6 per 100,000 pop (2015/16 provisional data) (GREEN)	
	Voluntary, Community and Faith Sector (VCFS) Consortium scorecard: 'Number of volunteers actively engaged in the community'.	Higher	278 in Q1 of 2016/17	Targets: To be set autumn 2016 in negotiation with VCFS consortium	Targets being negotiated (AMBER)	

<u>Health and Adult Social Care</u> Councillor Mustafa Desai <u>Health</u> 	Performance measures	Good Performance is	Baseline	16/17 target	Half Year performance and rating	Half year performance and rating
Overarching Priority: Providing the best services possible to fulfil the council’s statutory and regulatory duties towards the borough’s children, young people and their families.						
1. Help residents to live longer and healthier lives	Reduce differences in life expectancy between BwD and the national average year on year.	Lower	Baseline year 2008-10	5% reduction in local life expectancy gap on the 2008-10 baseline	8.1% males 16.5% females (GREEN)	<div style="text-align: center;">  </div>
	Increase BwD citizen life expectancy year on year.	Higher	Baseline year 2008-10	0.5 year increase in average local life expectancy on 2018-10 baseline	1.3yrs males 1.1yrs females (GREEN)	
2. Improve life chances for residents by offering improved and joined up health and wellbeing services.	Stop smoking a) number of 4 week quitters	Higher	Baseline 255 per year	a) Achieve 750 4 week quitters per year, in the face of increasing use of eCigarettes as an alternative to Stop Smoking	Q1 - 197 Q2 - 86** Actual Q2 data available Nov 16	


				services and a reduction in smoking prevalence	(AMBER)	
	Stop smoking b) Quit rate (Successful quitters as proportion of all who set a quit date)	Higher		b) Increase Quit rate (Successful quitters as proportion of all who set a quit date) to 45%	33% Actual data available Nov 16 (AMBER)	
	Better outcomes in: Successful drug treatment: Proportion of all in treatment, who successfully completed treatment and did not re-present within 6 months.	Higher	18.76% (2014/15)	All adults - 19%	14.1% (End June 2016) (AMBER)	
3. Effectively manage public sector demand and put more resources into preventative services.	To develop a Public Health prevention model for the borough	Monitor progress	New	To have a fit for purpose Council offer (internal commission and Social Determinants of Health) delivered from the Department of Health Public Health grant.	(AMBER)	
	To develop a Public Health prevention model to be applied across the Pennine Lancashire health and social care system	Monitor Progress	New	Engage with key partners and the public to help develop		

				and design a prevention model for a Pennine Lancashire health and social care system.	(AMBER)	
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Children's Services Councillor Maureen Bateson 	Performance measures	Good Performance is	Baseline	16/17 target	Half year performance and rating	Year-end performance and rating <div style="text-align: center;"> (RED) (AMBER) (GREEN) </div>
Overarching Priority: Providing the best services possible to fulfil the council's statutory and regulatory duties towards the borough's children, young people and their families.						
1. Work effectively with partners to safeguard children and young people including those vulnerable to exploitation, radicalisation or offending	Youth Offending: a) First time entrants to the youth justice system (rate per 100,000 – rolling 12 months)	Lower	246 per 100,000 (Apr 15 – Mar 16)	Beneath the regional and national average	246 per 100,000 (Apr 15 – Mar 16) Reported one quarter in arrears on a rolling year basis. Quarter 2 Data available Nov 2016 (GREEN)	
	b) Proven rate of Re-offending by Young Offenders	Lower	33.3% (Oct 13 – Sept 14)	Beneath the regional and national average	33.3% (Oct 13 – Sept 14) Reported quarterly on a rolling year basis. Quarter 2 Data available Nov 2016 (GREEN)	

	Number of Open Child in Need cases - not including open single assessments (excluding Looked After Children, Child Protection & Care Leavers)	Lower	New for 2016/17	400-500	638 (RED)	
	Number of young people worked with by Engage where risk is successfully reduced	Higher	Baseline year	Baseline year	(AMBER)	
2. Intervene early at the right time to avoid costly intervention wherever possible, including supporting those children with additional needs .	Increase the number of families receiving help through the CAF process and Early Help offer to reduce number of child in need cases open to social care	Within a Band	250	350-400	405 (GREEN)	
	Number of commissioned residential placements for Looked After Children as a proportion of all Looked After Children placements.	Maintain	New for 2016/17	10-20	14 (GREEN)	
	% of children starting a package of care at Apple Trees within 28 days of the referral panel decision being made	Higher	Baseline year	Baseline year	100% (GREEN)	
	To increase the number of children aged 0-5 with additional needs who receive support through CAF to support work towards an Education Health and Care plan being agreed in the future	Higher	Baseline year	Baseline year	Process for data capture in development (AMBER)	
3. For those children who come into care , work quickly to ensure that they achieve permanence without unnecessary delay and their care and learning needs are prioritised.	Adoption scorecard national targets: a) Average days from child entering care to starting adoptive placement	Lower	680 (2012-2015)	Perform at national threshold level (426)	End of Aug16 541 (AMBER)	

	b) Time taken from court decision for placement order to matching the child with an adoptive family	Lower	226	Perform at national threshold level (121)	End of Aug16 239 days (AMBER)	
	% of care leavers aged 19, 20 & 21 in Education, Employment or Training (EET)	Higher	Baseline: 42% 2014/15	Achieve at or above national average for 2016/17	61.1% (GREEN)	
	% of children in care for 2 ½ years who have remained in the same placement for at least 2 years	Higher	Baseline: 69% 2014/15	Achieve at or above national average for 2016/17	63.2% (110 /174) (AMBER)	

Schools and Education Councillor Dave Harling 	Performance measures	Good Performance is	Baseline	16/17 target	Half year performance and rating	Year-end performance and rating <div style="text-align: center;"> (RED) (AMBER) (GREEN) </div>
1. Ensure that children and young people with Special Educational Needs and Disabilities (aged 0-25) have opportunities and support which inspire and enable them to achieve their best.	% of children with identified SEN achieving expected progress in Reading, Writing and Maths from Key Stage 1 to Key Stage 2	Higher	Baseline to be agreed in Q3 once accountability framework is in place.	Achieve at or above national average for 2016/17	Reading: 43% Writing: 49% Maths: 55% (GREEN)	
	% of children with identified SEN achieving expected progress in English and Maths from Key Stage 2 to Key Stage 4	Higher	Baseline to be agreed in Q3 once accountability framework is in place.	Achieve at or above national average for 2016/17	43% English 44% Maths (GREEN)	
2. Continue to work with schools and develop local	% of learners attending schools judged good or better by Ofsted	Higher	85% (2015/16)	Achieve at or above national average for 2016/17	88% (GREEN)	

<p>partnerships to improve learning, training and employment outcomes for children and young people</p>	<p>% 16-17 year olds Not in Education, Employment or Training (NEET).</p> <p>Reported once a year on the same basis as the national figure, i.e. as an average across November to January.</p>	<p>Lower</p>	<p>Baseline to be established, as national reporting will focus on 16 and 17 year olds from Sept 2016</p>	<p>Achieve at or below national average for 2016/17</p>	<p>Data available in Q4</p>	
<p>2. Continue to narrow the gap in academic attainment for children from our more vulnerable groups by removing barriers to success.</p>	<p>Gap in academic achievement for children living in areas in the borough in the most deprived 30% nationally according to the 'Income Deprivation Affecting Children Index' (IDACI) compared to the national average for such areas:</p>					
	<p>% of children achieving the new expected standard by the end of Key Stage 2</p>	<p>Lower</p>	<p>Baseline to be agreed in Q3 once accountability framework is in place.</p>	<p>Achieve at or above national average for 2016/17</p>	<p>48.5%</p>	
	<p>a) Average Progress 8 performance for children</p> <p>Progress 8 is the new composite GCSE measure covering English, Maths, other EBacc* subjects and other relevant qualifications.</p> <p>*History, Geography, Physics, Biology, Chemistry, Science, Modern Foreign Languages</p>	<p>Lower</p>	<p>Baseline to be agreed in Q4 once accountability framework is in place.</p>	<p>Achieve at or above national average for 2016/17</p>	<p>-0.1 (est.)</p> <p>(GREEN)</p>	
	<p>% of children and young people in care performing at nationally expected levels:</p>					
	<p>a) At the end of primary school</p>	<p>Higher</p>	<p>Awaiting</p>	<p>Narrower gap to local peers than</p>	<p>26%</p>	

	b) At the end of secondary school		national data	nationally	<p>N/A</p> <p>GCSE data is unavailable in Q2. Provisional data will be available in Q3. National data likely to be available in detail in Q4.</p>	
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Appendix Two: Corporate Plan 2016/2017: Performance Report
Six Months (April to September 2016) Exception Reports

- Resources: Answer 80% of telephone calls within 60 seconds
- Regeneration: Delivery of growth plan priorities: b) New homes and c) Affordable new homes
- Neighbourhoods & Prevention Services: Total crime figures
- Children’s Services: Number of Open Child in Need cases - not including open single assessments (excluding Looked After Children, Child Protection & Care Leavers)

Portfolio: Resources		
Priority: Transforming our systems to offer digital solutions.		
Performance Measure: Answer telephone calls within 60 seconds		Good performance is: Higher
Target: Answer 80% of our calls within 60 seconds		Baseline:
Quarterly performance	Half year performance and RAG rating 37% (RED)	Year-end performance and RAG rating
<p>What is the reason for the performance? The deterioration of performance is directly linked to the loss of resources, the inability to replace vacancies and the increase in telephone calls in a number of services, e.g. environment, parking.</p> <p>If additional resources are not allocated to customer services it is extremely likely that the performance will remain the same or deteriorate if further reductions in staffing levels occur.</p>		
<p>What is the likely impact of continued performance? Residents are finding it increasingly difficult to obtain advice and support on a number of key service areas, mainly in respect of Council Tax, Benefits and Environment issues. A temporary increase in resources within the Environment contact centre team has helped mitigate the issue for that particular service for 4-6 weeks.</p> <p>If the performance continues or deteriorates it is possible that the council tax collection rate could be affected. A particularly critical period for Council Tax and Benefits will be March - April 2017.</p>		
<p>What activities have been or are being put in place to address these issues? The introduction of digital and self-service options to reduce customer contact is underway. Whilst it is hoped this will decrease customer contact it will take many months to change customer behaviour and make a significant difference.</p>		

The Council Tax and Benefits team in the contact centre is also being supported by back-office staff on a day to basis.

Are there any decisions likely to be required of Executive Members in the future, in relation to this issue?

The Revenues and Benefits service is currently reviewing all policies and procedures once complete, a report will be presented to Policy Forum/Exec Board which will outline the digital strategies and objectives. If new approaches can be taken to support customers in the move to on-line solutions, it is expected that customer contact received by the council will be significantly reduced.

Portfolio: Regeneration		
Priority: Accelerating the Growth Agenda.		
Performance Measure: Delivery of growth plan priorities : b) New homes c) Affordable new homes		Good performance is: Higher
Target: b) New homes - 300 new homes c) Affordable new Homes - 60 affordable new homes		Baseline:
Quarterly performance	Half year performance and RAG rating 25 New homes 0 Affordable (RED)	Year-end performance and RAG rating
<p>What is the reason for the performance?</p> <p>New Homes There have been 25 new homes created in the first half of the year. In addition to this we have also brought 93 empty homes back into use. Empty homes brought back into use are counted towards the annual local plan housing targets and attract New Homes Bonus.</p> <p>A number of key sites planned to come forward such as Cranberry Lane have been delayed by developers from starting on site. Other key sites such as SAPI are undergoing extensive remediation programmes to prepare sites for development. A number of sites such as Gib Lane phase A are awaiting planning approval and will be prepared for build over the coming months.</p> <p>Number of new affordable homes built Zero affordable homes have been completed; this is due to a number of planned sites being delayed through central Government policy changes affecting the viability of the schemes. One of the sites has been severely hampered due to having to prepare a Bat Mitigation and Implementation Strategy. The sites are now mobilising for delivery and reduced outputs are expected by the end of the year.</p>		

A number of schemes are on site such as the Mill Hill resource centre site, Fosse Close/Newfield Drive and Hereford Road site which will deliver affordable homes during the year.

What is the likely impact of continued performance?

Reduced delivery will impact on the number of new homes created, reduction in revenue benefits as outlined in the projected Mid Term Financial Statement (MTFS). Lack of delivery will impact on provision of affordable homes for rent to residents in need of affordable housing. Schemes are being supported so that current blockages can be overcome and proceed to delivery. We are expecting delivery of outputs by year end but the number may be slightly reduced if bad weather hampers development during winter.

What activities have been or are being put in place to address these issues?

Officers are working closely with key partners to complete a number of masterplans for priority local plan housing sites, i.e. North Blackburn, Roe Lee and the South East Blackburn Housing Zones area. Close support is being given to developers and land owners through the planning process to help bring key sites forward for development. There are currently 461 new homes under construction in sites that have been given planning and are actively building new homes. These are at schemes such as Shorey Bank, Parsonage Road and Phase B Gib Lane.

Officers are also working closely with Registered Providers (RPs) to overcome potential blockages on progress.

A number of Council owned sites such as Griffin and Alaska Street are being prepared for procurement and have been included in the Council's Expression of Interest bid to the Homes and Communities Agency (HCA) to secure Starter Homes funding to help bring these sites forward. The outcome of the bid is expected to be made in the Government's Autumn Statement (late November). A Development Investment Fund has also been approved with the objective of de-risking sites for developers by for example, completing surveys to understand exact topographical conditions of the sites etc.

Officers are in regular discussions with developers to gauge the market and support new schemes coming forward. For example we have commissioned Capita to carry out site investigations, ecology survey and acoustic survey at Roe Lee to prepare the site for procurement. The North Blackburn Masterplan is planned to go to Executive Board in November for approval. The land promoter Ainscough Strategic Land has advised that they are in detailed discussion with a major developer who is keen to bring a planning application forward in the short term for a large scheme.

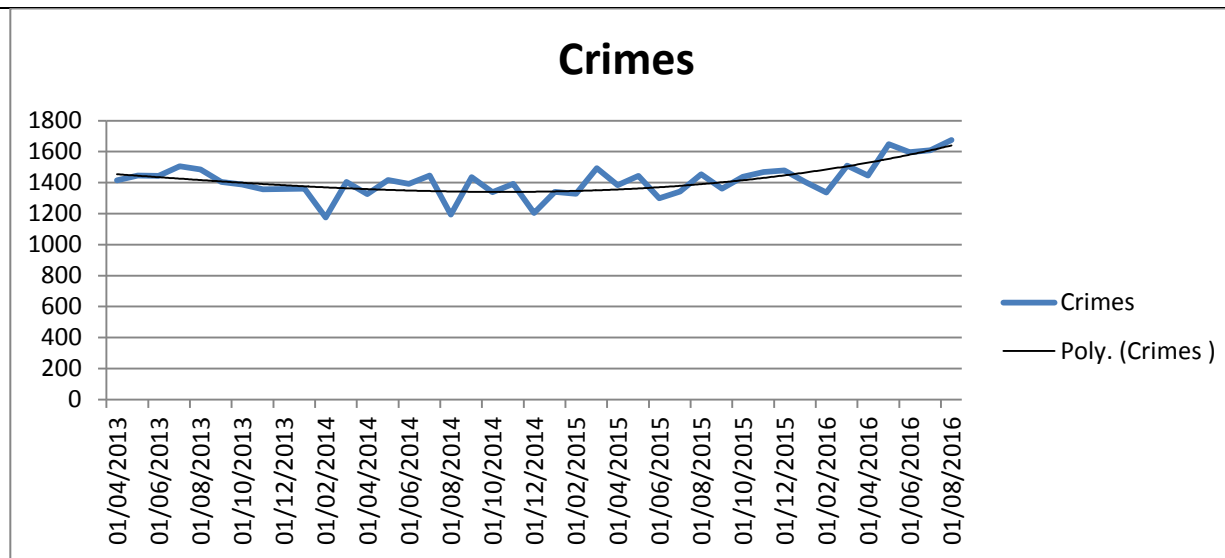
We have received a full planning application for Phase A at Gib Lane and the developer is currently mobilising to start on site early in the New Year. The developer for Phase C at Gib Lane is planning to submit a full planning application over the next few weeks and intends to start on site in early 2017.

During April – September 2016 the Council has approved 29 Planning Applications for 544 homes and received 25 new Planning Applications for 249 homes.

Are there any decisions likely to be required of Executive Members in the future, in relation to this issue?

- The North Blackburn Masterplan will be submitted to November Executive Board for approval
- The Roe Lee Masterplan will be presented to the November Growth and Development Board for approval
- The Roe Lee business case is intended to be presented to the Growth and Development Board for approval in November

Portfolio: Neighbourhoods & Prevention Services		
Priority: All Crime		
Performance Measure: Total crime figure		Good performance is: Lower
Target: Reduce total crime: within +/-5% of the 2015/16 baseline 10,318		Baseline:
Quarterly performance	<p align="center">Half year performance and RAG rating</p> <p align="center">Target for April to August 2016 (5 months pro rata) is 4,299 crimes. Actual is 4,958 an increase of 15% on our target of no change and outside of the 5% threshold set.</p> <p align="center">(RED)</p>	Year-end performance and RAG rating
<p>What is the reason for the performance?</p> <p>Explanation of the performance measure: The Performance measure is the total number of crimes reported to the constabulary by residents, businesses and or visitors to the borough.</p> <p>Explanation against target: The target is set at within plus or minus 3% of the same period the previous year; essentially our aim is to keep crime rates stable. While there have been significant improvements in crime rates over the last 10 years, particularly in the period 2006-2011, maintaining those reductions set against a backdrop of austerity has been the focus, given the difficulty in making further gains with much reduced resources.</p> <p>Comparisons / trends compared to previous quarters, previous years: The below chart gives an overview of crime trends over the last 3 years. While individual crime categories can be affected by changes in recording practice which can and do occur, the overall number of crimes being reported is lesser affected, hence a good overall indicator of the actual levels of crime we can supplement with feedback from residents via local and national crime survey data. The chart shows an increasing volume of crimes being reported to the police at an increasing rate; the rate of increase having doubled this financial year (April to August). It is also worthy of note that both Anti-Social Behaviour, Crime and Road Safety are the predominant issues at the majority of community meetings, town centre and business engagement events and ward solutions meetings reflecting the impact on residents and businesses.</p>		



Has policy, delivery changed: Policy has developed in many areas; the work around early action, transforming lives and troubled families being examples. We have also continued to develop the work we do with neighbouring authorities, driving collaborative service delivery, inward investment and developing economies of scale opportunities wherever possible to mitigate the impact of austerity. That said the challenge posed has been a significant one with its impact, in reducing resources, having continued year upon year; the effect of which multiplies when you take account of the number of agencies involved in the prevention, intervention and enforcement of Crime and Disorder all of whom have been affected to varying degrees. As a partnership, we have also had to take decisions around prioritising what is most important, with a move toward maintaining and or enhancing protecting vulnerable people from serious harm, particularly young people, at the cost of work streams targeting volume crime offenders committing lower level offences which are impacting on overall crime levels.

Explanation of service delivery: There is a Service Delivery plan and the partnerships priorities are supplemented by a delivery plan.

What is the likely impact of continued performance?

The impact higher crime rates have on communities is well documented. High or increasing crime levels can be catalysts to community tensions and decline. This can include; increased desire to move or higher actual mobility of residents; weaker attachments of residents to, and satisfaction with, their neighbourhood, lower local involvement; and lower house values and inward investment. Empirical research confirms this.

In terms of the impact on the council – overall demand for services will go up, particularly those services that protect vulnerable people and places. It will have an impact on inward investment for both business and housing as noted with the desirability of living or working in an area tied to perceived and or actual crime

rates.
The target is likely to be missed given the volume of offences and current trajectory. While initial indications are the rate of increase has reached its peak it is not declining and will not decline at the rate required to meet the annual target.
What activities have been or are being put in place to address these issues? Further work is being developed to target violent crime offences, particularly those that are most vulnerable, suffering the greatest levels of harm and or repeat victimisation. Resourcing any activity sustainably is the biggest challenge we are working on with the Office of the Police and Crime Commissioner.
Are there any decisions likely to be required of Executive Members in the future, in relation to this issue? A range of proposals likely to impact on crime rates will be put before members as part of the organisational budget savings consultation. Given crime is principally the symptom of wider social issues, the majority of reductions in service will have impact, the cumulative effect of which will be a negative one.

Portfolio: Children’s Services		
Priority: Work effectively with partners to safeguard children and young people including those vulnerable to exploitation, radicalisation or offending		
Performance Measure: Number of Open Child in Need cases - not including open single assessments (excluding Looked After Children, Child Protection & Care Leavers)		Good performance is: Within target range
Target: 400-500		Baseline: New for 2016/17
Quarterly performance	Half year performance and RAG rating 638 (RED)	Year-end performance and RAG rating
What is the reason for the performance? Children in Need numbers have risen steadily across the year and stand at 638 at the end of quarter two. This is markedly higher than the expected range (400 – 500), which was based on the past couple of years; and reflects rising demand for services. The rise in the number of children in need being supported by the department also needs to be viewed in the context of rising numbers of children in care – 366 at end of September – and children subject to child protection plans – 277.		
The total number of cases open to Children’s Social Care at the end of September was 1,794, which represents a rise of 280 since the start of the year (18%). The number of children in need has risen by 89 across the year (16%), the number of children subject to child protection plans has risen by 62 (29%); and the number of children in care has risen by just over 20 (a 6% rise). The department is facing increasing risk and need in the local population and growing complexity in the cases that are open to the service, all of which poses considerable challenges, not least in terms of the social work caseloads.		
What is the likely impact of continued performance? The most immediate consequence will be high caseloads for social workers. High caseloads will lead to capacity issues and a decrease in time spent working directly with individual families and children. This in turn will lead to less good quality work being		

undertaken, which will have a negative impact on the outcomes achieved with those children and their families. All of this makes it more likely that cases will be open to children's social care for longer, or they may escalate. It may also make them more likely to reopen to the department as well following closure.

What activities have been or are being put in place to address these issues? The council is providing additional funding for the service to help address these issues and an additional social work team is being created. The Assessment and Social Work service is also being restructured during quarter 3 and split between assessment teams and teams supporting longer term intervention. We expect that these changes will enable the department to manage these rising pressures.

Are there any decisions likely to be required of Executive Members in the future, in relation to this issue? The Executive Member for Children's Services is regularly briefed on the number of open Child in Need cases. The activities to address the demand, as outlined above, is discussed at Senior Policy Team meetings via quarterly performance reporting and budget monitoring items.

