

EXECUTIVE BOARD

Thursday, 15 June 2017

Time: 18:00

Venue: Conference Room 1, Blackburn Town Hall

Address:

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 Meeting held on 13th April 2017**
Minutes 4 - 14
- 3 **Declarations of Interest in Items on this Agenda**
If a Board Member requires advice on any items involving a possible Declaration of Interest which could affect his/her ability to speak and/or vote he/she is advised to contact Phil Llewellyn at least 24 hours before the meeting
Declarations of Interest 15 - 15
- 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	
8.3.1	Fostering Service Quarterly Report - January to March 2017 (end of year).	
	Fostering Service Quarterly Report - January to March 2017 (end of year)	16 - 18
	Fostering Quarter 4 Report - 1st Jan - 31 Mar 2017	19 - 33
8.3.2	Adoption Service End of Year Report - 1st October to 31st March 2017	
	Adoption Service End of Year Report - 1st October 2016 to 31st March 2017	34 - 36
	Adoption Report - Oct 16 - March 17	37 - 51
8.4	Environment	
8.5	Leisure, Culture and Young People	
8.5.1	Community Asset Transfers: Creating Community HUBs	
	Community Asset Transfers -Creating Community HUBS	52 - 58
8.6	Neighbourhood and Prevention Services	
8.7	Regeneration	
8.8	Resources	
8.9	Schools and Education	
9	CORPORATE ISSUES	
9.1	Report on the progress against the Corporate Plan 2016-2017 for six months to year-end (October 2016 to March 2017)	
	Report on the progress against the Corporate Plan 2016-2017 for six months to Year-end (October 2016 to March 2017)	59 - 62
	Corporate Plan - Appendix One	63 - 85
	Corporate Plan - Appendix Two	86 - 95
9.2	Supporting People Renewal of Contracts in	

August 2017

Supporting People Renewal of contracts in

96 - 102

August 2017

10 MATTERS REFERRED TO THE EXECUTIVE

BOARD

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 Supporting People Renewal of Contracts in

August 2017

Supporting People Renewal of contracts in

August 2017 P2

Supporting People Appendix 1 P2

Date Published: Friday, 09 June 2017

Harry Catherall, Chief Executive

EXECUTIVE BOARD

13th April 2017

PRESENT

COUNCILLOR:

Mohammed Khan
Maureen Bateson
Damian Talbot
Jim Smith
Arshid Mahmood
Andy Kay
Dave Harling

PORTFOLIO:

Leader
Children's Services
Leisure, Culture & Young People
Environment
Neighbourhoods & Prevention Services
Resources
Schools & Education

EXECUTIVE MEMBER

John Slater

NON-PORTFOLIO

Leader of the Conservative Group

ALSO IN ATTENDANCE

Elle Walsh and Aliyah Shah, Deputy Youth MPs

	Item	Action
1	<u>Welcome & Apologies</u> The Leader of the Council, Councillor Mohammed Khan welcomed all present to the meeting, in particular the new Deputy Youth MPs. Apologies were received from Councillors Phil Riley and Mustafa Desai, and Ummah Shah, Youth MP.	
2	<u>Minutes of the Meeting held on 9th March 2017</u> The minutes of the meeting of the Executive Board held on 9 th March were agreed as a correct record.	Approved
3	<u>Declarations of Interest</u> There were no Declarations of Interest.	
4	<u>Equality Implications</u> 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.	Confirmed
5	<u>Public Forum</u> No questions had been submitted from members of the public.	
6	<u>Questions by Non-Executive Members</u> No questions had been submitted from Non-Executive Members.	

7

Youth MPs Update

The Deputy Youth MP's verbally updated the Executive Board as follows:

- Another successful Youth Elections with nearly 9000 votes in total.
- Unfortunately Ummaih couldn't attend the meeting as she was currently in Germany with the SLYNCS forum.
- Both Aliyah and Elle attended the Youthforia Regional North West Residential the previous weekend at Brathay, Ambleside. Along with 120 young people from across the North West. They took part in various different workshops such as curriculum for life, banner making on domestic violence, high ropes courses, and a big debate on identity and representation. They debated on how Lancashire was the best County to live in in the North West.
- At the residential, Youth workers from across the North West said that they would like to use YPS's curriculum packs that had developed on Relationships, Risk Taking Behaviour, Democracy, Racism, Finance and Domestic Abuse within their youth clubs. The Youth MP's would be working with YPS to develop some further ones on life skills and sexual health which would help with early intervention work within youth clubs. Feedback received had been that this work was acknowledged as best practice.
- The Youth Forum would be campaigning on a curriculum for life, cohesion / racism / bullying and domestic violence. There would also be discussions on which topics BwD Youth Forum would like to deliver locally.
- A meeting with Cllr Damian Talbot and Imran Akuji would be arranged in the next few weeks, for an introduction meeting regarding their issues going forward.
- Design of a YPS / Youth Forum website to engage with young people across the Borough.
- An opportunity to shadow an Executive Member in any appropriate meetings would be appreciated.
- 10-15 young people each day with staff support from YPS would be volunteering to help support the Festival of Making.
- Leading the regional Youthforia event at Kaleidoscope in July for 21 local authority youth councils. The Youth MP's had completed the British Youth Council's Youth Voice Wheel log to show development and progress from now until next March.

Members of the Executive Board welcomed the new Youth MP's and offered their support going forward.

	Item	Action
8.2.1	<p><u>Local Authority Declaration on Healthy Weight</u></p> <p>It was reported in February 2017, Blackburn with Darwen's Executive Board approved the Eat Well Move More Shape Up strategy and action plan. As described in the strategy, addressing unhealthy weight was a priority for Blackburn with Darwen. The impact of high levels of obesity on the Borough and its residents was outlined in the strategy.</p> <p>The economic cost of obesity and physical inactivity was significant and with the increasing pressure on the health and social care system, prevention had to be a priority. Within this strategic action plan there was a priority to sign up to the Local Authority Declaration on Healthy Weight.</p> <p>The Local Authority Declaration on Healthy Weight would see the Council taking the lead in promoting healthy weight across the Borough. Signing up to the Local Authority Declaration on Healthy Weight would ensure health was a focus in all policies across the portfolios and showed a commitment from senior leaders to address the obesity issues in the Borough and to enable staff, residents and visitors to have an environment that provided healthy options.</p> <p>The full Local Authority Declaration on Healthy Weight that was being proposed could be viewed in full at Appendix 1.</p> <p>RESOLVED - That the Executive Board:</p> <ul style="list-style-type: none"> • Approves adoption of the national and local communities in the Local Authority's Declaration on Healthy Weight. 	Approved
8.2.2	<p><u>Blackburn with Darwen New Psychoactive Substances Framework and Action Plan</u></p> <p>Members were advised that in recent years the United Kingdom has seen the emergence of a range of newly manufactured drugs appear nationally and internationally and are collectively called New Psychoactive Substances (NPS). Prior to recent United Kingdom (UK) legislation NPS were also known as legal highs and the term NPS was used to describe substances that have brain or mood altering effects. The effects of NPS had been found to be similar to those of other illicit drugs that were controlled via the Misuse of Drugs Act 1971.</p> <p>During 2014-15 the Council's Public Health Team commissioned a local needs assessment which involved in-depth consultation with key partners, stakeholders and local residents from across the life course. A number of qualitative interviews and focus groups enabled researchers to gain substantial insight into local supply, usage and impact on local residents and key partner agencies.</p> <p>The government passed the Psychoactive Substances Act on 6th April 2016. The local Framework reflected on evidence and key</p>	

	Item	Action
	<p>findings from the commissioned needs assessment and aimed to implement a number of recommendations and actions aligned to this latest legislation. Public Health had provided strategic leadership and a key role in the development of the Blackburn with Darwen's 'New Psychoactive Substances' (NPS) Framework to ensure senior level multiagency ownership and co-ordinated local action. The two year Framework (2017-19) adopted a life course approach, aligned to the three Health and Wellbeing life stages of Start Well, Live Well and Age Well.</p> <p>The Framework would remain a focus for Blackburn with Darwen for the next two years or until such time as an overarching Drug Strategy could be considered on a wider, partnership basis across PAN Lancashire.</p> <p>The local authority was in a prime position to lead on the agenda by both influencing and engaging with the many partners and stakeholders who were integral to the success of the implementation. Through this leadership the local authority would advocate a coordinated approach with all partners to have a wide reaching, positive effect on the health of Blackburn with Darwen's population. The local Drug and Alcohol Expert Reference group would lead and monitor progress on the implementation of the Action Plan, and report to the Health and Wellbeing Board sub groups (Start Well, Age Well, Live Well as appropriate), with accountability to the Health and Wellbeing Board.</p> <p>RESOLVED – That the Executive Board:</p> <ul style="list-style-type: none"> • Notes and approves the recommendations and actions included in the New Psychoactive Substances Framework to ensure implementation of the actions relating to the four priority themed areas; • Notes that New Psychoactive Substances present a significant public health risk requiring cross portfolio and senior level leadership support with commitment to addressing any ongoing and emerging threats, whilst continuing to improve access to prevention, drug education and support services across the life course; and • Notes that encouraging self-care among citizens is important along with informed workforce development for the Council, partners and key stakeholders. 	<p></p> <p>Noted and Approved</p> <p>Noted</p> <p>Noted</p>
<p>8.2.3</p>	<p><u>Blackburn with Darwen Integrated Sexual Health Strategy 2017-20</u></p> <p>It was reported that the Blackburn with Darwen (BwD) Integrated Sexual Health Strategy was an ambitious and inclusive approach to sexual health with high expectations of all of key partners to consider prevention and positive sexual health promotion. The priorities of the strategy would also ensure high quality education, treatment and care for those who needed it. It aimed to provide a coherent, integrated strategic approach to the promotion of good</p>	

	Item	Action
	<p>sexual health and positive sexual relationships across communities.</p> <p>The strategy would inform multi-agency planning and commissioning decisions to ensure resources were effectively targeted to reduce sexual health inequalities within the Borough. The economic costs associated with poor sexual health and risk taking behaviours were significant and with the increasing pressure on the health and social care system, prevention had to be a priority.</p> <p>Public Health has provided strategic leadership and co-ordination and had a key role in leading the development of the BwD 'Integrated Sexual Health' strategy to ensure senior level multiagency ownership and co-ordinated local action. The three year strategy (2017-20) adopted a life course approach, aligned to the three Health and Wellbeing life stages of Start Well, Live Well and Age Well. Local priorities had been informed by a wide range of stakeholders and the public through a range of consultations, including face-to-face consultation, national guidance and evidence of what works.</p> <p>The Strategy would remain a focus for Blackburn and Darwen for the next three years or until such time as an overarching Sexual Health Strategy could be considered on a wider, partnership basis across Pan Lancashire.</p> <p>RESOLVED – That the Executive Board:</p> <ul style="list-style-type: none"> • Notes that sexual health is a significant public health issue requiring cross portfolio and senior level leadership and commitment to improving levels of sexual health across the Borough; • Notes that the Council has a responsibility to improve access to a range of education and prevention offers, quality interventions, and to encourage self-care via council, partners and stakeholders; and • Approves the three year Integrated Sexual Health strategy and action plan. 	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p>Noted</p> <p>Noted</p> <p>Approved</p>
8.4	<p><u>Environment Update</u></p>	
	<p>Councillor Jim Smith verbally reported that nearly 12,000 residents had now signed up for a green waste collection.</p>	<p>Noted</p>
8.5	<p><u>Leisure Culture and Young People Update</u></p>	
	<p>Councillor Damian Talbot verbally reported of a successful weekend at King George's Hall where 4,000 people had attended concerts across that period.</p>	<p>Noted</p>
8.7.1	<p><u>Local Transport Plan 2017/18 Programme</u></p>	
	<p style="text-align: center;">Page 8 of 102</p> <p>Executive Board's approval was sought for the detailed Local</p>	

	Item	Action
	<p>Transport Plan 3 (LTP3) programme for the financial year 2017/18 and in outline from 2018/19 to 2020/21. The LTP3 Strategy covering the period 2011-2021 was originally approved by the Council Forum on 28th April 2011.</p> <p>RESOLVED – That the Executive Board:</p> <ul style="list-style-type: none"> • Approves the Local Transport Plan 3 detailed programme for 2017/18; • Approves the Local Transport Plan 3 outline programme from 2018/19 to 2020/21; and • Delegates authority to the Director of Growth and Development, in consultation with the Executive Member for Regeneration, to amend, seek and accept tenders subject to adequate budget provision. 	<p>Approved</p> <p>Approved</p> <p>Approved</p>
8.8	<p><u>Resources Update</u></p> <p>Councillor Andy Kay made reference to the significant changes to Benefits which would impact badly on poorer families and which would be reported at the next Council Forum meeting.</p>	<p>Noted</p>
8.9.1	<p><u>School Term and Holiday Pattern 2018/2019</u></p> <p>The Executive Board was advised that the LA was required to set the school holiday pattern for its Community and Controlled schools. The dates were agreed 12 months in advance of schools beginning the new academic year. In February 2017 the dates were circulated for consultation with primary and secondary schools. In addition the dates were sent to Teacher Associations and discussed at the Governor’ Forum meeting in February.</p> <p>Schools preferred the LA to set a pattern that was aligned with Lancashire County Council. In this way there was less disruption for families and employees. Feedback given to Lancashire this year resulted in the half term in Autumn moving back to the end of October and this was welcomed by schools in Blackburn with Darwen.</p> <p>Agreeing a uniform set of dates for the Borough was not possible as all of the secondary schools and over half of primary schools could set their own holiday patterns. This was likely to increase in the years ahead as more of the school stock changes form maintained schools to academies.</p> <p>RESOLVED – That the Executive Board:</p> <p>Agree the school term and holiday pattern for Community and Controlled schools for 2018/2019 (as set out in Appendix A “Recommended Dates 2018-19”)</p>	<p>Approved</p>
8.9.2	<p style="text-align: center;">Page 9 of 102</p> <p><u>Schools and Education Capital Investment Programme 2017-</u></p>	

	Item	Action
	<p><u>2018</u></p> <p>A report was submitted which presented for consideration and approval the Capital Programme for Schools and Education for 2017-2018.</p> <p>RESOLVED - That the Executive Board:</p> <ul style="list-style-type: none"> • Endorse the attached list of projects (Appendices 1 and 2) for inclusion in the Capital Programme 2017-2018; • Authorise Officers to progress the development and subsequently procure works in accordance with the Contracts Procedure Rules as written in the Council’s Constitution. • Authorise expenditure to be incurred on individual projects, under Financial Regulation D2; and • Notes that regular reports to the Executive Member for Schools and Education will be provided detailing any variations and amendments to the programmes and seeking necessary approval that may be required in compliance with the Constitution. 	<p>Approved</p> <p>Approved</p> <p>Approved</p> <p>Noted</p>
<p>9.1</p>	<p><u>11-17 Blakey Moor, Blackburn (“The Property”): Promotion of a Compulsory Purchase Order for Planning Purposes</u></p> <p>The Executive Board was requested to give approval for the Council to make a Compulsory Purchase Order (CPO) (referred to as the “Order”) to deliver the Heritage Lottery Fund (HLF) Blakey Moor Townscape Heritage Project. The Council had powers to compulsorily acquire land under the provisions of sections 226(1)(a) of the Town and Country Planning Act 1990, and section 121 of the Local Government Act 1972.</p> <p>The Council needed to acquire 11 -17 Blakey Moor Terrace, Blackburn in order to deliver the Townscape Heritage Project and the regeneration of the Blakey Moor/Northgate area of the town centre. The Council had attempted to acquire the property over an extended period of time with agreement still to be reached. Negotiations were currently ongoing. Other than this land and property, the CPO would include any other interests, any third party and reversionary interests to be acquired (that may be revealed after carrying out full land registry checks). A plan was attached at Appendix 1 showing the property.</p> <p>Whilst all attempts would be made to acquire the land and property by agreement, the Council considered that if agreement could not be reached, it would be necessary to make a CPO as a last resort.</p> <p>RESOLVED – That the Executive Board upon being satisfied that:</p> <ul style="list-style-type: none"> • It would contribute to the economic, social and environmental well-being of the Borough; 	

	Item	Action
	<ul style="list-style-type: none"> • There is a compelling case in the public interest as the interference with Human Rights involved is both necessary and proportionate in the interests of bringing about the improvements that would follow from the carrying out of the works; • Sufficient funds exist for carrying the resolution into effect; • The legal estate in the land and property required could not be acquired by agreement; • That no impediments exist to the implementation of the project (subject to the making of the order) and there is a reasonable prospect of its implementation should the order be made; • The land and property sought to be acquired is reasonably required for the purposes of the scheme underpinning the order and to carry out the works; and • Full planning permission is obtained if required for the refurbishment works. <p>It is recommended that</p>	
	<ul style="list-style-type: none"> • The support of the Council for the refurbishment/improvement of the Blakey Moor terrace as indicated in the HLF approval of the Townscape Heritage project for the area is reaffirmed as set out in the Executive Board report of February 2016; 	<p>Approved</p>
	<ul style="list-style-type: none"> • The Director of HR, Legal and Corporate Services be authorised to prepare a Compulsory Purchase Order for the area of land indicated on the plan for the purposes of refurbishing/improving the Blakey Moor terrace as a key project in the Blakey Moor Townscape Heritage Project; 	<p>Approved</p>
	<ul style="list-style-type: none"> • Take all steps necessary for its confirmation, including the publication and service of all statutory notices and the presentation of the Council's case at any public inquiry or other hearing, and any other means to the resolution of any disputes arising; 	<p>Approved</p>
	<ul style="list-style-type: none"> • Authorise the Director of HR, Legal & Corporate Services (in the event that the Secretary of State notifies the Council that it has been given the power to confirm the Order) to confirm the Order, if he is satisfied that it is appropriate to do so; 	<p>Approved</p>
	<ul style="list-style-type: none"> • Authorise the Deputy Chief Executive in consultation with the Executive Member Resources, to negotiate terms for the acquisition by agreement of any outstanding interests in the land within the CPO prior to its confirmation; 	<p>Approved</p>
	<ul style="list-style-type: none"> • Authorise the Deputy Chief Executive to approve agreements with landowners setting out the terms of withdrawals of objections to the Order including where appropriate the exclusion of land from the CPO; 	<p>Approved</p>

	Item	Action
	<ul style="list-style-type: none"> • Authorise the Director of HR, Legal & Corporate Services in consultation with the Deputy Chief Executive to make deletions from, and/or minor amendments, and modifications to the proposed Order and the Order Plan, and accordingly to make applications to amend any planning applications/permissions; and • Authorise the Director of HR, Legal & Corporate Services in consultation with the Deputy Chief Executive to make and seal a General Vesting Declaration in the event that the CPO is confirmed and to serve the relevant notices. 	<p>Approved</p> <p>Approved</p>
<p>9.2</p>	<p><u>Proposed Cinema and Leisure Development at the site of the former Waves Centre</u></p> <p>A report was submitted which set out proposals for the Council to carry out a direct development of the former Waves Leisure Centre site for a new cinema and leisure development. The development activities undertaken by the Council would include design of the scheme, procure the construction partner for the scheme, obtain all necessary approvals including planning permission and grant a lease of the completed development to a cinema operator. The proposed scheme would fill a gap in the town centre leisure offer, help to stimulate the evening economy, complement the Council's existing Northgate and Blakey Moor investment programme and in turn deliver significant economic benefits for the town centre.</p> <p>Following consideration of a number of options detailed proposals were considered by the Council for a new cinema and leisure scheme. The final proposals recommended direct development by the Council subject to securing a contractual commitment with a cinema/ leisure operator to take a lease of the building on completion. It was agreed that Officers should carry out the necessary due diligence to assess any potential risks to the Council of proceeding with the development scheme.</p> <p>The preferred scheme was for a single storey eight screen cinema incorporating three food and beverage units, also at ground floor level. If approved, the Council would complete the scheme to a 'warm shell' standard which would include internal construction of partitions, doors, toilets, signage, lighting, CCTV, fire alarm system and finishes. The operator would be responsible for completing the fit-out, subject to receipt of a capital contribution from the Landlord (the Council). The detailed design would be developed jointly with the preferred operator. An early artist's impression of the proposed cinema building was attached as Plan B.</p> <p>To ensure compliance with relevant legislation and following the legal advice in relation to it a competitive process was undertaken to select the cinema operator. The tendering process had now been concluded, and informal bids had been received from two prospective operators and these have been analysed with the details presented in the report, with Bidder A being the preferred operator.</p>	

	Item	Action
	<p>RESOLVED – That the Executive Board:</p> <ul style="list-style-type: none"> • Approves the selection of Bidder A as the Preferred Operator of the proposed cinema and leisure development, subject to agreement of final Heads of Terms for a 20 year lease; • Approves Officers to proceed with the appointment of a multi-disciplinary project team to progress detailed designs, secure planning permission and manage the procurement of a contractor to build the new cinema and leisure scheme; • Approves the selection of the Contractor using a suitable and compliant construction framework; • Approves a Capital Programme allocation of £6.5 million to deliver the scheme, with an accounting treatment and administrative arrangements to comply with necessary requirements; • Delegates authority to the Deputy Chief Executive and the Director for Growth & Development, in consultation with the Executive Members for Resources and Regeneration to agree the terms for the appointment of the project team, agree the detailed lease terms with the Preferred Operator and agree the construction contract with the selected contractor; and • Notes that future updates will be provided to the Executive Board reporting on the key stages including the appointment of a construction contractor and the completion of the development. <p style="text-align: center;">AT THIS STAGE OF THE PROCEEDINGS THE PRESS AND THE PUBLIC WERE EXCLUDED FROM THE MEETING</p>	<p>Approved</p> <p>Approved</p> <p>Approved</p> <p>Approved</p> <p>Approved</p> <p>Noted</p>
11.1	<p><u>Local Transport Plan 2017/18 Programme</u></p> <p>Further to the report at Agenda Item 8.7.1, an additional report was submitted containing additional Commercially sensitive information.</p> <p>RESOLVED – That the Executive Board:</p> <ul style="list-style-type: none"> • Approves the Local Transport Plan 3 detailed programme for 2017/18; • Approves the Local Transport Plan 3 outline programme from 2018/19 to 2020/21; and • Delegates authority to the Director of Growth and Development, in consultation with the Executive Member for Regeneration, to amend, seek and accept tenders for subject to adequate budget 	<p>Approved</p> <p>Approved</p> <p>Agreed</p>

	Item	Action
11.2	<p>provision.</p> <p><u>Proposed Cinema and Leisure Development at the site of the former Waves Centre</u></p> <p>Further to the report at Agenda Item 9.2, an additional report was submitted containing additional Commercially sensitive information.</p> <p>RESOLVED - That the Executive Board:</p> <ul style="list-style-type: none"> • Approves the selection of Bidder A as the Preferred Operator of the proposed cinema and leisure development, subject to agreement of final Heads of Terms for a 20 year lease; • Approves Officers to proceed with the appointment of a multi-disciplinary project team to progress detailed designs, secure planning permission and manage the procurement of a contractor to build the new cinema and leisure scheme; • Approves the selection of the Contractor using a suitable and compliant construction framework; • Approves a Capital Programme allocation of £6.5 million to deliver the scheme, with an accounting treatment and administrative arrangements to comply with necessary requirements ; • Delegates authority to the Deputy Chief Executive and the Director for Growth & Development, in consultation with the Executive Members for Resources and Regeneration to agree the terms for the appointment of the project team, agree the detailed lease terms with the Preferred Operator and agree the construction contract with the selected contractor; and • Notes that future updates will be provided to the Executive Board reporting on the key stages including the appointment of a construction contractor and the completion of the development. 	<p></p> <p>Approved</p> <p>Approved</p> <p>Approved</p> <p>Approved</p> <p>Approved</p> <p>Noted</p>

**DECLARATIONS OF INTEREST IN
ITEMS ON THIS AGENDA**

Members attending a Council, Committee, Board or other meeting with a personal interest in a matter on the Agenda must disclose the existence and nature of the interest and, if it is a Disclosable Pecuniary Interest or an Other Interest under paragraph 16.1 of the Code of Conduct, should leave the meeting during discussion and voting on the item.

Members declaring an interest(s) should complete this form and hand it to the Democratic Services Officer at the commencement of the meeting and declare such an interest at the appropriate point on the agenda.

MEETING: **EXECUTIVE BOARD**

DATE: **8TH JUNE 2017**

AGENDA ITEM NO.:

DESCRIPTION (BRIEF):

NATURE OF INTEREST:

DISCLOSABLE PECUNIARY/OTHER (delete as appropriate)

SIGNED :

PRINT NAME:

(Paragraphs 8 to 17 of the Code of Conduct for Members of the Council refer)



EXECUTIVE BOARD DECISION

REPORT OF: Executive Member for Children's Services

LEAD OFFICER: Director of Children's Services

DATE: 15th June 2017

PORTFOLIO/S AFFECTED: Children's Services

WARD/S AFFECTED: All

KEY DECISION: YES NO

SUBJECT: Fostering Service Quarterly Report - January to March 2017 (end of year)

1. EXECUTIVE SUMMARY

This report provides information to the Council's Executive Board on the management and performance of the Local Authority's Fostering Service.

2. RECOMMENDATIONS

That the Executive Board:
Notes the quarterly report which is available on the Council website.

3. BACKGROUND

The Fostering Service Regulations 2011 and the National Minimum Standards for Fostering Services requires the Council Executive to:

- a) Receive written reports on the management, outcomes and financial state of the Fostering Service every 3 months;
- b) Monitor the management and outcomes of the services in order to satisfy themselves that the Service is effective and is achieving good outcomes for children; and
- c) Satisfy themselves that the provider is complying with the conditions of registration.

The report has been written to address the issues identified above. It will be taken into account by OFSTED in inspecting the Service.

This report is for the fourth quarter of 2016 - 2017, covering the period from 1st January to 31st March 2017, and provides an overview of the Service. It is also the end of year report.

4. KEY ISSUES

There has been a significant increase in Family and Friends work for the Fostering Service due to court decision making. The result of this [page 10 of 12](#) means that there are more Family and Friends carers to supervise and support, more Viability and Regulation 24 assessments and more full Family and

Friends assessments. This involves the team working in closer partnership with the Safeguarding teams and undertaking more complex assessment work. Family and Friends carers are subject to the same regulations and standards as all foster carers but it can be harder to ensure that they attend the required training and maintain accurate records. Despite these difficulties, the team have embraced new ways of working and are developing their skills in this area.

The Service has approved 7 mainstream foster carers this year. Whilst recruitment activity across the year has generated interest and a reasonable number of initial enquiries particularly in Quarters 3 and 4, converting expressions of interest into applications has been a challenge. The Fostering Front Door initiative which commenced in February and is outlined in the report should address the conversion issue. The total number of mainstream foster carers has remained fairly constant from quarter to quarter as the low number of resignations and deregistrations has balanced out the number of new approvals. However, numbers need to increase and the recruitment of carers will continue to be a priority for the coming year. A new post has been created (Marketing and Recruitment Officer) to lead on all aspects of recruitment.

Placement stability has improved and is now much better than the national average. The creation of the Revive Service and the Fostering Support service have worked well to stabilise a number of fragile placements and the feedback from carers and young people is positive.

Over the year, the service has experienced a number of significant changes. The Deputy Manager post was disestablished and a manager took voluntary redundancy. The Deputy Manager was able to move into the Manager role and is developing well. The main and review Fostering Panels both have new Chairs and new Panel Advisors so the team and foster carers have been through a period of adjusting to them. The team lost 3 experienced social workers at the start of Quarter 4. They have been replaced but one is newly qualified and the other two are experienced social workers who are new to Fostering so again there has been a period of adjustment. The service has coped well with the changes overall.

5. POLICY IMPLICATIONS

No policy implications identified.

6. FINANCIAL IMPLICATIONS

No financial implications identified.

7. LEGAL IMPLICATIONS

This report is required to meet statutory requirements as outlined in section 3.

8. RESOURCE IMPLICATIONS

No resource implications identified.

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. ([Page 17 of 102 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

None.

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:	1.0
-----------------	------------

CONTACT OFFICER:	Alyson Hanson – Service Leader, Placement Services
-------------------------	--

DATE:	3 rd May 2017
--------------	--------------------------

BACKGROUND PAPER:	Fostering Service Quarterly Report January to March 2017 (end of year)
--------------------------	--



Fostering Service Quarter 4 Report

1st January to 31st March 2017

Executive Report



Quarterly reports to the Executive Board are a requirement of the Fostering Service to meet Standard 25.7 of the National Minimum Standards for Fostering Services. They are a key part of the documentation considered by OFSTED when conducting a Service inspection.

Introduction

Blackburn with Darwen Borough Council's Fostering Service aims to ensure that:

- The best foster carers are recruited for our children;
- All placements receive high quality support, effectively targeted according to need;
- Children are found permanent families without delay; and
- Children and young people in foster care achieve the best possible outcomes.

Children in our Care in Foster Placements

The number of children in our care continued to increase in Quarter 4 reaching 375 at the end of March 2017 and is the highest it has been in three years. 66% (248) of children in our care are in foster care and 41% (152) are placed with in-house foster carers. Since Quarter 3, the overall percentage of children in foster care has dropped slightly and of those children in foster care, slightly fewer are in mainstream placements. More children are in family and friends placements and the number of children in independent agency placements has also fallen slightly.

	31st March 2015	31st March 2016	31st March 2017
Number of Children in our Care	316	346	375
Number of CioC in Foster Care	213 (67%)	243 (70%)	248 (66%)
Number of children in in-house foster care placements	138 (44%)	147 (42%)	152 (41%)
Number of children in family and friends foster care	28(9%)	41 (12%)	49 (13%)
Number of children in independent fostering agency placements	47(15%)	55(16%)	46(12%)

In House Placements

Male	96
Female	56

Age break down of children in in-house foster placements

Age	Number
0 to 2	24
3 to 6 years	19
7 to 10 years	33
11 to 15 years	52
16 and 17 years	24

Babies and very young children generally require short term placements as they proceed to legal permanence relatively quickly. Fostering for adoption and concurrent placements are also used for babies, therefore the turnover of placements is high and availability of foster carers for this age group is good. The older age groups require permanent placements, the throughput is slower and the need for carers is greater. The largest group of children we currently have in care are the hardest to place in foster care which makes fostering placement stability critical.

The total number of children referred to the Fostering Service in Quarter 4 increased to 51 compared to 41 in the previous Quarter. 56 children and young people were referred in Quarter 4 12 months ago.

New Referrals in Quarter 4

Month	No. Children	No. Sibling Groups	Age 0 - 5	Age 6 - 11	Age 12+	placed in-house	Children placed Agency	Children didn't come in
January	13	3	6	5	2	4	2	7
February	17	4	8	5	4	10	0	5
Two children are awaiting court decisions.								
March	21	3	6	3	12	10	1	1
Nine children are awaiting court decisions								
Total	51	10	20	13	18	24	3	13

Feedback from children in foster care

The feedback received from children in foster care is generally positive. Their views are obtained from:

- Participation in the Voice and Junior Voice groups;
- The work of the Participation Champions in the Service;
- The Investing in Children assessment process;
- Participation in staff recruitment (interviews) and foster carer training;
- Contributing to the annual review report of the foster carers looking after them;
- A support group for birth children and grandchildren; and
- Social worker feedback for foster carer reviews.

Children, young people and their social workers made the following comments about placements when contributing to foster carer reviews in Quarter 4:

Children and young people said:

'It seems like different rules apply to children / youths in care compared to those that are not. Social Services in general are only thinking about what is the best for them and not for us when it should be our choice because we deserve a normal life. Just because a few parents can't look after their children doesn't mean that we should be treated any different'.

'It is perfect, I love it. I am sometimes angry but turn it around.'

'I think everyone is amazing and I love all of them.'

'I feel supported and know that I can ask for help' – mother and baby placement

What makes you sad in placement? 'nowt'

Social workers said:

'M has been observed with J and he is very confident and comfortable in her care. He is openly affectionate towards her and was able to make his needs clearly known to her.'

'Foster carer has struggled to manage young person's behaviours when she returns from contact. As the young person can display some challenging behaviours, however, the carer has tried to manage this best way she can'.

Birth Children said:

'This year has been good but also tough because a baby we had was adopted '

'E scratches all the time and lies. She plays with the naughty children in school. She is always in trouble and embarrasses me.'

Promoting Children's Health, Emotional Development, Education & Leisure

Foster families are provided with pre and post-approval preparation and training on the importance and availability of health, education and leisure services to enable them to help children achieve their potential and enhance their emotional wellbeing.

Looked After Children and young people are encouraged to participate in a variety of activities in which they can succeed and are supported in achieving better outcomes. All local Looked After Children and care leavers are provided with a Be Active card, which enables them to access free sport and leisure activities within the Borough. Foster carers are also provided with a MAX Card, which offers heavily discounted access to a range of leisure parks and facilities around the North West. This is funded by the Fostering Service in partnership with the Foster Carer Association.

Children in foster care have regular medicals at the statutory frequency appropriate for their age. There is a Designated Nurse for Looked After Children, who takes an active role in following up health issues and assisting with health promotion work. Foster carers have a Health Passport for each child they care for in which they or the child records all of the child's health details. Public Health funding for 18 months has enabled the appointment of a specialist nurse to work with 'hard to reach' Looked After Children and care leavers.

There are currently 16 Looked After Children registered as having a disability in foster care. 12 of these children are in in-house foster care placements. Foster carers are provided with the relevant training and support to meet the specific needs of the child they have in placement.

In relation to emotional wellbeing, Looked After Children have access to Clinical Psychology and related services through the East Lancashire Child and Adolescent Service (ELCAS) also known as Children and Adolescent Mental Health Service (CAMHS). The new Revive Service is a partnership between Blackburn with Darwen Borough Council's Children's Services and East Lancashire Hospital Trust to provide emotional health support for children known to the local authority and is based at Duke St. It has been up and running for 6 months and delivers consultation to foster carers, training and direct intervention on emotional health and well-being. The Service has worked with 46 children in our care since its inception with many of the interventions ongoing. Feedback from foster carers following a consultation is very positive. The Team has delivered training to foster carers on self-harm and a new 10 week course delivered by the Team called APP (Attachment and Positive Parenting) is to commence in April 2017.

As well as mandatory First Aid training, foster carers also receive training on a variety of health-related issues including 'Infectious Diseases in Childhood' and 'Managing Medicine.' Phase 1 of a 'Healthy Homes' training package for carers has been developed.

In line with Standard 8 of the National Minimum Standards for Fostering Services, the Department has, and implements, a written education policy prepared in partnership with the Education Manager for Children in Our Care. The Virtual Head's role is to oversee that the educational needs of all Children in our Care are being met and that levels of achievement and aspiration among our children and young people are raised. Termly briefings are held with a group of social workers, managers and Designated Teachers and Head teachers to consider ways to improve achievement and attainment.

The Pupil Premium allowance, previously paid to schools to support Children in our Care to achieve in school, is now managed by the Virtual Head with a system in place to administer and ensure the money is spent appropriately to further their educational achievements. The Virtual Head quality assures all Personal Education Plans (PEPs).

The Virtual School is in place and the governing body has been established. 2 hours a week of additional tuition is offered to all young people in Year 11 to promote GCSE improvements. 10 young people are accessing this support currently.

The Education Manager sits within the Children in our Care Social Work Service and, where necessary, actively intervenes with schools to promote the needs of children in foster care. As part of the preparation and assessment process and through the Foster Carer Agreement, foster carers are set a clear expectation that they will promote and support children's educational attainment. The ways in which foster carers meet children's educational needs are monitored through the foster carer review process and supervisory visits. Foster carers regularly receive training 'Promoting Educational Achievement for Children in Our Care' and this course was delivered in January 2017.

School attendance by children in foster care is very good, in Quarter 4, the attendance rate was 97%.

Engagement with Children & Young People

Two members of staff from the Fostering Service continue to promote the participation agenda and set a number of priorities throughout the year. One member of staff attended the Leapfrog Research Project in conjunction with Lancaster University, which aimed to provide a range of tools to support the work and explore different ways of communicating with young people, gaining their wishes and feelings and ensuring their voice is heard. Members of the 'VOICE' group continue to attend foster carers preparation training where they lead an activity with applicants and provide feedback which contributes to the applicants' assessment. Young people have been involved in the recruitment of new staff during the Quarter.

The Fostering Service was awarded the Investing in Children Award in December 2016 and the report made the following recommendations that the Service is now considering:

- That the Service should establish an urgent support offer for foster carers when needed – this is in place via the Fostering Support service;
- That young people have more input in setting rules – this is an issue for individual foster carers but the Service can issue guidance and consider how to incorporate rule-setting into relevant training programmes;
- That the Service establishes a VOICE group for the birth children of foster carers – the Sons and Daughters group effectively operates as a VOICE group but the development of this forum can be revisited; and
- When children in foster care have a sibling who is being adopted, they are allowed to meet the adopters – this is not always appropriate but where it is possible and in the interests of all the children, it is considered.

Examples of 'you said – we did' in the Fostering Service

- We would like a foster carers' Sons and Daughters group - lunch was organised at Pizza Hut for foster carers' sons and daughters, which took place on 13/02/2017. Further group sessions are to be held.
- I would like to do an activity without my brother – the young person spoke to his social worker about this at the end of December 2016 and as a result, she involved him in interviewing for staff which he really enjoyed. He is now attending the VOICE group.
- I would like my support officer to support me to have family contact in London - the Support Worker supported him in a visit to London where he met his Aunt.

VOICE Group

The Junior VOICE group (8 to 12 year olds) and the main VOICE group (12 to 16 year olds) now meet monthly at Knott Street Community Centre and the majority of children who attend are in foster care. This venue was chosen as the facilities allow part of each session to be activity-based. Both groups have been involved in a number of consultation activities to inform and shape services. Members of the groups have been involved in a research project with Lancaster University to design tools to improve how adults communicate with children and young people.

VOICE members continue to attend C & YP Scrutiny Committee, recently presenting the Leapfrog Tools project and Young Advisors Social Media Research. Children in care have also been involved in several staff recruitment interviews including social workers, Advanced Practitioners and a Team Manager post.

There is also a Care Leavers Forum that is well attended. A number of young people have undertaken Peer Mentoring training and are mentoring others through the 'Getting Ready for Adult Life' pack. Additionally, a Young Advisors Group which a number of care leavers attend has been working on a project on the impact of social media on young people. Members of the group have delivered Total Respect training to a multiagency audience of practitioners, Councillors and foster carers. Two care leavers recently received awards for their campaign work to improve the lives of children in care and care leavers.

Transitions

Children and young people in foster care are supported to make a positive transition to adult life and foster carers attend training on 'Transitions' which focusses on their role in developing young people's skills to live independently as they progress towards adulthood. The Children in Our Care Team and the Fostering Team encourage carers and young people to consider 'staying put' and the Leaving Care Service also delivers courses for foster carers to develop their understanding of this. The training has been positively evaluated by carers and most indicate a willingness to work with 'staying put'. No courses were delivered in Quarter 4 but a course is scheduled for the next Quarter. Although finance causes carers the most concern, some are willing to receive housing benefit as part of their financial package and will consider changing their status to landlord. The Service has started some work to develop a 'staying close' option, which may be more suitable for a number of care leavers.

Young people are allocated a Leaving Care Worker at the age of 15¾ years. In Quarter 4, 6 newly referred young people were allocated a Leaving Care P.A. whose role includes compiling the Post 16 PEP, exploring Staying Put and other accommodation options, and completing a Pathway Plan. 8 young people were referred to Leaving Care during the full year.

The Leaving Care Service has achieved an increase in the number of supported lodgings providers this year, which increases choice for young people leaving foster care and residential placements in favour of semi independence. Participation levels continue to be good with young people delivering the Total Respect training and training for foster carers.

Care Planning

The Care Planning and Fostering (Miscellaneous Amendments) (England) Regulations 2015 provide a revised definition of 'permanence' for Children Looked After including for the first time the definition of a long term foster placement. The responsibilities of the Local Authority in assessing the ability of the foster carer to meet the needs of the child now and in the future and identifying any support services needed to achieve this are also set out. Local Authorities are required to achieve long term matching within reasonable timescales. The Regulations introduce new duties for ceasing to look after a child.

The Fostering Service

During Quarter 4 three new members of staff took up positions. One of these is a newly qualified social worker, who is assigned to the Advanced Practitioner for supervision and support in her first year. All three are settling in well and developing knowledge and skills across all functions of the Service.

The Advanced Practitioner continues to work across mainstream and Friends and Family providing support and advice to the Team and has been an invaluable support with consultations across services for Friends and Family as well as holding some complex cases.

The Fostering Strategy Officer post and the Recruitment Officer post were both disestablished in Quarter 4 with a view to replacing the two roles with a Marketing and Recruitment Officer role to take the lead on all aspects of foster carer recruitment. The deadline for applications is 24th April 2017 with interviewing to take place in May 2017.

Foster Carer Resource

	Total number of foster carers	Mainstream	Short breaks carers	Family and Friends carers
Quarter 1	119	89	14	16
Quarter 2	126	93	15	18
Quarter 3	125	89	13	23
Quarter 4	136	90	13	33

The number of family and friends carers has almost doubled from the start of the year which accounts for the overall increase in the number of foster carers.

Matching and Ethnicity

In January 2017, a cultural match was not achieved for a Polish parent and child as the Service has no Polish carers currently. As a result, an Independent Fostering Agency placement was made.

Foster Carer Recruitment

Initial Enquiries

April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
5	12	8	9	14	13	41	33	11	23	11	17

A total of 51 enquiries were made in Quarter 4 through a range of sources with the largest number via the website. This is significantly fewer than Quarter 3 when the Service commissioned a digital campaign via Net Natives that covered the entire Quarter.

There have been 6 initial visits undertaken in the Quarter with three of these progressing to Skills to Foster Training and Stage 1 assessment.

In Quarter 4 there was one mainstream fostering approval and 7 family and Friends approvals. Over the year, there have been 7 mainstream approvals and 19 family and friends approvals which demonstrates the significant shift in the work of the Service from assessing, supervising and supporting mainstream carers to the same work with family and friends carers.

An information evening was held on 23rd March 2017 with three couples and two single people in attendance. This was really positive with good interest from the people who attended and one is currently progressing to an initial visit.

The Fostering Service had a stand at the Disability Event held at Audley Community Centre in February 2017. There was a low attendance and very little interest in fostering.

Skills to Foster training was held in February 2017. Four households attended but one has withdrawn due to personal reasons.

Foster Carer Retention

Foster carer retention remains good based on a strategy of good support including a financial allowance scheme and a wide and varied programme of training. Foster carer satisfaction with the Service is high and there are regular meetings between the Director, Executive Member for Children's Services and the Foster Carer Association committee where issues can be raised. In addition, a Fostering Forum is held twice a year where foster carers are consulted about what they feel is working well and what is not.

Two resignations were noted retrospectively at the Fostering Panel in Quarter 4 with one carer resigning the previous Quarter. Three resignations for Family and Friends were also noted at the Fostering Panel; two retrospectively from the last Quarter following a Special Guardianship Order (S.G.O.) being granted.

Regional Campaign

The regional 'You Can Foster' recruitment campaign has been live since September 2016 and has helped generate enquiries via the You Can Foster website.

Fostering Service Managers and the Strategy Officer have been involved in the development of this campaign to ensure that Blackburn with Darwen Borough Council derives full benefit. The campaign is prioritising recruitment at a local level through targeting of PR, digital marketing and additional local activity. Discussions are currently taking place to further develop this campaign depending on collaborative funding and working from Local Authorities.

Regional priorities include:

1. Brothers and sisters – including sibling groups of 3 or more children/young people;
2. Older children/young people – over half of all Looked After Children are now aged 10 years or older;
3. Children from BME communities, in particular black children and increasingly those from new migrant communities;
4. Long term foster carers; and
5. Children with complex/additional needs including behaviour that challenges.

Assessment

Statutory guidance for fostering assessments is that they should be completed within 8 months, which is generally achieved. The quality of assessments remains good and is monitored by the Fostering Panel.

Foster Carer Training

The Foster Carer training programme currently provides a range of training courses covering the Mandatory Fostering Standards, specialist training on relevant topics, safeguarding training, Health and Safety training and Support Groups for carers.

The new conference style training is delivering more focussed learning for carers, which is specifically tailored to their requirements and allows them to attend one training day and cover multiple topics. It is anticipated that this will increase attendance and improve evaluation feedback whilst offering a more time-efficient option for carers.

Training completed 2016 / 17

	Date of training	Sessions covered	Places offered	Places utilised
Paediatric First Aid	13th Sept 2016	Paediatric First Aid	12	8
Foster Carer Support Group	14th Sept 2016	Foster Carer Support Group	25	Attendance sheet not received
Paediatric First Aid Update	16th Sept 2016	Paediatric First Aid Update	12	8
Conference 1	21st Sept 2016	Staying put & Moving to independence	40	20
Foster Carer Support Group	7th Dec 2016	Foster Carer Support Group	25	Attendance sheet not received
Conference 2	11th Jan 2017	Promoting education and achievement of CIOC Moving children on Legal framework	60	50
Paediatric First Aid Update	22nd Feb 2017	Paediatric First Aid Update	12	8
Paediatric First Aid	11th March 2017	Paediatric First Aid	24	12
Foster Carer Support Group	15th March 2017	Foster Carer Support Group	25	14
On track conference	21st March 2017	CSE Children and young people displaying sexualised behaviour Self-harm	40	39

Comments from Carers

- All topics were covered well
- Good insight into equality and diversity
- All very good
- Excellent course
- It is always helpful to refresh your memory, you always take away something extra
- Leaving care team, especially good especially Becky
- I found all of the course very useful and informative
- Excellent course, well delivered!
- Better awareness of the support available
- I will be able to better plan and look after young children in line with current procedures
- All of the conference was very informative
- A good sound overview of all areas covered throughout the day
- All was informative
- Everything was interesting

Training still to be delivered in the 2016/17 training calendar includes

- Effects of Foetal Alcohol Syndrome;
- Paediatric First Aid – 3 separate courses including an update course;
- Conference 3 which includes Allegations Management, Positive Care and Control and Risk Assessment; and
- Foster Carer Support Group.

Training Proposal 2017/18

This proposal will be presented at the Fostering Forum on 25th April 2017 for discussion along with the outcome of a short survey conducted recently to obtain the views of all carers about training needs, timings etc.

Specialist Disability Conference	Thursday 28/09/2017	Disability awareness Profound and multiple learning difficulties Autism	60 places available
Conference 4	Wednesday 08/11/2017	Foetal alcohol syndrome Substance misuse Restorative justice	60 places available
Conference 5	Tuesday 09/01/2018	Emotional needs of children in care Sex and sexuality Personality disorder	60 places available
0 – 8 Conference	Thursday 22/03/2018	To be determined	60 places available
Conference 6	Wednesday 16/05/2018	Total respect Working with young people who self-harm Working together to safeguard children	60 places available
Repeat of Conference 1 from 2016	Tuesday 26/06/2018	Staying put & Moving to independence Delegated authority Equality and diversity	60 places available

Fostering Panel

The new Panel Chair and Advisor are both developing well in these roles. The Panel has continued to function effectively.

Panel Business

Six Family and Friends assessments were presented to the January 2017 Fostering Panel. One of these was not approved, a unanimous decision of the Panel. The young person remained in placement short term whilst other family members were assessed.

The February 2017 Fostering Panel was cancelled as there were no agenda items.

Six Fostering Assessments were presented to the March 2017 Panel. These consisted of one mainstream assessment for an agency transfer and a long term match. 3 Regulation 24 Fostering Assessments were also presented of which 2 were approved and one was deferred for the carers to present their verbal responses to the Panel in April 2017.

Two Family and Friends Assessments were also presented to the Fostering Panel and a unanimous decision was given to recommend approval.

Review Panel

A new Review Panel Chair and a new Panel Advisor both took up their roles in Quarter 4. The transition has been smooth and the Panel has continued to operate effectively.

Review Panel Business

	Long Term Matches	De-registrations	Exemptions	Annual Reviews
Quarter 4	1	5	3	8
2016/17 (full year)	5	14	8	22

Of the 14 foster carer households deregistered in 2016/17, 7 were due to Special Guardianship Orders being achieved, 2 were due to placement disruptions, 1 due to the foster carer's health, 1 as the result of an allegation following which the carers resigned, and one set of carers resigned but now wish to retract this.

Complaints

There was one complaint received this Quarter from a carer feeling unsupported following a request for respite care for 2 weeks. A meeting was held with the carer, Service Leader and Fostering Team Manager to resolve the matter. The circumstances were complex and it was evident that there had been some miscommunication. The complaint led to the young person being moved to an alternative placement and the carer was able to have a two week holiday with her mother who has deteriorating health.

Over the year there were 4 complaints in total. In addition to those in Quarter 4, there was one in May 2016, which was made by an advocate on behalf of a child who wanted a change of placement. The child complained that she was bored and unhappy and wanted a number of material things that had been refused. The outcome of the complaint was that a referral was made to the Fostering Support Service for short breaks and outreach support and a new placement search was undertaken. In August 2016, a family and friends carer complained about his Supervising Social Worker 'we don't get each other; she doesn't listen to us' so now has a different worker allocated.

Compliments

12 compliments were received during the Quarter 4 period.

The majority of compliments were about the support received from foster carers' allocated Supervising Social Workers (SSWs). One carer stated that their 'SSW is fantastic, she listens to our views. She always treats us as professional, she understands the complex needs of our looked after child, and she is very professional and always helps us to find best solutions to any issues.'

A further compliment was received from a child's allocated social worker following feedback provided to her from the child's foster carers, stating that they liked their new worker and felt supported by her.

An additional compliment was received from an Emergency Duty Team worker commending the carers for accepting an emergency placement. She found the carers to be respectful and supportive to the child's parents and put them at ease providing reassurance that they would be caring for their child.

Over the full year, there were 22 compliments in total. All but one express that Supervising Social Workers provide good support to carers and are very professional in their approach. The other one was made by a local Head teacher expressing how impressed she was by the Advanced Practitioner's input into the school's Careers Evening.

Allegations

In Quarter 4, there were 2 allegations; one of which alleged emotional abuse. The carers were under a great deal of pressure due to a sudden health issue and did not cope well. The investigation was dealt with by Local Authority Designated Officer (LADO) processes, was substantiated and is due to be heard by the Fostering Panel in May 2017. The other was an allegation relating to physical abuse and alcohol use by family and friends carers but was unsubstantiated. The outcome led to a single assessment of the child in placement and a referral to Incredible Years training for the carers.

During the year there have been 9 allegations in total:

- 3 were deemed to be unfounded following investigation;
- 4 were deemed to be unsubstantiated following investigation;
- 2 were substantiated following investigation; and
- 1 of these led to de-registration of the carers.

Specific Incidents and Restraints (including Bullying, Serious Illnesses and Accidents)

In Quarter 4, there were 6 serious incidents:

- 3 of these were minor accidents;
- 2 were incidents of aggression from a young person towards their carer; and
- 1 was a report of a foster carer using a young relative to care for a child new to her care, which was inappropriate.

Throughout the year, there have been 39 recorded serious incidents. There were on average 3 a month with 2 exceptional months when there were 5 recorded incidents and December 2016 had 8. 6 of these incidents relate to one young person, who went missing a number of times and was known to be associating with unsuitable adults and using illicit substances. This unsettled period culminated in a major incident on Christmas Day involving a knife and also resulted in Police involvement, although no formal action was taken.

8 incidents involved visits to Accident and Emergency Departments because of minor accidents, injuries or ailments. Foster carers have all acted appropriately in taking children to hospital or GP to be checked but in the majority of cases the ailments or injuries have been very minor and children have not required treatment. 2 children were taken to hospital because of illness but required advice rather than treatment.

12 incidents involved some form of violence or aggression either by young people towards their foster carers or their property. Half of these incidents involved one young person and involved the Police, who were called to help bring situations under control.

There has been no reported bullying within this Quarter.

Offending by Children and Young People in Foster Care

There was no Police involvement with any young people in Quarter 4. Over the year they were called to 5 different incidents all involving the same young person, who used violence and aggression towards his carers and other young people in placement. He caused extensive damage to the carers' property and at times became out of control. Although the Police attended the incidents to remove the young person until he calmed down, no formal Police action was taken.

Missing From Home

6 young people (13 incidences) were reported missing within this Quarter.

In January 2017, one young person was reported missing on 4 occasions and refused to return to her placement, placing herself at risk. Another young person was reported missing during January 2017 on 4 occasions as she refused to return home because she wanted a change of placement. Concerns were raised in respect of the young person being at risk of CSE and work was completed with her by the Engage team. An alternative placement was sought.

Two young people were reported missing in February 2017. One young person failed to return to the placement and was not contactable for some time but then later returned to the placement of their own accord. The other young person had attended Youth Zone and went missing with another young person but was later found by relatives at a local McDonalds.

During March 2017, 3 incidences of missing from home were reported, two of which involved the same young person.

Over the year, 20 young people were reported missing from home on 41 occasions between them. Foster carers followed procedures for reporting and the Engage Team followed up by undertaking the Return Home interviews.

Exemptions

Exemptions have to be made when 4 or more children reside in the same foster placement.

There were 4 exemptions in place during Quarter 4. There have been 11 exemptions over the year.

All these exemptions remain in place. 2 exemptions support a sibling placement of 4 children whilst the third supports a mother and baby placement alongside other placements. The fourth exemption supports an emergency placement of a sibling group of 3 alongside a short-term placement.

Engagement with Foster Carers

Blackburn with Darwen has a Foster Carer Association (FCA), which meets regularly and has an Elected Committee. Members of the Committee meet senior managers and the Executive Member on a quarterly basis. The Chair of the FCA sits on the Corporate Parenting Specialist Advisory Group. The FCA has its own website, which has been increasingly used to communicate messages and news. It was recently agreed that the Chair and Secretary will meet every Quarter with the Service Leader and Service Managers to discuss operational issues. A forum to consult foster carers on a range of issues is held twice a year, generally in April and October.

All foster carers are provided with membership of the Fostering Network and foster carers also have access to independent support commissioned from the Fostering Network to provide support and advocacy services in the event of complaints or allegations.

A small group of foster carers meet on a monthly basis; they are recruitment champions helping to drive recruitment forward, who are involved with the planning of events, Skills to Foster preparation training, recruitment stands and events.

Family and Friends Foster Care

	Quarter 2	Quarter 3	Quarter 4
No. Family and Friends carers	18	23	33
No. new approvals	2	6	8
No. Viability assessments	12	23	10
No. Family and Friends assessments	8	8	8
No. SGO assessments	6	2	0
No. Regulation 24 assessments	8	10	4

There were 3 resignations of Family and Friends carers in Quarter 4 due to Special Guardianship Orders being obtained. In addition to the assessments outlined in the table above, there were 15 ongoing assessments from the previous Quarter made up of 9 Regulation 24 assessments and 6 full Family and Friends assessments. This is nearly double the previous Quarter. The Regulation 24 assessment outcomes included 5 which progressed to approval, 1 assessment became a SGO, 2 withdrew from the process and one remained ongoing. When considering the 6 full Family and Friends assessments, 3 were approved, 1 withdrew, 1 was ruled out as negative and 1 remained ongoing.

In this Quarter, a further 4 Regulation 24 assessments have been completed. 1 has withdrawn, 1 has been ruled out as negative and 2 remain ongoing. There have also been 8 full Family and Friends assessments, 1 of which became an SGO assessment, 2 were ruled out as negative, 1 became a Section 38(6) assessment and 4 remain ongoing.

Family and Friends Assessments

	2013 / 2014	2014/ 2015	2015/ 2016	2016/ 2017
No of Family and Friends assessments	9	8	28	27

The increase in Family and Friends work that commenced in 2015/16 has continued and is now consistently much higher than it was two years ago.

Short Break Foster Care

On 31st March 2017, there were 16 carers, who provided 25 placements during Quarter 4. The 16 carers provide short breaks in order to provide support to parents where there is a risk of children coming into care, support to other placements and emergency placements. Carers are matched to children who have a wide range of additional and complex needs. A support group has been delivered to all short breaks carers during this Quarter period.

Training / Staff

All staff members have individual training and a development plan, which is linked to their annual appraisal and monitored during monthly supervision. A number of staff are in the process of undertaking 'Practice Educator' training which will enable them to support student placements in future.

Placement Stability

Currently, the Department uses a definition of placement stability based on 3 or more placements in a 12 month period that is calculated on a cumulative basis over the year. Placement stability has improved in comparison with the same time last year. By the end of Quarter 4, 6.4% of Looked After Children had 3 or more placements compared to 9.8% for the same period in 2015 (lower is better). The average for England is measured against the figures for 2013/14 when it was 10.7%; the comparable authority percentage for the same year was 10.1%

	January	February	March
LAC with 3 or more placements	14	15	16
Total number of LAC	359	371	375
% Stability of LAC placements 2016/17	5.6%	5.9%	6.4%
%Stability of LAC placements 2015/16	8.0%	9.7%	9.8%

Disruption meetings are held in order to identify learning and inform future planning for any child whose placement has been disrupted. A number of managers across Children's Services have been trained to chair these meetings. The Head of Service for Permanence completes an analysis of disruption meetings on a six monthly basis in order to identify themes or trends and learning for the Service.

Fostering Support

The Fostering Support Service is now well established. The Service has been supporting a number of fragile placements, which has contributed to the improvement in placement stability performance. The Service offers an out of hours telephone support service, a monthly drop in for foster carers, short breaks where placements are at risk of disruption and outreach support to carers and young people. The Fostering Support worker is based between Duke St and ASU (Adolescent Support Unit) where young people enjoy spending time, and there is a strong link to the Revive Team where a part time post is linked to the Fostering Support Service

Since April 2016, there have been ten referrals for Fostering Support, nine male and one female. In Quarter 4, there was one new referral and five cases closed. The young people referred have benefitted from one to one intervention and support, and group interventions and activities such as the Duke of Edinburgh Award, Boys Group and a Mindfulness Programme. Some have attended football sessions and / or swimming lessons.

For younger children, there is a Saturday morning club, which is regularly attended by 8 children in the 7 to 11 years age group at The Limes in Darwen.

The feedback from children and young people is positive:

‘My thoughts are always listened to and considered’;
 ‘It is a good place to go; I have met new friends there’; and
 ‘We do good activities.’.

Four young people have utilised short breaks support at Lytham Road in the last Quarter. Two young people have a support package in place which includes regular short breaks. The feedback included ‘We were very happy for all the support we received from yourself and the staff from Lytham Road.’

Support is also provided to foster carers and the feedback from them is very positive:

‘Communication was very good between us and yourself’;
 ‘Always there to transport SA when needed’; and
 ‘All in all we were happy with the support we received from everybody at the ASU and Fostering Support.’

Commissioned Placements

In Quarter 4, 11 new placements were commissioned. 5 Independent Fostering Agency placements were made because there was no in-house provision available at the time placements were needed. Two specialist mental health placements were made for young people being discharged from hospital and two concurrent placements were made for small babies with a care plan of adoption. The remaining 2 were independent agency residential placements for young people with very complex needs that could not be met in-house.

During Quarter 4, 7 commissioned placements ended. This included a young person who was sent to custody, a young person who went to live with his father, a baby and her mother who were able to move back to their own home, a young person who moved from one independent fostering agency placement to another, a child with complex health needs who moved from an agency placement to an in-house fostering placement. One commissioned placement ended because the foster carers transferred to Blackburn with Darwen and another due to the young person turning 18 years when Commissioning funding ended, being taken over by Adults.

Commissioned Placements on 31st March 2017

Placement Type	Independent Agency Residential Placements	Independent Fostering Agency Placements	Secure Accommodation	Other local authority
Number	12 including 2 children with disabilities and 3 young people in specialist mental health provision	33 including 5 sibling groups and 3 concurrent placements	1	3 placements including 2 sibling pair placements

Budget

The Fostering Service operated within budget for the year; however, the number of new foster carers recruited has not been sufficient to meet the growing demand for placements caused by the increase in the number of children coming into the care system. This has put the commissioning budget under increased pressure, particularly in relation to the number of independent fostering agency placements that the Service has needed particularly for older children and children with complex needs.

Priorities for 2016/17

1. To continue to develop the campaign to recruit foster carers for older children in need of permanent placements, children with disabilities, mother and baby and sibling groups.
Update – despite high levels of recruitment activity outlined in the main body of this report, the number of carers approved during the year has been low. This will continue to be a priority for the Service.
2. Improve placement stability.
Update – Placement stability has improved over the year with a reduction in the number of placement disruptions overall. The placement stability measure takes account of children across all placement types, not just fostering but it is clear that the Fostering Support Service has had a positive impact on this priority.
3. To implement foster carer training proposals with the aim of improving attendance rates and delivering valuable courses that meet the needs of foster carers.
Update – the new conference style training programme has been fully implemented with just one remaining conference for the year to be delivered in May 2017. Feedback is positive.
4. Continue to monitor compliance with Fostering Service Regulations 2011 and National Minimum Standards for Fostering Services 2011.
Update – Service Managers are continually auditing compliance with Standards and Regulations.
5. Maintain the Investing in Children status of the Service and ensure that children and young people's participation remains central to the work of the Service.
Update – the reassessment of the Service in December 2016 outlined in the main body of this Report was successful and the Service will maintain its own accreditation for another 12 months.

Priorities for 2017/18

1. To recruit to the new Marketing and Recruitment Officer role and develop a new recruitment strategy for the year ahead. The recruitment of carers for older children, complex needs and parent-child placements remains the priority.
2. Team development – the Team has a number of new Supervising Social Workers. The nature of the work in Fostering has changed significantly from that of assessing and supervising mainstream carers to family and friends work. A team development plan is required that takes account of both.
3. Engaging with foster carers – whilst the FCA is an active body, there are a large number of carers who the Service needs to engage and communicate with in different ways. The Service needs to develop a more effective communication strategy for ensuring that all carers can be kept up to date with developments, messages and opportunities to be more involved. This will include the further development of the regular Fostering Forum.
4. To continue to meet the training needs of all foster carers ensuring that all carers attend mandatory training in particular.
5. To continue to develop the Fostering Support Service to help maintain good placement stability rates. This will include the recruitment of additional short breaks foster carers who can also contribute to keeping the number of children and young people entering the care system as low as possible.
6. Link fostering into the Adolescent Strategy alongside residential services and consider creative ways to improve placement sufficiency for adolescents.
7. Continue to monitor compliance with Fostering Regulations and Standards.



EXECUTIVE BOARD DECISION

REPORT OF: Executive Member for Children's Services
LEAD OFFICER: Director of Children's Services
DATE: 15/06/2017

PORTFOLIO/S AFFECTED: Children's Services

WARD/S AFFECTED: All

KEY DECISION: YES NO

SUBJECT: Adoption Service End of Year Report – 1 October 2016 to 31 March 2017

1. EXECUTIVE SUMMARY

To provide information on the management and performance of the Local Authority's Adoption Service.

2. RECOMMENDATIONS

That the Executive Board:
Notes the half yearly report which is available on the Council website.

3. BACKGROUND

Standard 25.6 of the National Minimum Standards for Adoption requires the Local Authority Adoption Agency to produce a six monthly report to be received by the Council's Executive.

The standard states that the Council's Executive:

- a. Receive written reports on the management, outcomes and financial state of the agency every 6 months;
- b. Monitor the management and outcomes of the services in order to satisfy themselves that the agency is effective and is achieving good outcomes for children and/or service users;
- c. Satisfy themselves that the agency is complying with the conditions of registration.

The report has been written to address the issues identified above, and will be taken into account by OFSTED when inspecting the Service.

The report summarises the performance of the Adoption Service for the six month period from 1st October 2016 to 31st March 2017 and provides an overview of the work of the Service for this period, plus a summary of the year.

4. KEY ISSUES

1. Collaborative working has developed further across the Regional Adoption Agency local authorities with agreed joint processes and procedures in place. A Head of Service has now been appointed who is due to start in May 2017.

2. There has been gradual improvement in the timescales for matching children with prospective adopters and a sharp rise in the number of children with plans for adoption. These include a number of larger and older sibling groups as well as some younger children with significant health issues. There have been no disruptions relating to Blackburn with Darwen children, continuing the excellent track record of the last ten years.

3. The number of adopters approved this year is low, however there are currently a high number of prospective adopters going through various stages of assessment. There has also been a further recruitment drive at the end of the financial year. There remains a small pool of adopters awaiting children however the majority of these have been waiting less than six months.

4. There are more cases open to Post Adoption Support than ever, most of which are assessment and support cases. Many of those open to the service have made successful applications to the Adoption Support Fund for therapeutic interventions. Fast Track has continued to support children and their carers in the absence of a psychologist by using the skills and experience of the Fast Track Child Support Officer.

5. POLICY IMPLICATIONS

No policy implications identified.

6. FINANCIAL IMPLICATIONS

No financial implications identified.

7. LEGAL IMPLICATIONS

This report is required to meet statutory requirements as set out in the 'National Minimum Standards for Adoption.'

8. RESOURCE IMPLICATIONS

No resource implications identified.

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

None.

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:	V1.0
-----------------	-------------

CONTACT OFFICER:	Alyson Hanson – Service Leader, Placement Services
-------------------------	--

DATE:	25 th April 2017
--------------	-----------------------------

BACKGROUND PAPER:	Adoption Service end of Year Report – 1 October 2016 – 31 March 2017
--------------------------	--



Adoption End of Year Report

1st October 2016 - 31st March 2017



Executive Report

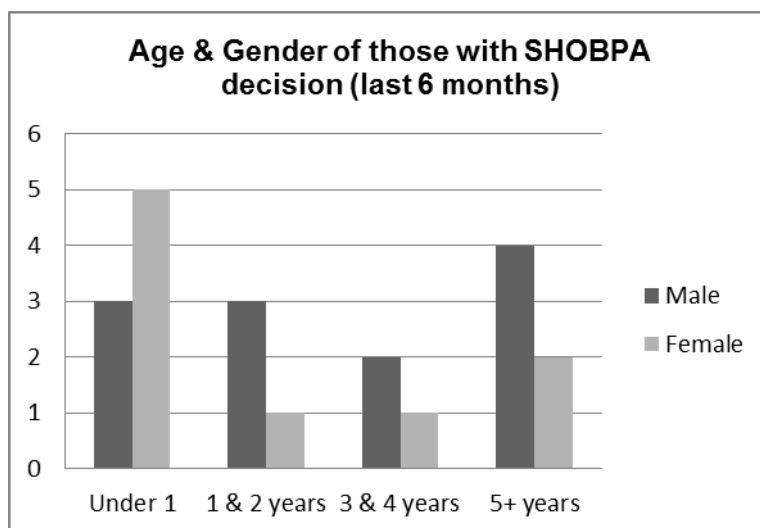
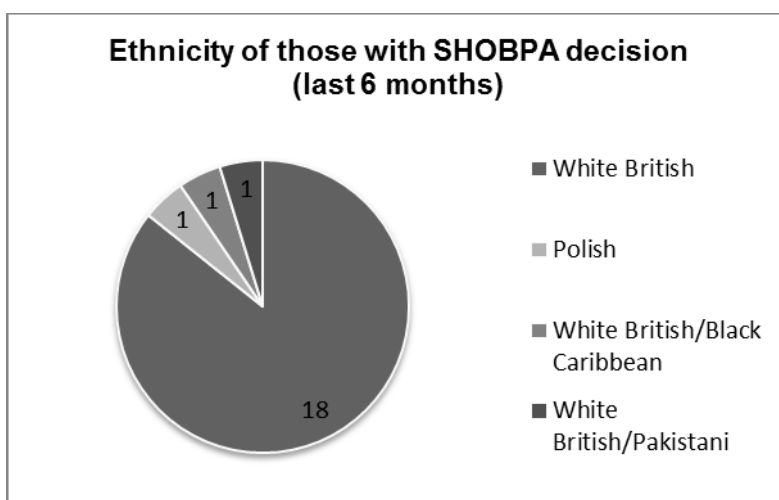
Introduction

The Adoption Service contributes to improving outcomes for the most vulnerable children and young people in line with priorities outlined in other Council plans.

Adoption Agency Business - Children

Children with an Adoption Plan

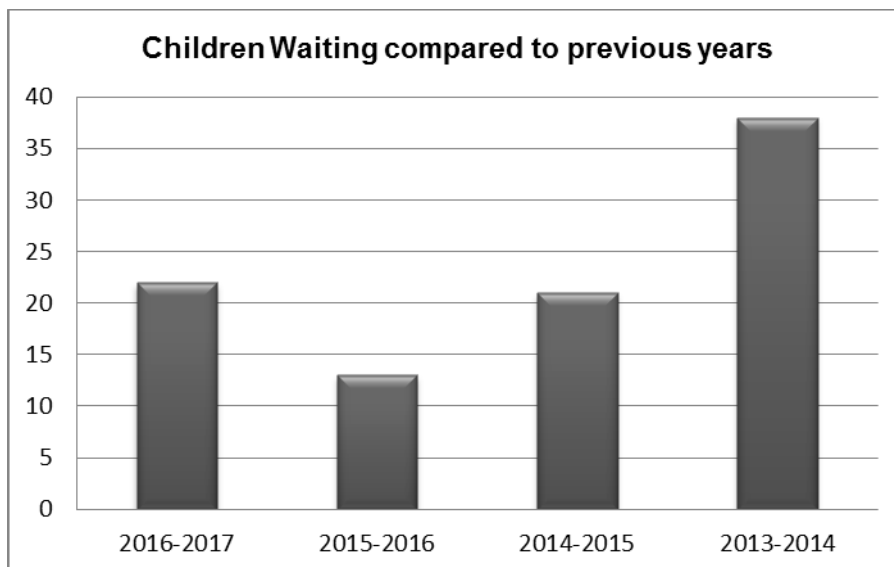
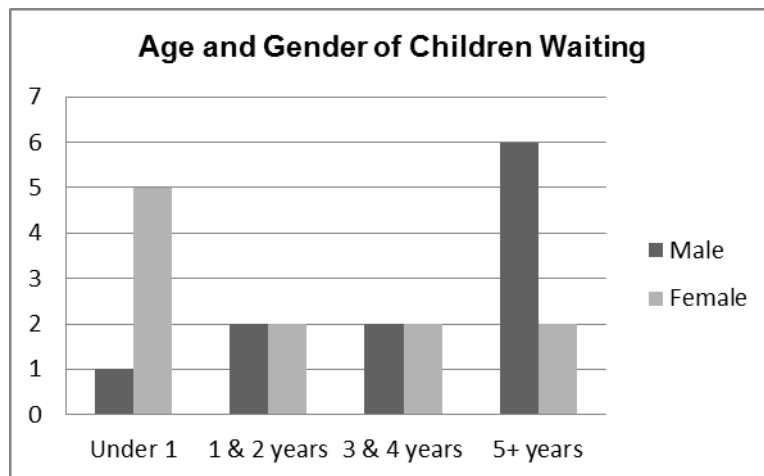
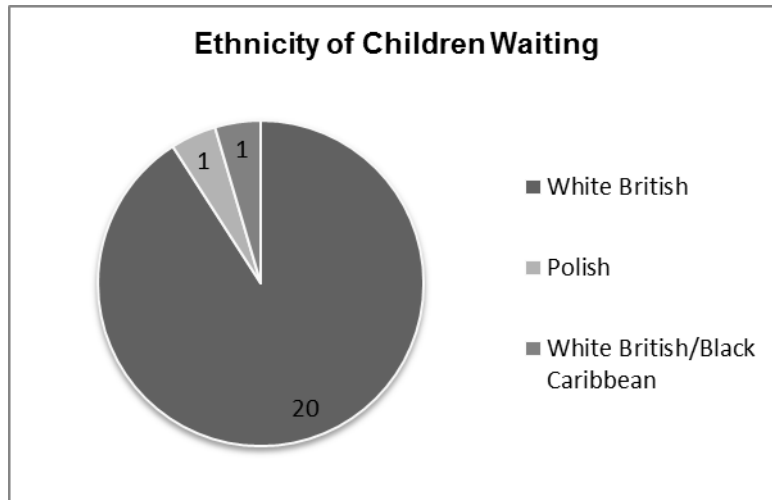
Mirroring the last financial year, there has been an increase in the number of children presented to the Agency Decision Maker (ADM) for a Should Be Placed for Adoption (SHOBPA) decision in the second half of this year, up from 13 to 21, making a total of 34 children over the year as a whole compared with 29 last year. The ages of those with plans for adoption is very varied, with an increasing number of older children particularly in sibling groups. In addition, a number of the youngest children have quite significant health needs including Foetal Alcohol Syndrome and more severe developmental delay.



Children Awaiting Matching

On 31st March 2017, there were 23 children with a plan for adoption awaiting placement. This may on the surface appear an alarming figure in comparison with recent years, and does to some extent reflect the complexities of age, sibling groups and health that are currently being faced in family finding, but it should be noted that 15 of the 19 Placement Orders were made between January and March 2017. Four were still awaiting Placement Orders including a sibling group of two who were awaiting a reversal of decision due to a family member being positively assessed to care for them, a little boy whose foster carers have been positively assessed to adopt him and another young boy already in a concurrent placement. Therefore it does not currently indicate a sliding return to the figures of 2013/14.

Amongst the children waiting with Placement Orders were three older sibling groups of 2, 3 and 4 (one of each) and one slightly younger sibling group of two. It was anticipated that at least five children (including the older sibling group of two) would be going to the Adoption Panel in April or May 2017 for matches due to positive links being explored.



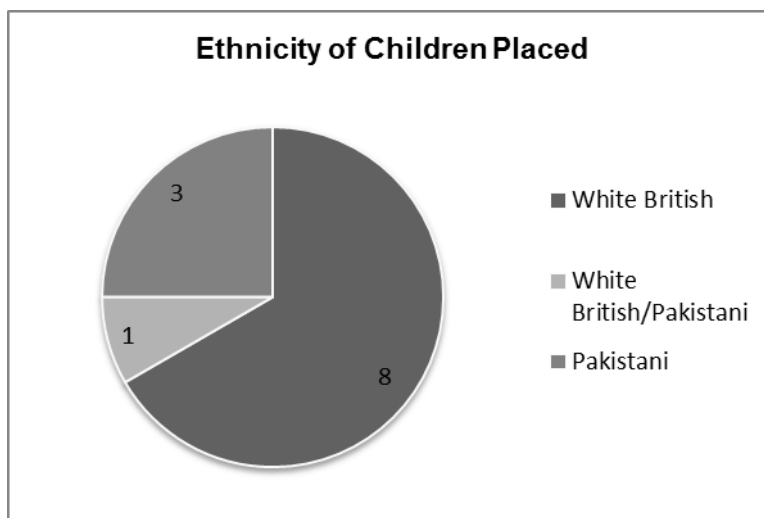
Family Finding Activity

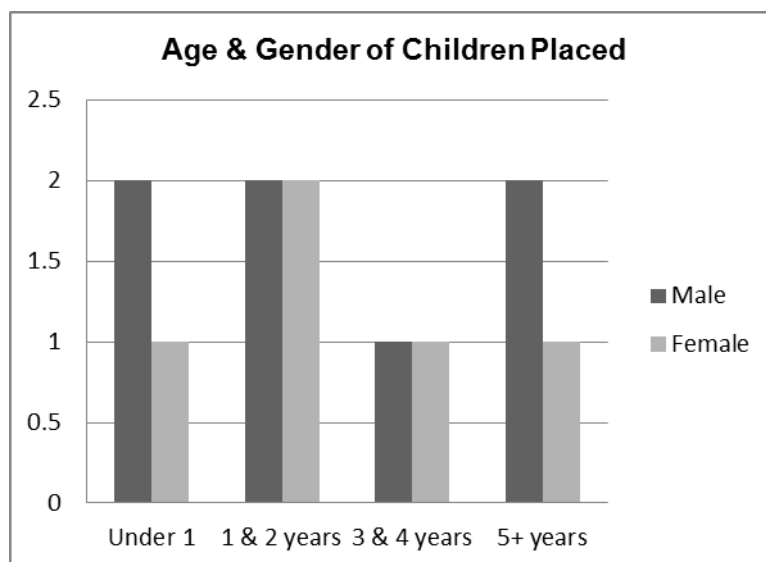
During the last six months the North West regional database, CHARMS has been deleted as it was recognised that Link Maker (previously called Adoption Link) in particular, and Adoption Match (previously the Adoption Register) to a lesser degree are able to facilitate regional searches and data collected from CHARMS to provide regional comparisons can be collated from other sources.

The old A6 placement meetings have been revamped and now include the six local authorities and two voluntary agencies from the Adoption NoW Regional Adoption Agency in addition to Blackpool Council, which continues to attend at present. These are particularly used for early alerts of children pre Placement Order. On-going professional relationships particularly with agencies in the North West continue to be helpful and good use has also been made of Link Maker. Children for whom a wait has been anticipated have been immediately placed on Adoption Match and a number of children have been profiled at two Exchange Days. Whilst Activity Days were becoming harder to utilise due to the lack of children awaiting placements, it has been possible to make use of these again over the past six months with the older sibling groups and one of these has resulted in a positive link for a sibling group of two and some tentative links for a sibling group of four. A further Activity Day is planned for May 2017 with up to nine Blackburn with Darwen children expected to attend if matches are not achieved prior to this. The Children Who Wait publication has also been used to profile for the older sibling group of four resulting in serious enquiry although it was not appropriate to proceed to a match.

Children Placed for Adoption

Twelve children have been placed in ten placements in the last six months, equalling those placed in the first half the year making a total of 24 children placed this financial year, marking a slight further decrease from last financial year. It has only been possible to make one in-house placement over the past six months but all, except one sibling group of three older children of Pakistani heritage, have been placed in the North West. One younger girl placed has complex health needs.





The lack of in-house matches mostly reflects a lack of availability of adopters living far enough afield from birth families. This is explored further later in this report.

	No. of Placements	
	North West	Further Afield
Own	1	0
Other LA's within Adoption NoW	2	0
VAA within Adoption NoW	2	0
Other Local Authority	2	0
Other VAA	2	1

There are a number of different targets used to measure timescales as indicated below.

Timescales for placements made

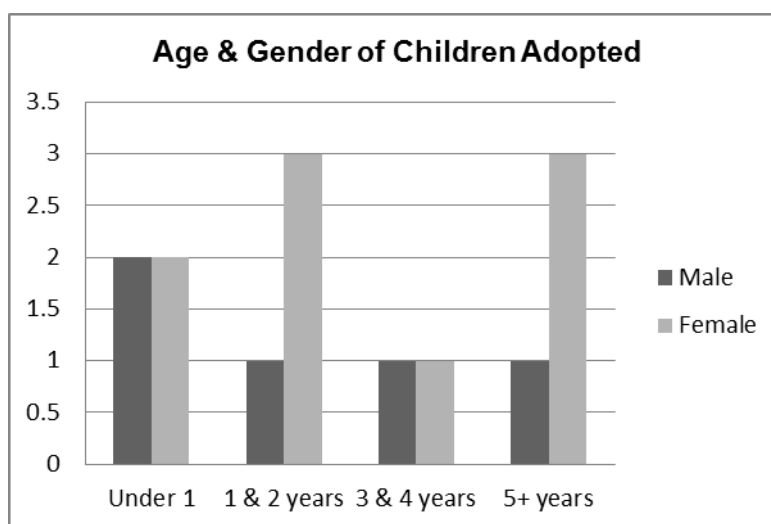
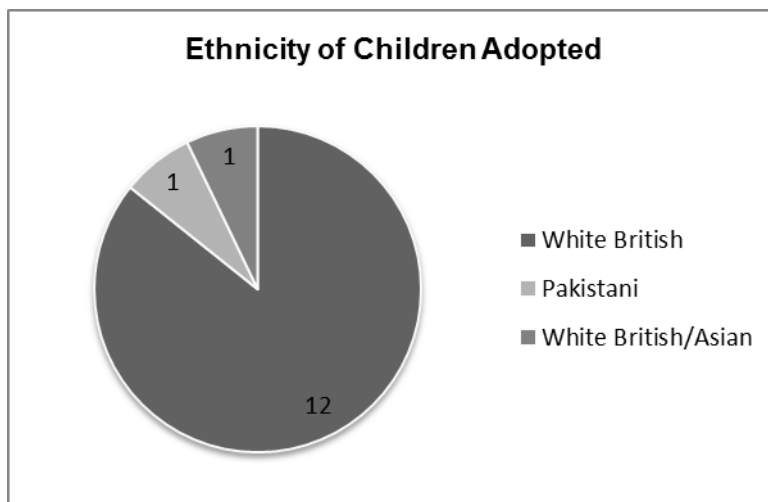
Timescale	Target	BwD Placements achieved quicker than standard			BwD Placements achieved slower than standard		
		Oct-Mar	Apr-Sept	Annual	Oct-Mar	Apr-Sept	Annual
SHOBPA to Panel	National Minimum Standard – 6 months	7	10	17	5	2	7
SHOBPA to Placement	Government Standard - 12 months	12	12	24	0	0	0
Placement Order to Matching	Scorecard Indicator - 121 days	8	8	16	4	4	8

The most significant of these is the Scorecard Indicator as it most accurately measures the quality, in terms of speed of family finding activity without being influenced by court directed delay. The figures above demonstrate an increasingly positive picture with regards to timescales. Of the four that were over the Scorecard target, three were a sibling group of three older, Pakistani children who were placed together. The overall average of those children placed and awaiting Adoption Orders on 31st March 2017 was 131 days from Placement Order to Matching, including the three children mentioned who each took 339 days to

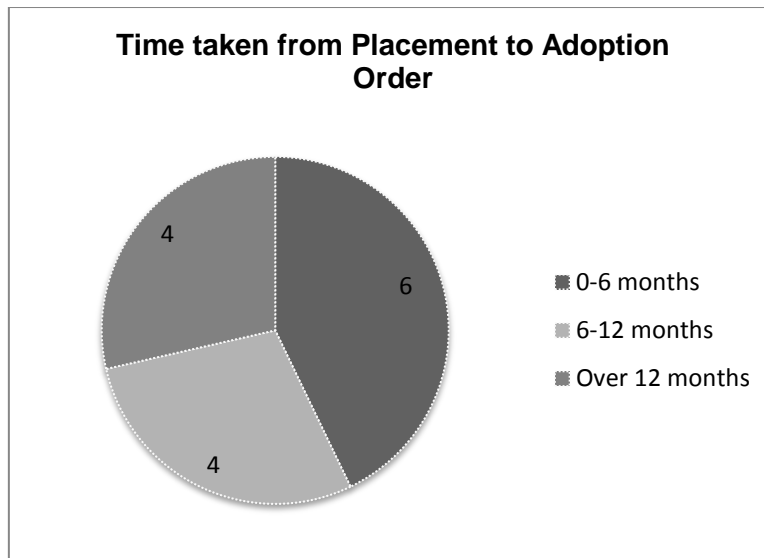
match. These figures will not officially count towards the Scorecard average until Adoption Orders are made, which is likely to be within the next financial year.

Children Adopted

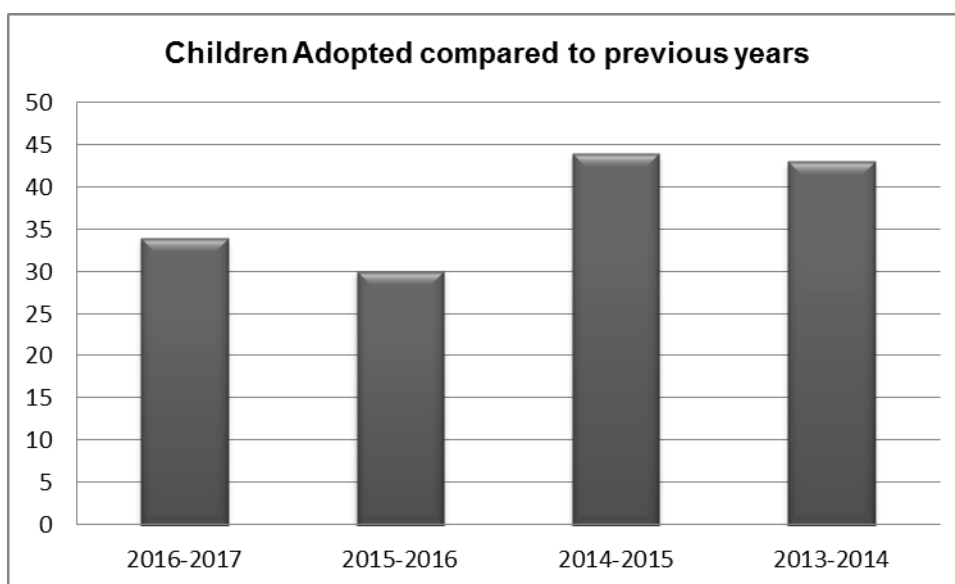
The number of Adoption Orders granted to Blackburn with Darwen children in the second half of the year has dropped slightly from 20 in the first half to 14 in the second half; however, over the year as a whole, this demonstrates a very slight increase on last year.



Those adopted in the second half of the year included an older sibling group of two who had previously experienced an adoptive placement breakdown, and two siblings placed together but not at the same time for whom there has been significant delay in achieving Adoption Orders due to issues surrounding birth family inheritance. The elder of these two was therefore unusually 12 years old upon the making of an Adoption Order, having been eight years old when she was first placed. On the other end of the scale, four children were adopted before their first birthday, three of whom had been placed in fostering for adoption or concurrent placements.



There has been a significant increase in the number of Adoption Orders made within six months of placement, which is largely due to the making of concurrent and fostering for adoption placements allowing prospective adopters to make their applications immediately after formal matching. However, there has also been a drive to encourage those that are ready, to apply promptly, and where possible the Local Authority's report is submitted along with the application rather than waiting for the court directed deadline. A majority of birth parents are now requesting leave to contest the making of Adoption Orders and this is resulting in significant delay in some cases.



It is only after the making of an Adoption Order that the Placement Order to Matching figures count towards our Scorecard. The average over the second half of this year is significantly lower than the first half when a lot of historical cases reached completion. In terms of entry into care to placement, the average for the second half of the year alone was 357 days and for SHOBPA to Matching it was 186 days. When taken together with the averages for those children already placed but awaiting Adoption Orders, this demonstrates a continual improvement over the past year closing the gap between the Department's averages and the threshold targets. Overall for the year, this has resulted in a significant improvement in the timescale from entry into care to placement (under the threshold target), and a very slight improvement on the matching timescales.

	Entry into care to Placement		SHOBPA to Matching	
	Threshold target	BwD	Threshold target	BwD
2016/17	426	397	121	212
2015/16	426	501	121	214
2012-15	487	680	121	226
2011-14	547	702	152	221

These figures demonstrate a significant achievement for Blackburn with Darwen in terms of positive outcomes for its children especially given the demographic diversity and the continuing high percentage of children leaving care through adoption. However, it is important to remain mindful of those children waiting for whom the right family is likely to take time to find.

Adoption Disruption

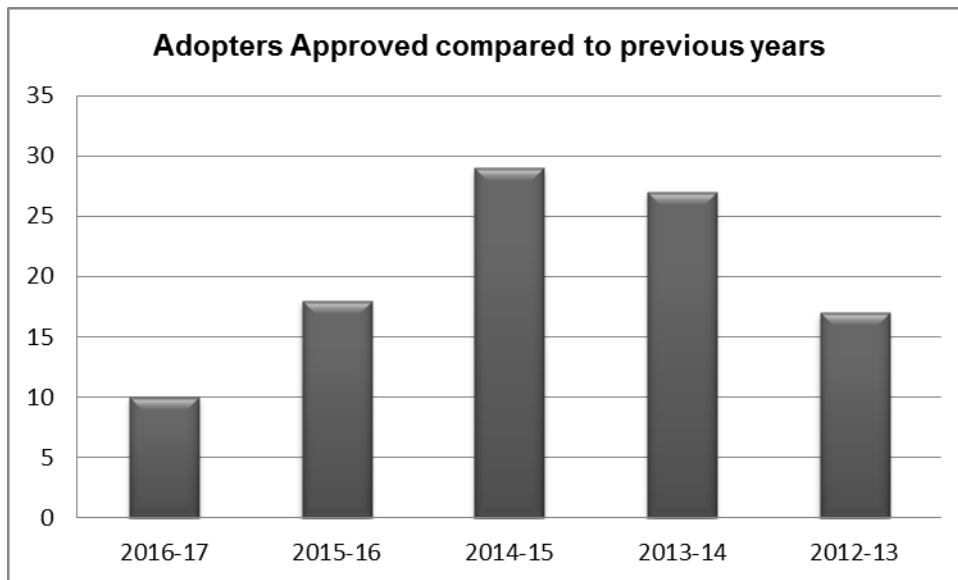
Once again there have been no adoption disruptions during this year. There have been some very positive improvements in a number of placements over the past year where significant support was previously needed due to the high level of needs presented by the children and adopters finding difficulty in adapting. One placement of three siblings is currently being supported at a higher level to help both the children and the adopters adjust, and to ensure that the adopters develop a deeper understanding of the specific needs of the children. Positive developments have already been seen as a result of this support.

One child was removed from a concurrent placement prior to matching as a result of new lifestyle information coming to light about one of the foster carers. It was also apparent that whilst his partner had not been aware of the full facts, he had been complicit in not providing some information that he was aware of. The couple's relationship also broke down with immediate effect once the full information was disclosed. A decision was made to move the child to a new placement and an in-house foster to adopt placement was found which fully met his needs. Although this did not constitute an adoption disruption, a disruption meeting was held so that any learning could be extracted. Whilst the decision to move the child was not in doubt at the end of the disruption meeting, it was acknowledged that some information had been wrongly assumed during the decision making process due to the adopters' social worker not being invited to attend the care planning meeting, and a recommendation was made that all professionals involved should be invited to attend in future.

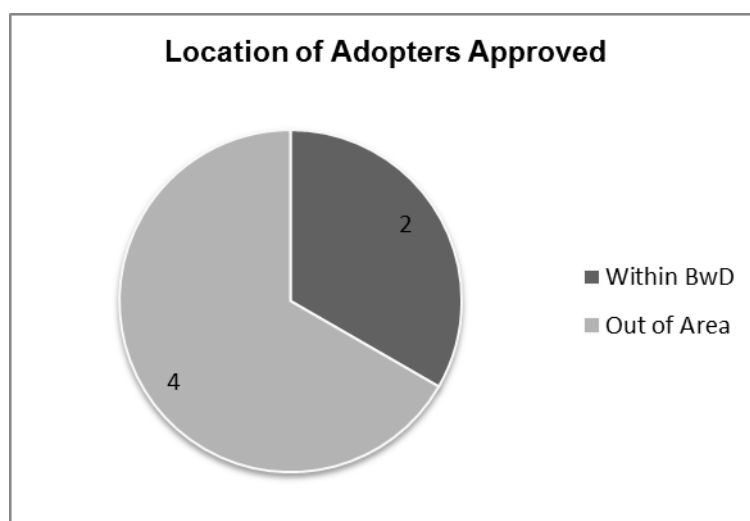
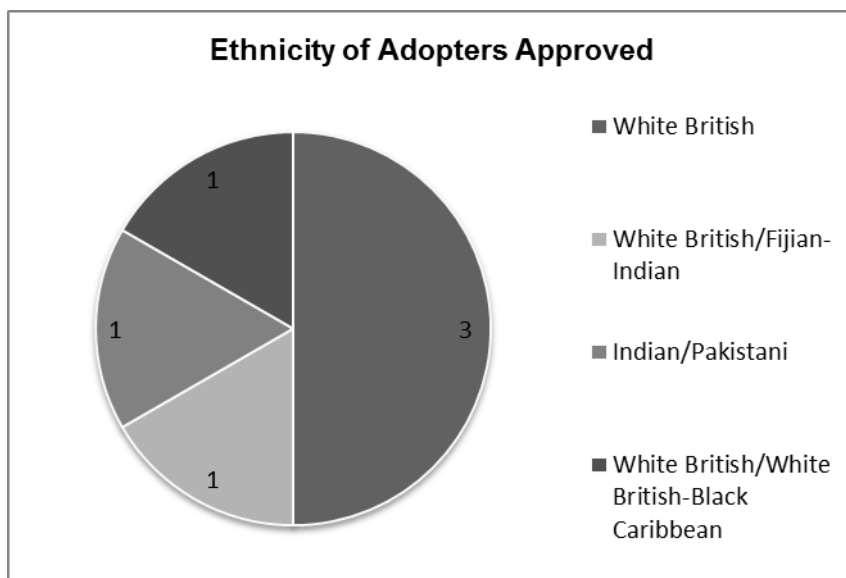
Adoption Agency Business - Adopters

Adopter Recruitment

The number of adopters approved this year has continued to fall with a total of just 10 families being approved, six of whom were approved in the second half of the year. This is very disappointing and whilst it does reflect a national trend of fewer prospective adopters coming forward, it does appear to represent a slightly greater decline than other agencies in the North West. The reasons behind this sharp fall remain unclear at present but require further analysis.



Of those adopters approved, one couple were second time adopters who were approached to adopt a sibling of a child already in their care.



On a more positive note, on 31st March 2017, there were already twelve families in either stages 1 or 2 of the assessment process, and a further family, which had chosen to take a six month break between the two stages. One of these families were foster carers applying to adopt a child in their care, and two families

were applying to adopt a specific child (a sibling of adopted children in one case and a child known to them in the other). Whilst the recruitment figures for this year remain concerning, it appears that this may have been a blip rather than a downward spiral.

Five out of the six assessments completed in the second half of this year were unfortunately slightly out of timescale. These have been largely due to adopters taking 1-2 months between ending stage 1 and starting stage 2, as well as, in one case, issues relating to overseas checks; however, it is noted that stage 2 has consistently been very slightly over the 4 months allowed and this is largely due to a misunderstanding in how the exact timescale is calculated which has now been rectified.

Adopters Waiting

On 31st March 2017, there were just nine families awaiting the placement of a child/children. This is largely due to the significant decrease in adopters recruited over the past twelve months; however, it also reflects success in matching those adopters who were waiting with children. Furthermore, of those waiting, four were moving towards matching with children, and three were being seriously considered for matches.

Of those adopters awaiting a placement, 1 has been waiting for just over 2 years, 1 for just over a year, 1 for just over 6 months and the remainder for less than 6 months. One couple has previously been matched but was subsequently involved in a breakdown during introductions and therefore also took some time out following this before recommencing with family finding. All of those waiting have explored links with some children and have had interest shown in them by children's family finders.

They are largely all white British, except for three couples who are White British/dual heritage Fijian/Indian, Indian/Pakistani and White British/dual heritage White British/Black Caribbean respectively.

This year has been unusual in that there have been a number of adopter withdrawals and two agency led de-registrations. As well as two who withdrew in the first half of the year due largely to changes of heart and feeling unable to broaden their matching criteria having waited for some time, a further two families withdrew in the second half of the year for similar reasons. In addition to these, one family withdrew following the breakdown of a possible match and the agency's concerns regarding their priorities and understanding of the child's needs, which is what had led to the breakdown. Another adopter was deregistered due to concerns regarding her commitment. She had been approved for three years and had been unresponsive to several possible matches during this period. The final couple requested deregistration after they reported firstly that they had adopted a child abroad and then that they had had a birth child whilst abroad. The Department made the decision not to accept their withdrawal but to formally deregister them and investigations regarding the child are ongoing with the international police.

Adopter Placements

Four Blackburn with Darwen adopter families have had a total of five children placed with them (one sibling group of two) making a total of 15 children placed with 13 families over the year as a whole. One of those made in the second half of the year was a foster to adopt in-house placement, two were children from other local authorities within the Regional Adoption Agency (RAA) and one was from a local authority further afield. Eleven adoptive families have formally adopted children in their care over the last six months.

There has been one breakdown during introductions involving Blackburn with Darwen adopters. There were a number of contributory factors including distance (the match was in the Orkney Islands which made it more difficult to support), some lack of preparation around the child, some missing information in terms of what was presented to the adopters, issues relating to conducting introductions in such a small community and elements of the adopters being unrealistic in terms of the expectations of a child that age. They have since reassessed their matching criteria and have learned from the experience in terms of where their own skills and child experience lies.

Adoption Panel

The Panel has met monthly over the past 6 months and each was quorate. One new social worker member has joined and the long standing medical advisor has been replaced with a new medical advisor during this period. There has been no Panel training or development during the past six months, the last

development day having taken place at the end of June 2016, but further training is planned for the new financial year, along with Panel member appraisals in April 2017.

Papers were circulated to allow sufficient time for Panel members to consider the information and in every case the members felt there was enough information in the paperwork in order to make a decision. Minutes were equally circulated for checking and amendments in a timely fashion and on two occasions these were fast tracked to allow for earlier ratifications and introductions to commence.

Feedback from those who attended the Panel was mostly extremely positive. The only negative comments related to staff at the children's centre not directing them to the appropriate waiting area or informing anyone of their arrival. This has been addressed with the manager and appeared to relate specifically to a new member of staff, who had not been sufficiently briefed.

In addition to the main adoption business, the Panel considered six Special Guardianship (SGO) reports during the second half of the year and found the decisions to proceed appropriate in all cases. The Panel noted that the paperwork presented for SGOs was satisfactory to excellent, but that on the whole the verbal presentations were better than the written reports.

Paperwork relating to matches was found to be good or excellent with Child Permanence Reports having been updated appropriately. Support Plans were seen to be robust documents in the majority of cases. For adopter approvals too, the paperwork was deemed good or excellent in all cases with good or excellent verbal presentations also.

Some elements of procedure and protocol relating to the Panel have been developed in the last three months to help align the Panels serving all of the local authorities in the Regional Adoption Agency. Blackburn with Darwen is now able to take cases to any of the Panels within the region and Blackburn with Darwen's Panel can also hear cases brought by the other local authorities within the region. This is in a drive to work more closely together and to reduce timescales or the need to hold additional Panels.

Adoption Agency Business – Adoption Support

Training and Support to Adoptive Parents

Preparation training is provided for those in Stage 1 of the assessment process. The course is available at least once a month across the Adoption NoW RAA with each local authority taking it in turns to host and run the training. The programme has been consolidated to provide consistency whilst there remains some element of flexibility in terms of guest speakers including adopters, adoptees and birth families. So far these new collaborative developments have run smoothly and been very positive in terms of freeing up staff time whilst continuing to provide suitable training and choice to adopters.

Further training is also now offered on a regional footprint to adopters who have been approved. Some is specifically tailored to those who have children already with them, but others are open to those waiting also. Again the hosting and delivery is shared across the local authorities so that there are usually representatives from two different local authorities at each training event. It is still early days but so far the take up from adopters has been positive and the prospect of a short drive to access these training events does not appear to have deterred people. Previously, a number of training events had to be cancelled at short notice due to lack of take up and it is therefore hoped that by combining with our RAA partners, this will no longer be the case.

Representatives from the RAA's six post adoption teams are currently considering how best to deliver support events across the region. In the meantime, Blackburn with Darwen continues to offer regular coffee mornings, with varied take up, and more popular young people's groups every 2-3 months which involve adopted young people and their parents.

Post Adoption Support

The Post Adoption Support Team continues to co-ordinate mailbox contact for children in adoptive placements with their birth families and deal with various issues, which include facilitating direct contact for a number of children with their birth families, providing an access to records service for adult adoptees and

more individualised support to those adopted children and their families who are in greater need. In total, 20 new referrals have been made in this six month period.

Number of Referrals Received

Assessment and Support	12
Contact/Mailbox issues	2
Information and Advice	2
Access to Records	4

Good use continues to be made of the adoption support fund. Whilst the application process has become much more complex, it has been possible to cover a majority of therapeutic support costs through these applications including some in house intensive therapeutic support.

On 31st March 2017, a total of 66 cases were open to Post Adoption Support, a significant increase on the same time last year, largely due to a significant increase in the number of assessment and support cases open. This did not include a number of ongoing mailbox queries, which are mostly being handled without formally opening the case.

Number of open referrals at 31st March 2017

Assessment and Support	45
Contact/Mailbox issues	8
Information and Advice	3
Access to Records	10

Blackburn with Darwen Borough Council continues to commission After Adoption to provide support through Birth Ties to birth families. The end of year report has not yet been received from After Adoption; at the last review, it appeared that take up in the first half of the year had been high, with it tailing off a little in the second half of the year.

Feedback from adoptive parents, adopted children and young people and from birth families accessing support continues to be very positive on the whole.

Fast Track Adoption and Permanence Team

There has been no Fast Track Psychologist in post over the last six month period. As a result, there have been fewer referrals; however, the Child Support Officer within the Fast Track Team has continued to provide support to a number of children and their carers and on 31st March 2017, was still actively involved with 11 children offering more intensive and specialist support. These included three larger, older sibling groups. Some referrals have been made to the new Revive Team, which might previously have been dealt with by the Fast Track Psychologist, and the Psychologist who was previously in post (and now heads up the Revive Team) currently continues to offer therapeutic services to three families, who are open to Post Adoption Support.

Adoption Agency Business - Other

Non-agency adoptions

One step parent adoption is now nearing completion and a second has progressed to assessment in the last six months. Assessments are completed by After Adoption as part of our broader commissioning agreement with them.

Inter-country adoption

Inter-country adoption services are rarely requested in Blackburn with Darwen but the Local Authority has a statutory obligation to provide or commission a service. The Borough remains part of a regional commission for inter-country adoption services provided by the Inter Country Adoption Centre.

Participation of Young People

During the last six months, Blackburn with Darwen Adoption Agency has applied for Investors in Children status. The draft report has been completed and is very positive. It is just awaiting sign off by the children and young people involved. The children and young people involved really appreciated the further opportunity to voice their own opinions as well as to meet together. The group was mostly made up of adopted young people but also included one birth sibling, who is supported with sibling contact. She particularly appreciated the opportunity to meet with others affected by adoption as there are currently few opportunities for her.

A small group of young people have compiled some questions for the Adoption Panel to ask prospective adopters. The plan is for the young people to deliver some training to the Panel members around these questions in the coming year.

The Adoption Service

Staffing

During this 6 month period, the Service operated with a team of nine social workers (two of whom work 4 days a week and two of whom work just over half time) reducing to eight in December, one Child Support Officer (4 days a week), one Deputy Team Manager and one Team Manager. Together, they cover adopter recruitment and support, family finding and child case holding, post adoption support and the Fast Track service.

Collaborative Working

Collaborative working over the past six months has been focussed very much on developing co-working within the Regional Adoption Agency, Adoption NoW. There have been a large number of workshops to help develop agreed protocols and practices, and Blackburn with Darwen has been able to input fully into these. The Head of Service is due to take post in April 2017 and it is anticipated that more clarity and pace will be added after this whilst heading towards the launch in October 2017.

Complaints/Compliments

There have been four formal complaints within the last six months, which have been investigated and responded to by the Customer Care Team. All were resolved with no further action, although two relate to the same family who have some ongoing dialogue and are confined to discussions with two members of staff only.

There have been three compliments noted, one relating to a helpful assessment within post adoption support and two relating to support given through matching and introductions. One of the latter was from a social worker from another agency and the other two were from adopters.

Allegations

There have been no allegations in the last six months.

Budget

Approval of adopters enables the Service to generate income to offset the cost of placing children. The total income generated during 2016/17 was £374,600 and this was used to offset both the cost of placing children elsewhere and other pressures within the Department. In addition, £140,000 of grant funding was received to cover interagency fees for harder to place children. In respect of post Adoption Support Services, we have been able to secure over £139,000 worth of funding to provide therapeutic services and support to families including £33,450 for services provided in-house.

Team Development

Staff continue to attend training events to help with their professional development and this learning is also shared with the wider Team. Opportunities are also taken to nurture and grow skills within the Team. A full team development day has not been held this year due to the impending formation of the Regional

Adoption Agency. Various team members continue to take part in workshops related to developing RAA co-working.

Update on actions for the last 6 months

Action – Participate fully as a Team in relevant workshops and the next phase of development of the Regional Adoption Agency.

Progress – Workshops regarding Preparation and Post Approval/Adoption training have resulted in a regional programme of events with shared responsibility across the local authorities. Workshops regarding Care Planning, Recruitment, Panels, Post Adoption Support Groups and IT are ongoing, although there have already been some changes made to the processes and practice for Panels to ensure conformity across the region enabling the sharing of Panels in the interim period before the RAA is set up.

Action – Recruit 12 new adopters with variety of matching criteria, from both within and outside the Local Authority - Whilst there are still some adopters waiting, there are also still children awaiting appropriate placements and therefore the right adopters are still needed. In addition it is anticipated, due to increased numbers in Looked After Children locally and nationally, that there will be an increase in demand in the coming months.

Progress – This target was not achieved. As predicted, demand has increased and it is positive that there are a high number of prospective adopters currently in different stages of assessment.

Action - Improve the Scorecard performance by reducing the relevant timescales from SHOBPA through to Adoption Order.

Progress – Good progress has been made in this area. At 31st March 2017, the average time taken from Placement Order to matching for children placed but awaiting Adoption Orders was 131 days, which is a very positive indicator for next year's Scorecard figures. There are however two large, older sibling groups awaiting matching which may affect these figures. The number of Adoption Orders made in under 6 months has also increased significantly.

Action – ensure that closures are completed promptly once work is complete to enable new referrals to be allocated and support offered in a timely fashion.

Progress – Work is being completed at present on clearing a backlog of closed files, which require updating and auditing. This is not affecting the ability to allocate. Further work is still needed in terms of ensuring that cases are closed promptly and this is being linked to ensure that files are up to date. This work is ongoing.

Action – Ensure that use of the Adoption Support Fund continues to facilitate therapeutic support for families, ensuring that work is well monitored and strategically planned.

Progress – Whilst the application process has become increasingly difficult, the results from therapeutic input have been mostly extremely positive and in a number of cases, have prevented the breakdown of adoptive placements/families. Applications continue to be made for all eligible work.

Action - Embed full use of Protocol across all areas of adoption.

Progress – Use of the adopter processes on Protocol are now more embedded, with initial visits being recorded electronically and the system being used to generate data for timescales. Further work is needed to ensure that adopters are progressed through the initial stages in particular in real time to avoid mistakes with data recording. Within Post Adoption Support, the processes are now very well embedded and some technical glitches are being addressed with Liquid Logic. For children, the adoption branch is not yet being fully utilised although there has been increased usage which is positive.

Action - Continue to seek ways to promote involvement by children and young people in service development including further development of the young people's groups.

Progress – The Department has applied for Investors in Children and the final outcome is being awaited. The young people's groups have continued to be well attended and the young people have expressed new ideas about the services they would like and how they would like to be involved.

Action – Complete the development of Quality Assurance tools and practices to ensure that accurate information is collated regarding quality of work across the Adoption Team.

Progress – These are now in use with some tweaks being made in practice. Dates are being set monthly for audits to be completed across the three areas of adoption.

Actions for coming 6 months

Action – Participate fully as a Team in relevant workshops and the next phase of development of the Regional Adoption Agency, and implement agreed changes in readiness for the launch in October 2017.

Action – Recruit 12 new adopters with a variety of matching criteria, from both within and outside the Local Authority – There are now only five Blackburn with Darwen adopters waiting who are not currently progressing to a match and there has been an increase in the number of children with plans for adoption across the region.

Action – Maintain the new lower timescales for matching by using all available family finding possibilities and ensuring that every day counts.

Action – Clear the backlog of closures and create processes which take account of the additional administrative responsibilities for the Team to ensure a smooth workflow and avoid delay in being able to allocate new cases.

Action - Further embed the use of Protocol in adoption processes for adopters and children.

Action - Continue to seek ways to promote involvement by children including incorporating questions from adopted young people into the Panel and using a young people's Panel (including adopted young people) as part of any staff recruitment.

Action – Collate and implement learning from audits.

Katrina Williams
Adoption Team Manager
April 2017

EXECUTIVE BOARD DECISION



REPORT OF:	Executive Member for Leisure Culture and Young People
LEAD OFFICERS:	Director of Localities and Prevention
DATE:	15 June 2017

PORTFOLIO/S AFFECTED:	Leisure Culture and Young People
WARD/S AFFECTED:	All
KEY DECISION:	YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>

SUBJECT: Community Asset Transfers: Creating Community HUBs

1. EXECUTIVE SUMMARY

The council's community asset transfer programme has been a huge success and has enabled the borough and its communities to remain resilient in the face of significant cuts to the public sector. A lot of credit has to go to the voluntary groups and their volunteers who continue to make a difference in ensuring that there is a local neighbourhood offer.

As we look to the next phase of this strategy we have undertaken a review and wish to reflect on how we can further strengthen and ensure important facilities are financially viable and sustainable. This would be on a business case basis to promote asset based working to use local community centres to host activity that will promote wellbeing of our communities, support their independence, reduce isolation and act as a focal point, as a 'Community Hub'.

The aim of the council is to create more integrated and collaborative working between communities, public, private and voluntary sector. It will do this by aligning its volunteer, asset based community working, creating greater awareness of what is out there and what is needed. Where possible the council will facilitate the delivery of activity by partners and voluntary groups in community centres.

Community centres in Blackburn with Darwen have been asset transferred through various agreements with Voluntary and 3rd Sector Organisations. Three centres have transferred under lease (varying lengths) and six centres transferred under Licence. All of these are due to end in 2018 and will need to be reviewed and updated. The asset transfers have been successful by delivering community management of buildings, continuation of activities and services for deprived communities where the council is no longer able to resource activity. Asset transfers have also achieved significant financial savings for the Council.

The dedication, drive and passion of the volunteers is highly valued by the Council and has allowed six centres to remain open for the benefit to the most deprived communities in the borough. The significance of the work undertaken by the volunteers cannot be underestimated, with a daily commitment ensuring the centre and the valued activities can continue to benefit the local community.

[Page 52 of 102](#)

Each of the centres has faced challenges over the four years, particularly as public services have

faced austerity. This has impacted on the financial contributions to these centres and their ability to remain resilient under continued challenges. The Council's tapering grant support has come to an end and this has left some voluntary organisations with no operating funds. This has tested their ability to continue delivery of services at the same level. All volunteers have remained focussed on generating income to meet the financial commitments of the centres, but in austere times this has become increasingly difficult. Support to the community centres for key areas including sustaining volunteers, increasing activity, external funding and improving financial and governance systems, is delivered under contract by Community CVS.

The volunteer-run community centres have varied financial performance, while those that have low levels of reserves have good sources of income to cover expenditure. Others are struggling to sustain income levels but have relied on good levels of reserves which will support their operations in the short-term. In order to deliver effective financial sustainability for the centres it is clear that without ongoing financial support to the volunteer-run centres the Council may be faced with risks of these centres not being able to operate, thus posing difficult decisions in the near future.

It is also worth bearing in mind that by their very nature these centres are very accessible by the general public and offer the council the opportunity to engage them as part of a community asset based development strategy. This also includes the ability to offer universal, self-help and volunteer support.

There is an opportunity for the Council to utilise the community assets to support statutory services by delivering informal preventative programmes through asset based community development. Adult's social care is an example of this where community services can help provide a way to support people who are socially isolated and have mental health issues. A weekly breakfast club in the community centres could provide an opportunity to improve health outcomes by providing an informal setting where they can socialise with others in the community and interact helping to improve mental wellbeing. This could be linked to a weekly moderate exercise session which helps to improve their mobility and physical health. The individual would also have the opportunity to join other activities in the centre that they may be interested in. The list of activities needs to be agreed but a small fund of support per centre would help the volunteers to meet needs to support 'step-down' of formal care, create opportunities to invest in preventative services and support sustainability.

There will be other opportunities for the community centres to link into agendas such as 'digital first' by providing public access to computers, improving worklessness through access to volunteer opportunities and work clubs in a community setting. These are just two examples of a range of initiatives that could be established.

There will be a direct link between the community asset transfer and the work of the localities teams to promote early intervention and prevention.

2. RECOMMENDATIONS

That the Executive Board:

- 1) Note the update on Community Asset Transfers.
- 2) Delegate authority to the Director of Localities & Prevention and the Director of HR, Legal & Corporate Services, in consultation with the Executive Member for Leisure & Culture to agree and finalise updates legal agreements in consultation with all community centre management boards.
- 3) Agrees that the transferred Community Centre assets be commissioned as venues to deliver various programmes that will support asset based community development on a case by case basis.

3. BACKGROUND

Introduction

Prior to 2010, Blackburn with Darwen Borough Council directly managed and operated community centres across the borough, located in deprived areas. These centres are the hub of activity for the community and are utilised by prevention and support services delivered by a range of agencies, including Council, NHS and voluntary and faith sector charities.

In 2007, the Royds Review completed an independent review of community assets. Due to significant financial challenges, the review informed the Council's strategy in transferring the assets to community organisations/partners or investigates the closure of the facilities. Since then, the Council has asset transferred all community centres in the borough to a combination of third sector and voluntary organisations.

This has meant the Council found alternative ways of delivering services through community centres without directly managing and financing the services. A significant number of people are volunteering their personal time and commitment to manage community centres, it is acknowledged that the passion, drive and dedication of the volunteers is highly valued and crucial to continue to deliver these vital services in deprived communities across the borough. Asset transfers have allowed the Council to make significant budget savings whilst allowing the centres to remain open. Obtaining direct management control over the centres has allowed volunteers to take ownership. This has meant their motivation to invest personal commitment and time has increased. The achievements of individual centres have been varied dependant on skill-set of the volunteers but also the challenges presented in each centre.

Achieved successful outcomes

The Community Asset Transfers have been a successful process for the Council for the following reasons:

- Community management control: Allowing local groups to manage assets and make decisions on behalf of the local community has proved beneficial. The groups have maintained and increased the programme of activity and secured investment from external funders to improve buildings.
- Financial Savings: The Council has made financial savings through the asset transfer of community centres in 2010 with strategic costs of property management, business rates and building insurance costs remaining for six volunteer-managed community centres.
- Utilised Assets: All the community centres continue to be well used and provide a vital focal point of access for their communities – especially the most vulnerable. The centres have remained open and despite the challenges the centres are proving to be resilient with the tireless efforts of the volunteers is critical in delivering the services.

Key areas of development

Each of the centres have had different challenges over the last five years, the volunteers have learnt and developed over the years, worked hard to keep the centres running and have had the determination to keep going. There have been a number of challenges faced, as finances have become more pressured due to reducing grant payments and income generation pressures due to long-standing tenants vacating centres. Key areas for the volunteer-run community centres to develop include:

- Strengthening skills of volunteers
- Progression and succession planning
- Improved management of safeguarding
- Creating financial sustainability to deliver improved management

2016 Community Assets Vision:

“To strengthen community hubs that work flexibly to meet the changing needs of the local community. To empower healthier, digitally included and skilled communities to drive growth utilising the strength of asset based community development”

The community centres have further opportunities and the potential to help meet the wide-ranging needs of the local communities, this requires further support in order for centres to become self-sustaining, to develop and flourish for the longer-term future. The Council must continue to support and strengthen Community Centres, particularly those managed by volunteers to ensure their sustainability.

Five key components are required to deliver the vision:

1. Asset: The community facilities and ‘assets’ in Blackburn with Darwen have excellent capabilities to deliver to community needs. The centres require investment to bring them up to modern standards and to be appealing to all members of the community. Improved standards would also improve income generation and sustainability.
2. Volunteers: Volunteering is key to the delivery of community asset management and effective recruitment and retention of volunteers is crucial. The centres continue to remain open and for the benefit of the community through the commitment and drive of volunteers who dedicate their time to manage the centres.
3. Activities: The community centre activities vary from centre to centre based on the demands of users and the local community. There is scope to develop and establish further open access activities that anyone from the community can join.
4. Asset and Activity Mapping/Directory: The community hub activity and the facilities would benefit with mapping and a directory could be developed to allow people to select or be referred to activities based on their need.
5. Council Support: In order to deliver the Community HUB vision and continue to sustain these valued services in the local communities this review identifies a way that the Council could support sustainability and viability of volunteer-run community centres. This can be achieved by commissioning transferred Community Centre assets as venues to deliver various programmes that will support asset based community development. This will also create the platform for successful Community HUBs, deliver long-term benefits and valued services for the most deprived communities across Blackburn and Darwen.
6. Stronger Agreements: Develop confidence in volunteers to take on longer lease agreements, which will support their ability to obtain large-scale investment into community centres. To achieve the vision outlined above.

Current Interventions to support deliver of strategy

- Volunteer support contract: The centres run by volunteers require additional support and monitoring and this has been formalised in a contract with Community CVS.
- Community Centres Consortia: 'Neighbourhood Community Action' will be set-up to take advantage of joint procurement opportunities, draw in the required investment and support the centres longer-term sustainability.

Future Interventions to support delivery of strategy

Strengthened links to the Neighbourhoods agenda

Further links with the Neighbourhoods agenda for supporting the development of volunteers and sustainability will ensure the initiatives delivered through the community centres are aligned to localities teams to promote early intervention and prevention.

There are opportunities through other programmes which can utilise community centre facilities to deliver projects via programmes such as European Structural Investment Fund Volunteer project, health initiatives, digital first, employability, Fair-share food programme and other initiative through partners. This will remain a key priority for the Director of Localities and Prevention to link other programmes into the community centres to strengthen the Community HUB vision.

Council support through provision of prevention activity

The Council has significant financial pressures in providing Adult Social Care, with pressures growing due to increased demand. There is a need to support the prevention agenda by supporting adults to improve their health through participating in activity that helps to promote improved physical health and more importantly improved mental health and wellbeing.

Any potential future commissioning will require the centres to deliver a programme of activities that could be accessed by social care providers and partners as a referral point. The type of activity centres deliver could include weekly breakfast club/lunch club and tailored physical activity session, which can be accessed by the community but could also be a referred activity by social workers, as a way to promote improved mental wellbeing by reducing social isolation in informal settings. This will allow service users to find out and access other activities being delivered at the centres. The Council with Clinical Commissioning Group currently commissions through the third sector activities which are capable of being delivered from Community Centres. Wherever possible we will look to develop integrated and collaborative delivery.

Conclusions

It is clear that the support of the Council is required to allow the centres to be sustainable for the future, particularly when the Council's tapering grant has been withdrawn, some centres are struggling to keep up with financial commitments and are having to draw from reserves, increase charges to community groups or significantly cut back on expenditure affecting the quality of service being delivered.

In order to deliver the Community HUB vision and continue to sustain these valued services in the local communities this review identifies a way that the Council could support sustainability and viability of volunteer-run community centres. This can be achieved through commissioning of the transferred Community Centre assets as venues to deliver various programmes that will support asset based community development on a case by case basis. This will also create the platform for successful Community HUBs and delivering long-term benefits and valued services for the most deprived communities across Blackburn and Darwen.

4. KEY ISSUES & RISKS

The licences for six community centres are due to end in 2018. The volunteer-run centres were transferred under licence to volunteer groups; tapering financial support from the Council has ended. Due to changing income sources in austere times, the community centres have overall managed to keep up with current commitments but with the grant funding ending, centres may be able to manage for a year or two but to ensure long-term sustainability the Council will need to provide support in the form of commissioning to sustain the volunteer-run centres.

Volunteer capacity, skills and knowledge continues to be a key area of concern. With turnover of volunteers, continual support to ensure the required skill-set is effectively managed for centres, including effective financial management and safeguarding, this is formally managed through the contract with Community CVS.

5. POLICY IMPLICATIONS

The Council undertook implementation of a Community Asset Transfer policy in 2010; the centres have been effectively managed outside of Council control with each centre having varied strengths and areas of improvement. There is a requirement to continue to support the development of volunteers to meet all their responsibilities in managing the centres effectively.

The new phase of Community HUB agreements need to consolidate current progress and identify key areas of development to ensure sustainability for centres is assured. The Council must ensure that the Community HUBs are strengthened via alignment of ongoing support to assure the services delivered by volunteers in deprived communities are sustained in the long-term.

6. FINANCIAL IMPLICATIONS

The council will use existing commissioning arrangements and budgets to support the Community HUBs to strengthen the community centres to support the Council's prevention agenda by delivering activities through asset based community development.

Property maintenance remains the key concern for volunteers who manage centres; therefore under any further agreements this responsibility will remain under Corporate Property, to allow the volunteers to focus on centre management and delivery of activities.

7. LEGAL IMPLICATIONS

Initial consultation with community centre volunteers has shown that the majority are keen to maintain 5 year Licence agreement, although there is some confusion regarding the implications of Licence and Lease agreements. Formal consultation was held 30th March 2017 with Legal support and has helped clarify implications of the Lease/Licence agreements, also allowing volunteers to put forward their questions. The outcome of further consultations with community centre boards will ensure the agreement is suitable for each centre's capabilities.

Updated legal agreements will be approved by the Executive Member for Leisure & Culture to put into place prior to the current agreements expiring.

8. RESOURCE IMPLICATIONS

The Community HUBs require an ongoing support from the Council to assure their long-term sustainability; this will also allow activities to be provided in the centres to support the prevention agenda through asset based community development.

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)*

[Page 57 of 102](#)

10. CONSULTATIONS

Initial consultation with Community Centre Boards and lead volunteers completed and feedback on future agreements completed. Further consultation planned to help clarify implications of Licence and Lease agreements to provide information to ensure the appropriate legal agreement is put in place to support future development and sustainability of centres.

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:	0.02
-----------------	-------------

CONTACT OFFICER:	Sayyed Osman
-------------------------	---------------------

DATE:	26/05/2017
--------------	------------

BACKGROUND PAPER:	
--------------------------	--



EXECUTIVE BOARD DECISION

REPORT OF:	Leader
LEAD OFFICERS:	Deputy Chief Executive
DATE:	15 th June 2017

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

SUBJECT: Report on the progress against the Corporate Plan 2016/2017 for six months to Year-end (October 2016 to March 2017).

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 to year-end (October 2016 to March 2017).

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 2016/19 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**

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.

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	2	4	11	0
Regeneration Cllr Phil Riley	11	3	2	6	0
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	7	0
Adults Cllr Mustafa Desai	6	0	4	2	0
Public Health Cllr Mustafa Desai	7	0	3	4	0
Children's Services Cllr Maureen Bateson	12	1	5	6	0
Schools and Education Cllr Dave Harling	8	0	2	6	0
Total	99	7	27	65	0

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

- 7% (7 actual) have been forecast as "red" where performance is, or is likely to be off track
- 27% (27 actual) have been forecast "amber" where delivery is on track and currently being managed
- 66% (65 actual) have been forecast "green" or on track
- 0% (0 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.

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.

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. [Corporate Plan EIA 2016/2019](#)

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.

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.

VERSION:	1.0
-----------------	------------


CONTACT OFFICER:	Denise Park
-------------------------	--------------------

DATE:	12 th May 2016
--------------	---------------------------


BACKGROUND PAPER:	
--------------------------	--

[Page 62 of 102](#)

Appendix One: Corporate Plan 2016/2017: Performance Report
Year end (October 2016 to March 2017)


<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>1. 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>Number of Your Call Clean Ups: 100 (1,856 volunteers) (Full Year)</p> <p>Other Your Call activity = 322 (3,036 volunteers) (Full Year)</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 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>	<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)	(GREEN)
3. Support community cohesion	Civic participation and community events	Maintain annual activity		Baseline year and update on progress (min 18)	13 events (GREEN)	23 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)	(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)	(AMBER)
4. Improving the image of BwD	Delivery of work programme - LSP Board and Place Board	On-going delivery		Update on progress	(GREEN)	(GREEN)
5. Improving Health and Wellbeing	Delivery of work programme - HWB and HWB strategy	On-going delivery		Update on progress	(GREEN)	(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)	(GREEN)
	Achieve a breakeven or underspend against overall cash limit	Higher		Overall 1% tolerance	(AMBER)	(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)	97 service requests / forms (AMBER)
	Improved customer access to online information and self-service options	Higher		Update on a quarterly basis	(AMBER)	(AMBER)
	Answer telephone calls within 60 seconds	Higher		Answer 80% of our calls within 60 seconds	37% (RED)	43% (RED)

	Greet our visitors within 5 minutes	Higher		Greet 100% of our visitors within 5 minutes	98% (AMBER)	99% (GREEN)
	Respond to emails within one working day.	Higher		Respond to 95% of our emails within 1 working day.	92% (AMBER)	96% (GREEN)
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)	Year-end total 9.37 days per FTE (RED)
	Information relating to RIDDORS	Lower		RIDDORS: quarterly update	April – August 2016 2 RIDDOR BwD (GREEN)	Year-end Cumulative 6 RIDDOR BwD (GREEN)
	% of actions identified in employee survey action plan completed	Higher		100% of actions completed by 31 st March 2017	(AMBER)	(AMBER)
	MyView self- service utilisation: Digitisation of HR	Higher		95% of all pay documents access via MyView	96% (GREEN)	96% (GREEN)
		Higher		100% of new starters to have electronic files	100% (GREEN)	100% (GREEN)


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

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 completed or underway (GREEN)	30 projects completed or underway (GREEN)
	Sq. m of commercial floorspace developed or underway	Higher		13,315 Sq.m	23,500 Sq.m (GREEN)	25,372 Sq.m (April 2016-Mar 2017). (GREEN)
	Completion of transport capital projects	Delivery on time and to budget		Pennine Reach, Weavers Wheel Ph1, LTP	(AMBER)	(GREEN)
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.	577 new jobs (AMBER)
	Delivery of growth plan priorities: b) New homes	Higher		300 new homes	25 new homes (RED)	76 new homes (Plus 167 empty homes) (Cumulative 268) (RED)


	Delivery of growth plan priorities: c) Affordable new homes	Higher		60 affordable	0 affordable (RED)	30 affordable (RED)
	Delivery of growth plan priorities: d) MTFS benefit	Higher		£580k MTFS benefit	(AMBER)	(RED)
3. Local jobs for local people.	Economic activity rate (% of working age people in employment and/or seeking employment)	Higher		71%	69.6% (AMBER)	69.4% (Jan 16 – Dec 16) (AMBER)
	Under 19 apprenticeship starts	Higher		500	390 (Academic year - Period August 15 to April 16) (GREEN)	550 (Part Academic year - Period August 16 to October 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)	28% (Jan 16 – Dec 16) (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)	108,183m² HRA / DBM 124,188m² Surface Dressing (Cumulative 232,371m²) (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 (Apr - Sept 16) Volunteers : 1,760 to date (GREEN)	Events: 56 Volunteers: 999 (Oct 16 – March 17) Full Year Events : 144 Volunteers : 2,759 (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 16) (GREEN)	Full Year 7,596.36 tonnes (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 (GREEN)	Ratio 2.1:1 (GREEN)



Quantity of illicit tobacco seized.	Higher		≥ 6000 cigarettes and / or 4.6kg tobacco	46,251 cigarettes 5.57kg Tobacco (GREEN)	55,971 Cigarettes, 9.47kg Tobacco (GREEN)
% of alcohol retailers compliant with licensing conditions.	Higher		≥95%	97% (GREEN)	97.5% (GREEN)
% of food businesses achieving 3 Star and above rating on the National Food Hygiene Rating Scheme.	Higher		≥90%	92.5% (GREEN)	92.2% (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)	15 (GREEN)
Permitted air polluting processes (for which the council is the regulatory authority) which are compliant with permit requirements.	Higher		≥90%	100% (GREEN)	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 Six month Cumulative (GREEN)	493,772 Year end Cumulative (GREEN)
	Number of attendances to youth provision	Higher		30,000 attendances	25,281 (GREEN)	46,565 Year end cummulative (GREEN)
	Number of cases managed by the Targeted Youth Support Team	Higher		80 cases managed	174 (21 on waiting list) (GREEN)	91 (12 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 Six month Cumulative (GREEN)	22,699 hours Year end Cumulative (GREEN)
	Number of Leisure Attendances (including pitches)	Higher		1,157,553 attendances	656,953 Six month Cumulative (GREEN)	1,135,819 Year end Cumulative (GREEN)

	Number of contacts and referrals to health and wellbeing hub	Higher		4,866 contacts & referrals	3,143 Six month Cumulative (GREEN)	5,772 Year end Cumulative (GREEN)
3. Stimulating cultural involvement into social and economic regeneration.	Number of attendances at KGH and DLT. <i>*The year end figure does not include Blakeys and is therefore underreported compared to previous years and against target.</i>	Higher		217,221 attendances	74,185 Six month Cumulative (AMBER)	160,260* Year end Cumulative (AMBER)
	Number of art projects supported	Higher		100 art projects supported	70 Six month Cumulative (GREEN)	136 Year end Cumulative (GREEN)
	Number of LIS cultural and self-directed learning events and activities	Higher		680 events & activities	436 Six month Cumulative (GREEN)	900 Year end Cumulative (GREEN)
	Number of cultural events and activities across heritage services	Higher		24 events & activities	68 Six month Cumulative (GREEN)	115 Year end 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;"> (RED) (AMBER) (GREEN) </div>
1. Improving the quality of housing.	Reduction in number of privately run HMO bed spaces	Higher		35	34 (GREEN)	50 (AMBER)
	HMOs subject to enforcement	Higher		26	23 (GREEN)	34 (GREEN)
	Properties licensed and inspected in Selective Licensing areas.	Higher		250 licenses 114 inspections	140 Licenses 27 Inspections (AMBER)	355 licences issued 109 inspections (GREEN)
	Increasing the number of private sector homes that have hazards (category 1 & 2) removed	Higher		830	486 (April 16 to September 16) (GREEN)	551 (October 16 to March 17) (Cumulative 1,037) (GREEN)


2. Demand management and prevention.	Households prevented from becoming homeless	Higher		390	206 (GREEN)	165 (371 cumulative) (GREEN)
	Number of people engaged in capacity building activities	Higher		3,600	3,407 (GREEN)	4,869 (GREEN)
	Number of Volunteers	Higher		2,500	2,880 (GREEN)	4,953 (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 target of no change and outside of the 5% threshold set. (RED)	Actual is 11,709; an increase of 14% 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)	1,582 (8 months 01/08/16 to 31/03/17) (AMBER)
	Number of people achieving a qualification	Higher		700	Data not available until the end of the academic year.	275 (interim figure, final figure not available until after close of academic year) (AMBER)
	Number of people supported through National Careers Service Contract into higher level skills or employment	Higher		1,200	384 (AMBER)	1,193 (GREEN)

<p>Health and Adult Social Care Councillor Mustafa Desai Adults</p> 	<p>Performance measures</p>	<p>Good Performance is</p>	<p>Baseline</p>	<p>16/17 target</p>	<p>Half year performance and rating</p>	<p>Year-end performance and rating</p> <div style="text-align: center;">  </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


<p>1. Safeguarding vulnerable adults and developing the Service User voice.</p>	<p>‘Percentage of individuals with a safeguarding concern that proceeded to a section 42 enquiry’. Measure SGA3 in the new Safeguarding Adults Collection (SAC).</p>	<p>Within target range. (to be identified Jan 2017)</p>	<p>To be set in Jan 2017 using two quarters of Mosaic data for July to Dec 2016</p>	<p>Target range: To be identified Jan 2017</p>	<p>Awaiting baseline Jan 2017</p> <p>(AMBER)</p>	<p>Performance Oct to Dec 2016 is within the provisional target range. Awaiting finalised target range before full-year reporting</p> <p>(AMBER)</p>
	<p>User experience and user voice: to achieve ‘silver status’ in Making Safeguarding Personal (MSP) by March 2018.</p>	<p>Achievement of silver status</p>	<p>Bronze status</p>	<p>Silver status by March 2017 in MSP strand: ‘Supported decision making and freedom from undue influence’</p>	<p>On track to deliver</p> <p>(GREEN)</p>	<p>On track to deliver</p> <p>(GREEN)</p>

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)	Awaiting finalised data and target range before full-year reporting (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)	Data collection for revised measure from July 2017 (AMBER)
3. Integration and partnership working with key partners across the public and voluntary sectors.	Delayed transfers of care (DTOC) 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 DTOC per 100,000 pop	1.6 per 100,000 pop (2015/16 provisional data) (GREEN)	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)	An amended measure re referrals from adults to neighbourhood teams is proposed (AMBER)

Health and Adult Social Care Councillor Mustafa Desai Health 	Performance measures	Good Performance is	Baseline	16/17 target	Half Year performance and rating	Half year 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. 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	2012-2014 Using new Life Expectancy Formula introduced Dec 2016 for comparison 11.2% males 19.2% females (GREEN)	2013-2015 Using new Life Expectancy Formula introduced Dec 2016 for comparison 2.6% males 6.6% females (AMBER)
	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	Using new Life Expectancy Formula introduced Dec 2016 for comparison 1.4yrs males 1.2yrs females (GREEN)	Using new Life Expectancy Formula introduced Dec 2016 for comparison 1.2yrs males 0.9yrs 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 quarter	a) Achieve 750 4 week quitters per year, in the face of increasing use of eCigarettes as an alternative to Stop Smoking services and a reduction in smoking prevalence	Q1 - 195 Q2 - 356 (AMBER)	Q3 - 538 Q4 - 725 (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%	Q1 - 41% Q2 - 41% (AMBER)	Q3 - 43% Q4 - 43% (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)	20.1% (March 2017) (GREEN)

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 SDoH) delivered from the Dept of Health Public Health grant.	(AMBER)	(GREEN)
	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)	(GREEN)

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)	221 per 100,000 (Oct 15 – Sep 16) Reported one quarter in arrears on a rolling year basis. (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)	43.1% (Apr 14 – Mar 15) Reported quarterly on a rolling year basis. Quarter 4 Data available May 2017 (AMBER)

	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)	873 (RED)
	Number of young people worked with by Engage where risk is successfully reduced	Higher	Baseline year	75%	(AMBER)	87% (GREEN)
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)	426 (GREEN)
	Number of commissioned residential placements for Looked After Children as a proportion of all Looked After Children placements.	Maintain	15 (Oct 2015)	10-20	14 (GREEN)	17 (4.5% of all children in our care) (GREEN)
	% of children starting a package of care at Apple Trees within 28 days of the referral panel decision being made	Higher	Baseline year	100%	100% (GREEN)	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)	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:	Lower	680 (2012-2015)	Perform at national threshold level (426)	541 End of Aug 16 (AMBER)	527 End of Feb (AMBER)
	a) Average days from child entering care to starting adoptive placement					
	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)	239 days End of Aug 16 (AMBER)	238 days End of Feb (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)	66.7% (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% (AMBER)	66% (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: -0.9 Writing: -1.0 Maths: +0.3 National Reading: -1.5 Writing: -2.6 Maths: -1.4 (GREEN)	Reading: -0.9 Writing: -1.0 Maths: +0.3 National Reading: -1.5 Writing: -2.6 Maths: -1.4 (GREEN)
	Average Progress 8 score at GCSE for students with identified SEN	Higher	Baseline to be agreed in Q3 once accountability framework is in place.	Achieve at or above national average for 2016/17	-0.34 (National -0.55) (GREEN)	-0.34 (National -0.55) (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)	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>NEET: 3.1% (123)</p> <p>Not Known: 3.1% (124)</p> <p>(AMBER)</p>
<p>3. 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>a) % of disadvantaged 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>42%</p> <p>(National 39%)</p> <p>(GREEN)</p>	<p>42%</p> <p>(National 39%)</p> <p>(GREEN)</p>
	<p>b) 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. *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>-0.23</p> <p>(National -0.38)</p> <p>(GREEN)</p>	<p>-0.23</p> <p>(National -0.38)</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>Nationally expected level 25%</p>	<p>Narrower gap to local peers than nationally</p>	<p>33%</p> <p>(GREEN)</p>	<p>33%</p> <p>(GREEN)</p>
<p>b) At the end of secondary school</p>	<p>Nationally expected level -1.14</p>		<p>-1.18</p> <p>(AMBER)</p>		<p>-1.18</p> <p>(AMBER)</p>	

Appendix Two: Corporate Plan 2016/2017: Performance Report
Year end (October 2016 to March 2017) Exception Reports

- Resources: Answer 80% of telephone calls within 60 seconds
- Resources: Staff sickness absence
- Regeneration: Delivery of Growth Plan priorities: b) New homes, c) Affordable new homes and d) Mid Term Financial Statement (MTFS) benefit
- 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:
performance	Half year performance and RAG rating 37% (RED)	Year-end performance and RAG rating 43% (RED)
<p>What is the reason for the performance? The performance is directly linked to reduced resources over an 18 month period. The ability to absorb the workload alongside the reduction in the staffing establishment and together with vacancies within the service has been exacerbated by an increase in telephone calls in a number of services, e.g. environment, parking, following changes in service provision.</p> <p>Significant improvements in digital take up are required to alleviate the pressure and call numbers.</p>		
<p>What is the likely impact of continued performance? Customers of the council may find it 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 mitigated the issue for that particular service for a period of time.</p> <p>Whilst the overall performance is expected to improve in 2017/18, until a shift in the uptake of digital solutions is made, it is not expected that the target of 80% will be attained.</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, the impact will depend upon the policies adopted by the relevant departments.</p> <p>The relevant departments that are serviced by the contact centre (Council Tax/Benefits, Environment and Social Care) will be involved in a review of the performance levels in early 2017/18 and Improvement Plans will be agreed with departments.</p> <p>The Council Tax and Benefits team in the contact centre will be supported by back-office staff at peak times, namely, annual billing, reminder runs etc. With the</p>		

added digital options, it is hoped that this service will see a reduction in the overall number of customers telephoning the council.

Are there any decisions likely to be required of Executive Members in the future, in relation to this issue? The Executive Board has already agreed the digital policy changes within the Council Tax and Benefits service. It is possible that other policy changes may be referred to the board for sign off.

Portfolio: Resources		
Priority: Developing the organisation and its people		
Performance Measure: Staff sickness absence		Good performance is: lower (less than 8 days)
Target: 8 days per FTE		Baseline: 9.86 days per FTE previous year end (2015/16)
performance	Half year performance and RAG rating 4.0 days per FTE (actuals) April – September 2016 (AMBER)	Year-end performance and RAG rating 9.37 days per FTE Year-end total (RED)

What is the reason for the performance? There are many reasons that contribute to higher levels of sickness absence and these have included serious ill health (i.e. cancers), bereavements issues, musculoskeletal and stress related illness.

There have been a number of initiatives undertaken that have included workshops for managing absence, direct support with line managers, “Healthy Workforce” sessions aimed at employees / managers understanding the actions to undertake that impacts on health and attendance at work, understanding relaxation techniques and how they can benefit you, gaining knowledge of healthy eating habits and the benefits of having a healthy lifestyle and introducing the BwD Wellbeing Statement.

Overall direction is positive compared to last year (9.86 days) and the support and proactive work will need to continue. The individual PAM areas have improved as follows:

- People from 12.12 to 11.69
- Place from 8.46 to 7.64
- Resources from 6.88 to 5.53

Work continues on improving performance with training already delivered on MyView absence reporting and guidance available via the intranet for managers, and trade unions.

Specific departmental analysis will be sent to managers identifying trends and possible actions points on a regular basis.

MyView dashboard reporting is also to be implemented to support managing attendance over the next few months.

Local managers must ensure they fulfil their responsibilities under the attendance policies if the positive performance trend is to be maintained.

It is generally very difficult to bring down sickness absence from a culture of regular absences at the level we have experienced for many years (which remain similar to those of other local authorities), however we remain committed to keep the trend going in the right direction and working towards the organisations 8 day target.

What is the likely impact of continued performance? High levels of absence can impact on staff morale and engagement and in turn increase absence within that area and impact on service delivery. The highest two reasons for absence (musculoskeletal and stress) can also, if not actioned early enough, lead onto long term sick absence and high staffing costs.

Emphasis remains on those departments where performance is continuing to be below expectations and support /advice will be delivered to the managers and areas of concern escalated to Directors as required.

What activities have been or are being put in place to address these issues? There are currently a number of initiatives for addressing the levels of absence, which include HR support, Management Training, Staff Wellbeing Sessions, MyView absence reporting, employee assistance programmes and the implementation of the new occupational health provider (Health Management Ltd) to offer traditional and alternative wellbeing and early intervention support for staff.

Are there any decisions likely to be required of Executive Members in the future, in relation to this issue? The Executive Member for Resources is regularly briefed on staff sickness absence; the activities to address this issue are outlined above.

Portfolio: Regeneration		
Priority: Accelerating the Growth Agenda.		
Performance Measure: Delivery of growth plan priorities :		Good performance is: Higher
<ul style="list-style-type: none"> b) New homes c) Affordable new homes d) Mid Term Financial Statement (MTFS) benefit 		
Target:		
<ul style="list-style-type: none"> b) New homes - 300 new homes c) Affordable new Homes - 60 affordable new homes d) Mid Term Financial Statement (MTFS) benefit - £580k MTFS benefit 		
performance	Half year performance and RAG rating	Year-end performance and RAG rating
	25 New homes (RED)	268 new homes (RED)
	0 Affordable new homes (RED)	30 Affordable new homes (RED)
	Mid Term Financial Statement (MTFS) benefit (AMBER)	Mid Term Financial Statement (MTFS) benefit (RED)

What is the reason for the performance?

New Homes and new affordable homes built

A total of 101 new homes have been completed during 2016/17 (including 1 conversion), this has been added to the 167 long term empty homes brought back into use which will give a total of 268 new homes being created for the year. Any demolitions will need to be deducted from this to give the net new homes figure for the year.

Thirty affordable homes have been completed since the end of September 2016. A number of schemes are on site but progress has been hampered as a number of the planned sites have been delayed due to central Government policy changes affecting the viability of the schemes. Additional to this a number of key housing sites such as Ellenshaw had been delayed from starting due to Bat activity on site. Sites at Mill Hill resource centre, Fosse Close/Newfield Drive and Hereford Road site were planned to complete during March 2017 but have been delayed, these are now planned to complete in the first half of 2017/18. Two further schemes at Mill Hill Resource Centre (23) and Newfield Drive (36) have been delayed due to additional site remediation such as piling being required and are now also scheduled for completion in 2017/18. The delays mentioned above have been fundamental in the affordable homes target being missed and a product of the overall completion target not being achieved.

Schemes are already on site at Parsonage Road, Shorey Bank and Gib Lane phase B, an additional 5 new housing schemes have secured planning approval at:

Land west of Gib Lane	(Wainhomes)
Land off Livesey Branch Road	(Kingswood)
Eclipse Mill	(McDermott)
Viewfield House	(The Investment Room)
Former Bear Hotel	(Wainhomes)
Land off Williams Drive	(McDermott)

These sites will provide around 570 additional new homes over the coming years.

During October 16 – March 17 the Council has approved 19 Planning Applications for 344 homes and received 29 new Planning Applications for 642 homes.

Mid Term Financial Statement (MTFS) benefit

The half year performance figure of £92,904 was based on Council Tax for 24 properties at Band D equivalent and New Homes Bonus (NHB) for 62 properties (24 homes and 38 empties). The year-end figure £311,272 is based on Council Tax for 77 properties at Band D equivalent and NHB for 206 properties (77 homes and 129 empty homes brought back into use).

The income figures used are in line with the Growth and Development benefits profile calculations but will be subject to a net position which will deduct any demolitions undertaken and new empty homes coming onto the Council Tax register. This figure will be calculated in October 2017 for the previous 12 months.

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.

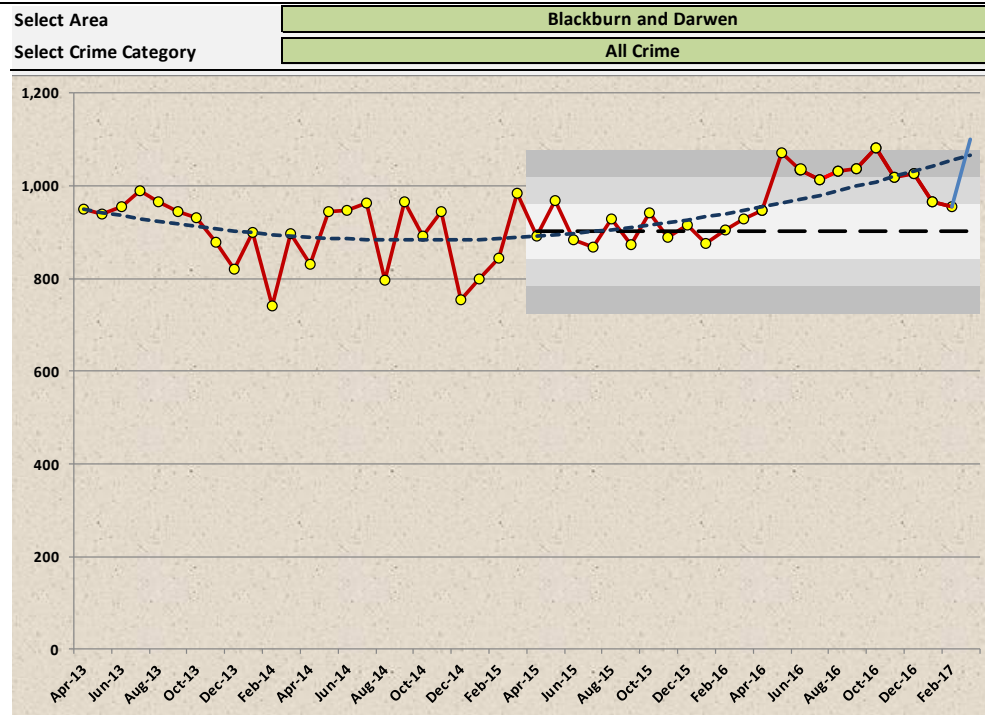
What activities have been or are being put in place to address these issues? During 2016/17 a total of 600 new homes were granted permission to be built. There are currently 461 new homes under construction in sites that are actively building new homes. These are at schemes such as Shorey Bank, Parsonage Road and Gib Lane etc.

Officers are working closely with Developers and Registered Providers (RPs) to overcome potential blockages on progress. Council owned sites at Alaska Street and Queens Park are currently having Ground surveys conducted to prepare them for sale through tender. A number of Council owned sites are also being financially assessed to be included in the second round of the Homes and Communities Agency (HCA) Starter Homes funding programme. Surveys and financial costings are being prepared for submission to the HCA to bid for loan funding to de-risk the sites.

A comprehensive suite of Surveys and media information is nearly complete for the Roe Lee site which is planned to be offered for sale via informal tender. Phase A (Kingswood) and Phase B (Wainhomes) at Gib Lane are now both on site with Phase C (Story Homes) mobilising to start on site upon receiving planning permission.

Are there any decisions likely to be required of Executive Members in the future, in relation to this issue? Approval of for Heads of Terms of Council site disposals following tender process.

Portfolio: Neighbourhoods and Prevention		
Priority: Maintaining Low Crime Levels		
Performance Measure: Total crime figures		Good performance is: Lower
Target: Reduce total crime: within +/-5% of the 2015/16 baseline 10,318		Baseline: 10,318 (2015/16)
performance	Half year performance and RAG rating Target 5,128 Actual 5,836 +13% (RED)	Year-end performance and RAG rating Target 10,257 Actual 11,709 +15% (RED)
<p>What is the reason for the performance? 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 5% of the 2015-16 baseline years; 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 2006-2013, 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 chart below 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.</p> <p>What the chart shows is an increasing volume of crimes being reported to the police at an increasing rate from an average of circa 800 crimes a month to over 1000; the rate of increase has moderated over the full year but has not improved. 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.

The local partnership priorities include:

By linking into national priorities and mapping them against key local issues, we have identified four key priorities for 2017/18:

- Tackling Anti-Social Behaviour and Enviro-Crime

- Reduce Acquisitive Crime and Repeat Offending
- Tackling Violent Crime and Domestic Abuse
- Make our Roads Safer

Blackburn with Darwen will tackle these priorities by:

- Addressing the underlying causes of Crime and Anti-Social Behaviour by working with partners to support and intervene at an individual, family and community level, and targeting resources to where they are most needed.
- Taking early action to prevent crime before it occurs.
- Developing and delivering innovative and effective interventions to address the behaviour of those involved in crime.
- Delivering responsive and visible justice, taking robust enforcement action and turning the tables on offenders to ensure that they are held accountable for their actions.
- Putting the public at the heart of what we do, and ensuring the community is fully engaged and well informed.

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 next year given the rate of increase has reduced but not the volume of offences. Current trajectory would suggest a similar crime level to this year in 2017-18 i.e. remaining 12-15% above the baseline.

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 2017-20 Community Safety Strategy development. 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
performance	Half year performance and RAG rating 638 (RED)	Year-end performance and RAG rating 873 (RED)
<p>What is the reason for the performance? There has been a rise in the number of open Child in Need cases since the mid-year report, rising from 638 to 873 at the end of March 2017. This rise reflects four related factors:</p> <ul style="list-style-type: none"> • Firstly, there has been a rise in the number of referrals received by the service - up 25% on the same period in the previous year, with the Police and Schools in particular referring more children to Children's Social Care. • Secondly, there has also been an increase in the proportion of those referred to the service judged to require ongoing input from children's social care. • Thirdly, in recognition of the challenges facing the service, the front door social care teams have been reorganised, with 3 teams focusing on assessment, while the remaining 4 teams work with children on a longer term basis. This change has improved the timeliness of the completion of assessment, but in turn this has increased the number of cases currently open to the service as children in need. • Finally, it is worth noting that the end of the current 3 month contract with Skylakes, a specialist social work agency, takes place in mid-April. The council contracted with Skylakes to manage just under 150 child in need cases, with their workers engaging with families on an intensive 12 week programme. At the end of three months (mid-April), Skylakes expect to close more than 100 cases, which would substantially lower the current figure for the number of children in need. <p>Across the year there has been a general growth in the children and young people supported as children in need across all age ranges, with teenage girls particularly rising - driven by a growth in emotional health and well-being issues, especially around self-harm.</p>		
<p>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.</p>		
<p>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 additional experienced social workers are being recruited. The Assessment and Social Work service has been restructured during quarter 3 and split between assessment teams and teams supporting longer term intervention. In addition, the council has contracted with a specialist social work managed service provider (Skylakes) to manage 150 cases to help reduce the pressure on the Assessment and Safeguarding teams. We are nearing the end of the first three month contract with the provider and the contract will be extended for a further 3 months until mid-July, while the council recruits additional workers.</p>		

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.

EXECUTIVE BOARD DECISION



REPORT OF:	Executive Member for Health and Adult Social Care Executive Member for Resources
LEAD OFFICERS:	Director of Localities and Prevention Director of Adult Social Services (DASS)
DATE:	15 June 2017

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

SUBJECT: Supporting People Renewal of contracts in August 2017

1. EXECUTIVE SUMMARY

The Executive Board are asked to note the update on the Supporting People (SP) programme due to the budget being reduced to £1,320,700 in 2017/18. This will result in the reduction or non-renewal of some contracts.

Supporting People is a primary housing based support programme for vulnerable people. The objective of SP is to promote preventative support, helping vulnerable people maintain independent and sustainable living.

The review was highlighted as part of the savings targets identified within the Medium Term Financial Strategy (MTFS) and agreed at Policy council in December 2016. .

The Supporting People programme savings target within the MTFS is up to £400,000 for 2017/18.

2. RECOMMENDATIONS

That the Executive Board:

2.1 Approves that formal notification is given to providers as soon as possible ahead of the contractual renewal dates in August 2017.

2.2 Approves that delegated authority be granted to the Director of Adult Social Care to vary contracts and agree continuation where appropriate.

2.3 Approves recommendations to implement Option 1 to deliver the required budget savings.

3. BACKGROUND

The current Supporting People (SP) programme provides a range of supported housing and other housing related support services aimed at enabling people who need help to develop independent

living skills or maintain independence in the community, either in accommodation services or in a person's own home regardless of tenure (floating support).

From a budget of £4,814,600 in 2011 the SP budget has been continually reduced resulting in sustained pressures on services provided. Efficiency savings have been achieved each year to support budget reductions and these have been achieved through negotiating with providers, undertaking quality reviews and strategic needs assessment and in more recent years through major review and remodelling including changes to eligibility criteria, local connection and a reduction in the amount of time service users could access services. The 2017/18 budget has been decreased in line with Medium Term Financial Strategy which gives a target budget for Supporting People of £1,320,700.

The cuts to SP also mirror similar challenges on housing benefit and Adult Social Care commissioning budgets over the same period. Parallel to this report there is active work in the Finance department to review housing benefit for exempt and discretionary service charge support. The Government has also made changes to local housing allowance and yet to confirm when changes to supported housing benefit will come in.

All of the above makes for a very challenging working environment against a backdrop of increasing demand.

Local connection

To strengthen the criteria & ensure access to Council's SP services remain in place only for residents of the Borough, local connection is:

- Having lived in Blackburn with Darwen for the last 3 consecutive years or
- Having a close family member who has lived in Blackburn with Darwen for 5 years.
- Having permanent work (over 16 hours a week) in the Blackburn with Darwen Council area

People who qualify for statutory support, because they are unintentionally homeless and in priority need are able to access services without meeting the 3 year requirement.

People who have been settled in a tenancy for the last six months and are at risk of losing this tenancy are also be able to access this service in order to remain in that tenancy.

People who are accessing a service for Pre-tenancy Support or Resettlement Support have the local connection of 3 consecutive years.

For domestic violence services the 3 year local connection rule does not apply due to people often needing to relocate out of their current area of residence.

Reduction of timescale for supporting people services

The timescale of supporting people maximum provision was reduced in 2015 from two years in accommodation and two years in floating support, which could potentially lead to a service user accessing the same key worker for four years, ultimately leading to dependency. The new contracts in 2015 -17 offer provision in accommodation for a reduced time of 12 months maximum and floating support at a reduced time of 6-9 months to ensure that service users were directed into the specialist services they require at an early stage or encouraged into independent living.

Achieving positive outcomes in the shortest possible time will be key to achieving a greater throughput of service users. This was intended to greatly increase the number of service users supported in the Borough and achieve budget savings whilst continuing to provide housing related support.

range of organisations and stakeholders that can help service users achieve their individual outcomes. This includes but is not limited to

- Housing Needs Team
- Probation Services
- Drug Services
- Mental Health Services
- Primary Health Services
- Community and Voluntary Organisations

During 2016 SP monies were vired to the value of £78,000 to children's portfolio for Maryvale and £294,300 was transferred to Adults Learning Disability Commissioning budgets therefore the following SP Primary Client groups are no longer part of SP budget.

- People with Learning Disabilities
- People with a Physical / Sensory Disability
- Teenage Parents

The primary client group categories that continue to be supported by SP funding include:

- Older people with support needs
- Single homeless
- Homeless families
- People with mental health problems
- People with drug & alcohol issues
- People at risk of domestic violence
- Young People at risk
- People at risk of offending/offenders

4. KEY ISSUES & RISKS

SP Review

In reviewing the supporting people services it is necessary to ensure that a high level of quality provision for service users remains a priority, whilst delivering the best value for money. This proposal is made in light of the efficiency savings required from the Council's SP budget; for the financial year 2017/2018. The Supporting People budget for 2017/18 is reduced to £1,320,700.

Given the previous major cuts in addition to the overall significant reduction in funding, it is not deemed viable to recommend another reduction across all services as this is likely to have a significant impact on service delivery and there is a high risk that services would also not be financially viable to continue.

A full tender exercise was carried out in 2015 which allowed all providers to have the opportunity to tender for the services, meaning that Blackburn with Darwen procurement processes remained transparent, open and fair and allowed an opportunity to test the market for new innovative providers.

The current supporting people contracts are due to expire in August 2017, but allow for an extension of one year plus one year. In 2017 due to a limited timescale and a wide variety of services required under supporting people, services have not been retendered. Alternatively a review of services has been carried out with prioritisation of services due to strategic relevance, value for money and quality. Consultation has been carried out with providers to establish the best way of providing services with a limited budget. Discussions have taken place with providers where services could not take further

cuts and services would not be viable.

Referrals

Referrals into accommodation based services are all placed through a Single Point of Access (SPA) operated by Housing Needs. Floating support services are included in the SPA referral process. This ensures that all service users are assessed according to their housing needs prior to access to supporting people services and aids in the evaluation of providers' outcomes. 100% of referrals into the services are made via the Housing Needs Team with this service maintaining an overview of all activity. Providers are expected to work in partnership with the Housing needs team to ensure that processes and procedures are in place that do not create barriers to access. This ensures that service users have immediate access to other homelessness provision and the Council's resources can be targeted ensuring that service users have a local connection.

Proposal

The aim of this new model is to ensure that people continue to receive a flexible, preventative and where needed, reactive service, whilst achieving efficiency savings of up to £400,000. Following a review of services the proposed efficiency savings have been reported.

The council has undertaken detailed consultation and reviewed options available against each service and commission. We have been able to recommend £375,000 saving however this does leave very little resilience going forward. The demand on the supporting people budget is very high and has been re-prioritised several times over the last 5 years. From a budget of £4,814,600 in 2011 to the adjusted budget £1,320,700 in the current year 2017/18 this represents a reduction of 72%. This is against growing demand year on year and significant changes to housing benefit and other welfare benefit support for vulnerable and older persons housing based services.

Therefore having fully considered all options and implications the council can achieve £375,000 saving, however the full year effect may not be available until 2018/19.

There are two options for actual savings to be generated in 2017/18 and 2018/19 which are outlined within the financial implications.

5. POLICY IMPLICATIONS

Supporting People funding contributes to Blackburn with Darwen Borough Council's priorities of improving health & wellbeing and improving outcomes for vulnerable people of all age groups.

It is a preventative programme which is intended to help manage demand on the whole system by enabling people to remain independent for longer.

This proposal is made in consideration of, Blackburn with Darwen's Integrated Strategic Needs Assessment and Homelessness Strategy 2014-19 which highlight that there is a need to target funding at priority services.

The Supporting People review, commissioning and procurement process will be carried out in collaboration with the Housing, Contract and Procurement and Social Care teams.

6. FINANCIAL IMPLICATIONS

Overall the whole system for care and support is under pressure. Supporting people has always been looked upon as a preventative programme. We are therefore having to prioritise spend against an area which has already been subject to significant reductions. Whilst this may offer short term savings it could result in further costs to the council in the medium term.

Page 99 of 102

The review has considered the viability of organisations and their ability to remain resilient. It is therefore highly likely that many organisations who will no longer receive supporting people money will either have to cease operation or look at an alternative service model. This may mean that service users become more housing benefit dependent.

The saving is made up of direct cuts to service commissioning, inflation and staffing. In effect the review has focused on the target budget of £1,320,700 and used this as the focused outcome of the various reviews in their cumulative savings.

There are two options for actual savings to be generated :

Option 1:

To cut services in year and respecting the contract renewal dates of August 2017. This would in effect mean that any reductions to the commissioning of supporting people can only be realised from the 1st September, but will achieve £375,000 savings from 2018/19.

Option 2:

To meet the budgeted savings in full for 2017/18 it results in much greater cuts which would create a situation in which services have to reduce resources which would be difficult to re-establish in the following year. This would put delivery partners at risk and could affect their financial viability. Similarly it could subject to an increase in demand in the form of crisis intervention. The main issue is the contract period being end of August 2017. We would have required the review to have started in early 2016 to have given sufficient notice to have determined and varied contracts by 1st April 2017. As it is the proposal to reduce this service area was only agreed at Policy Council in December 2016.

Based on the above the council is recommending Option 1 as its preferred option. This will result in a part year effect in 2017/18 with savings of £248,831 and £375,000 savings being realised in 2018/19

The shortfall in savings will be managed from within the Adult Social Care budget.

As the SP contract does not run within the financial year the council may wish to adjust this in the future by extending a contract year to end on the 31st March, this would re-align dates and address this anomaly.

The total savings recommended in this report help to meet the Council's medium term financial strategy.

7. LEGAL IMPLICATIONS

All current supporting people provider contracts are due to expire as of end of August 2017, with the option to increase for 1 year plus one year.

Notice of termination of services due to the review would be issued to all providers.

The proposal ensures that any statutory housing needs are protected within the suggested changes.

It is anticipated that TUPE will not need to be considered.

If the proposal is agreed a further request is for delegated responsibility to the Director of Adult Services to approve the contract variations and contract extensions as appropriate.

8. RESOURCE IMPLICATIONS

[Page 100 of 102](#)

The Supporting People tender process will require resource from Adults commissioning team and the

Contract and Procurement team.

Senior management and administrative resource will be met through existing commissioning team support.

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.



Supporting People
programme EIA v1.5.

10. CONSULTATIONS

Detailed consultations have been undertaken with Housing Needs, in relation to the Homelessness strategy 2014-19 and current needs in the borough which has influenced the supporting people proposed strategy. Consultation with Public Health is ongoing in order to align the supporting people strategy with the Drug & Alcohol current tender.

Consultation has and continues to be undertaken with the Finance Department and the Council's Housing Benefits team.

Consultation has also been undertaken with Supporting People Providers, the SP Officers Group, CAP's, Adults Social Care and Children's Commissioners.

As part of this review full provider meetings have taken place along with one to one meetings between the council and specific providers. We are satisfied that a full and thorough consultation has been carried out with providers.

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:	3
CONTACT OFFICER:	Steve Tingle and Sayyed Osman
DATE:	23 rd May 2017
BACKGROUND PAPER:	