




**Appendix One: Corporate Plan 2017/2018: Performance Report**  
**Half year (April 2017 to September 2017)**

<p><b>The Leader's portfolio</b>  <b>Councillor</b>  <b>Mohammed Khan</b></p> 	<p align="center"><b>Performance measures</b></p>	<p align="center"><b>Good Performance is</b></p>	<p align="center"><b>Baseline</b></p>	<p align="center"><b>17/18 target</b></p>	<p align="center"><b>Half year performance and rating</b></p>	<p align="center"><b>Year-end performance and rating</b></p> <div style="text-align: center;"> <div style="background-color: red; color: white; padding: 2px; margin-bottom: 2px;">(RED)</div> <div style="background-color: yellow; color: black; padding: 2px; margin-bottom: 2px;">(AMBER)</div> <div style="background-color: green; color: white; padding: 2px;">(GREEN)</div> </div>
<p><b>1. Your Call</b></p> <ul style="list-style-type: none"> <li>• Improvements to make Blackburn with Darwen cleaner and greener</li> <li>• Improvements to health and wellbeing</li> <li>• Improving community togetherness and belonging/neighbourliness</li> </ul>	<p>Delivery of work programme to expand the scope and delivery of Your Call by ensuring all those with ideas are supported.</p>	<p align="center">Delivery</p>	<p align="center">On-going delivery</p>	<p>90 Your Call Clean ups  150 other Your Call Activity</p>	<p align="center"><b>64 Your Call Clean ups</b>  <b>378 other Your Call Activity (GREEN)</b></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 align="center">Delivery</p>	<p align="center">On-going delivery</p>	<p align="center">Update on progress</p>	<p align="center"><b>(GREEN)</b></p>	
	<p>Delivery of work programme to facilitate and build resilient communities who are more capable of doing things for themselves.</p>	<p align="center">Delivery</p>	<p align="center">On-going delivery</p>	<p align="center">Update on progress</p>	<p align="center"><b>(GREEN)</b></p>	
<p><b>2. Ensuring BwD plays a key role in Lancashire governance and expanding our scope within the Northern powerhouse.</b></p>	<p>Delivery of work programme to ensure that Blackburn with Darwen 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.</p>	<p align="center">Delivery</p>	<p align="center">On-going delivery</p>	<p align="center">Update on progress</p>	<p align="center"><b>(GREEN)</b></p>	

3. Support community cohesion	Civic participation and community events	Maintain annual activity	18	Update on progress	<b>13 Civic participation and community events (GREEN)</b>	
	% of people who meet and talk to people from different ethnic groups	Higher		Maintain the ranking of the most popular places.	<b>(GREEN)</b>	
	% of people who agree that the borough is a place where people from different backgrounds get on well together	Higher	60% (2013)	Increase performance (2013 Baseline 60%)	<b>(GREEN)</b>	
	Delivery of Equalities Work programme (Social Integration Strategy)	Delivery	On-going delivery	Update on progress	<b>(GREEN)</b>	
4. Improving the image of BwD	Delivery of growth work programme - to promote the positive offer of the borough	Delivery	On-going delivery	Update on progress	<b>(GREEN)</b>	
	Delivery of work programme - Managing the reputation of the Council	Delivery	On-going delivery	Update on progress	<b>(GREEN)</b>	
5. Improving Health and Wellbeing	Delivery of work programme (HWB and HWB strategy) - we will achieve our ambitions in the Joint Health and Well-being Strategy.	Delivery	On-going delivery	Update on progress	<b>(GREEN)</b>	

<b>Resources</b> <b>Councillor Andy Kay</b> 	<b>Performance measures</b>	<b>Good Performance is</b>	<b>Baseline</b>	<b>17/18 target</b>	<b>Half year performance and rating</b>	<b>Year-end performance and rating</b> <div style="text-align: center;"> <span style="background-color: red; color: black; padding: 2px;">(RED)</span>  <span style="background-color: yellow; color: black; padding: 2px;">(AMBER)</span>  <span style="background-color: green; color: black; padding: 2px;">(GREEN)</span> </div>
1. Deliver a balanced budget year on year with the resources available.	% of the budget of the remaining savings programme achieved	Higher		98%	<b>(AMBER)</b>	
	Achieve a breakeven or underspend against overall cash limit	Higher		Overall 1% tolerance	<b>(RED)</b>	
2. Transforming our systems to offer digital solutions.	% of service requests/forms identified during the audit in the first quarter of 2017 to be made digitally accessible.	Higher		75% of all service requests/forms identified during the audit, to be made digitally accessible.	<b>A further 10 e-forms have been identified from reviews of 8 service areas</b>  <b>(AMBER)</b>	
3. Developing the organisation and its people.	Reduction in employee absence through sickness	Lower	9.37 (2016/17)	8 days	<b>Qtr 1 – 2.17</b> <b>Qtr 2 – 2.29</b>  <b>(AMBER)</b>	
	Information relating to RIDDORS	Lower		RIDDORS: quarterly update	<b>2 RIDDOR (Total BwD for Qtrs 1 &amp; 2)</b>  <b>(GREEN)</b>	

	MyView self- service utilisation: Digitisation of HR	Higher		97% of all pay documents accessed via MyView	<b>98% of pay documents accessed via MyView</b> <b>(GREEN)</b>	
		Higher		95% of employees to have electronic files	<b>100% Employees have Electronic Files</b> <b>(GREEN)</b>	
		Higher		99% expense claims submitted via MyView	<b>100% expenses claims submitted via MyView</b> <b>(GREEN)</b>	
		Higher		95% sickness absence recorded via MyView	<b>100% Sickness absence recorded via MyView</b> <b>(GREEN)</b>	
		Higher		90% of paper forms accessible via MyView	<b>100% Forms accessible via MyView</b> <b>(GREEN)</b>	

<b>Regeneration</b> <b>Councillor Phil Riley</b> 	<b>Performance measures</b>	<b>Good Performance is</b>	<b>Baseline</b>	<b>17/18 target</b>	<b>Half year performance and rating</b>	<b>Year-end performance and rating</b> <div style="text-align: center;"> <span style="background-color: red; color: black; padding: 2px;">(RED)</span>  <span style="background-color: yellow; color: black; padding: 2px;">(AMBER)</span>  <span style="background-color: green; color: black; padding: 2px;">(GREEN)</span> </div>
<b>1. Accelerating the Growth Agenda.</b>	Housing: a) Number of new build properties	Higher	130 for 2016/17	150 properties	<b>136 properties</b>  <b>(GREEN)</b>	
	Housing: b) Number of empty properties brought back into use	Higher	Average for previous 5 years is 127 empty properties brought back into use	130 properties	<b>84 properties</b>  <b>(GREEN)</b>	
	Housing: c) Sq. m of commercial floorspace developed or underway	Higher		10,000 Sq.m	<b>28,636 Sq.m</b>  <b>(GREEN)</b>	
	Town centre vitality: a) Vacancy rates in Blackburn town centre	Lower	Baseline: Blackburn 21.0% (12/13)	Blackburn 17%	<b>Blackburn 14.5%</b>  <b>(GREEN)</b>	
	Town centre vitality: b) Vacancy rates in Darwen town centre	Lower	Baseline: Darwen 16.6% (12/13)	Darwen 12%	<b>Darwen 10.3%</b>  <b>(GREEN)</b>	


	Evening economy: a) Blackburn town centre	Higher	New openings	Blackburn 5 new openings	<b>Blackburn 2 (GREEN)</b>	
	Evening economy: b) Darwen town centre	Higher	New openings	Darwen 3 new openings	<b>Darwen 1 (GREEN)</b>	
2. Delivering the capital projects - Securing the outcomes from capital investment	Completion of transport capital projects: <ul style="list-style-type: none"> <li>LTP and</li> <li>Growth Deal Scheme</li> </ul>	Delivery on time and to budget	Annual spend	LTP programme, Darwen East Development Corridor GD2  LTP £3,976,000 Growth Deal 2 £500,000 Total = £4,476,000	<b>Current LTP and Capital Programme spend stands at £1.524m 34%.  (AMBER)</b>	
	Darwen Market Square	Delivery	Programme delivery	On site	<b>Detailed Design underway  (GREEN)</b>	
	Education building programme delivery	Higher	Programme delivery	Time and cost 10% tolerance	<b>6 projects delivered within 10% ± tolerance (programme ongoing)  (GREEN)</b>	
	Corporate buildings delivery	Higher	Programme delivery	Time and cost 10% tolerance	<b>5 projects delivered within 10% ± tolerance  (GREEN)</b>	

3. Improving the appearance of the borough and maintaining service standards	Monitoring against national planning performance targets 2018: a) Major projects decided in 13 weeks	Higher	Baseline: 85%(14/16)	a)Major projects decided in 13 weeks inc. Agreed Extensions of Time (60%) for preceding 2 years	<b>98%</b>  <b>(GREEN)</b>	
	Monitoring against national planning performance targets 2018: b) Non-major projects decided in 8 weeks	Higher	Baseline: 68% (14/16)	b)Non-major projects decided in 8 weeks (65%) - from 2018 inc. Agreed Extensions of Time (70%) for preceding 2 years – this only relates to changes of use and householder applications	<b>95%</b>  <b>(GREEN)</b>	
	Appeals: a) major applications allowed preceding 2 years	Higher	Baseline: 0% (14/16)	a)Appeals: major applications allowed preceding 2 years (10%)	<b>0% - no major appeals determined</b>  <b>(GREEN)</b>	
	Appeals: b) Non-major applications allowed preceding 2 years	Higher	Baseline: 1.43% (14/16)	b)Appeals: Non-major applications allowed preceding 2 years (10%).	<b>0.89% - 12 appeals allowed against 1,342 applications determined.</b>  <b>(GREEN)</b>	


	Performance of investment estate portfolio: <ul style="list-style-type: none"> <li>Occupancy rate</li> </ul>	Higher	Baseline: 95.6% (14/15)	96%	<b>97.91%</b> <b>(GREEN)</b>	
	To deliver whole network inspections.  All named roads: Measure routine inspections of all adopted roads within the inspection frequency	Higher (>95%)	100%	100%	<b>(GREEN)</b>	
	Response to dangerous structures	Higher	New measure – 2017/18 baseline year	Respond within 24 hours	<b>100%</b> <b>(GREEN)</b>	
4. Local jobs for local people.	New Jobs	Higher	New measure – 2017/18 baseline year	2,324 new jobs (cumulative)	<b>This is linked to the completion of commercial floorspace.</b>  <b>(AMBER)</b>	
	Economic activity rate (% of working age people in employment and/or seeking employment)	Higher	69.4% (Apr 16 – Mar 17)	71%	<b>68.4%</b> <b>(Jul 2016-Jun 2017)</b>  <b>(AMBER)</b>	
	Under 19 apprenticeship starts	Higher	510 (2016/17)	550	<b>500 (DfE provisional data for 2017/18)</b>  <b>(AMBER)</b>	
	% of residents with level 4 or above qualifications	Higher	28% (Jan 16 – Dec 16)	29%	<b>28%</b> <b>(Jan -Dec 16)</b>  <b>(AMBER)</b>	
	Number of supported businesses by Growth Lancashire Limited	Higher	New measure – 2017/18 baseline year	80 businesses benefitting from 1:1 advice sessions with a	<b>Number of businesses supported Q1: 25</b>	



				Senior Business Advisor.	<b>Q2: 39 Cumulative: 64 (GREEN)</b>	
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<b>Environment</b> <b>Councillor Jim Smith</b> 	<b>Performance measures</b>	<b>Good Performance is</b>	<b>Baseline</b>	<b>17/18 target</b>	<b>Half year performance and rating</b>	<b>Year-end performance and rating</b> <div style="text-align: center;"> <span style="background-color: red; color: black; padding: 2px;">(RED)</span>  <span style="background-color: yellow; color: black; padding: 2px;">(AMBER)</span>  <span style="background-color: green; color: black; padding: 2px;">(GREEN)</span> </div>
1. Improving the appearance of the borough and maintaining service standards	Number of Your Call clean up events held.	Higher	2016/17: Events : 144  Volunteers : 2,759	10 events per month April to September, 4 per month October to March, culminating in 3,000 volunteers	<b>2017/18 Events: 71</b>  <b>Volunteers: 1,268</b>  <b>(AMBER)</b>	
2. Reducing fly tipping, landfill waste and maximising recycling.	Reduce the amount of waste going to landfill.	Lower	2016/17 : 7,596 tonnes	7,600 tonnes	<b>April to September 2017/18: 4,507 tonnes</b>  <b>(AMBER)</b>	
3. Effective licensing and enforcement activities.	Rotate CCTV cameras to cover at least 36 problem locations in a 12 month period	Higher	New indicator	36 locations targeted	<b>Cameras installed at 20 distinct locations across the borough</b>  <b>(GREEN)</b>	
	Quantity of illicit tobacco seized.	Higher	≥ 6000 cigarettes and / or 4.6kg tobacco	≥ 6000 cigarettes and / or 4.6kg tobacco	<b>8,362 cigarettes and 11.95kg tobacco seized</b>  <b>(GREEN)</b>	

	% of alcohol retailers compliant with licensing conditions.	Higher		≥95%	<b>98.7%</b> <b>(GREEN)</b>	
	% of food businesses achieving 3 Star and above rating on the National Food Hygiene Rating Scheme.	Higher		≥90%	<b>92%</b> <b>(GREEN)</b>	
	We will continue to commit resources to shisha enforcement:  Number of formal interventions for smoking in enclosed premises (related to shisha).	Higher		≥4	<b>2</b>  <b>(GREEN)</b>	
	Permitted air polluting processes (for which the council is the regulatory authority) which are compliant with permit requirements.	Higher		≥90%	<b>100%</b> <b>(GREEN)</b>	

<u>Leisure, Culture and Young People</u> Councillor Damian Talbot 	Performance measures	Good Performance is	Baseline	17/18 target	Half year performance and rating	Year-end performance and rating <div style="text-align: center;"> <span style="background-color: red; color: black; padding: 2px;">(RED)</span>  <span style="background-color: yellow; color: black; padding: 2px;">(AMBER)</span>  <span style="background-color: green; color: black; padding: 2px;">(GREEN)</span> </div>
1. Increasing the participation and engagement of young people.	Number of junior visits generated through CLS&YP services	Higher		403,000 junior visits	<b>Junior visits</b> <b>YPS : 24,498</b> <b>Arts &amp; Heritage: 14,763</b> <b>LIS: 20,175</b> <b>Venues: 3,707</b> <b>Leisure: 146,540</b>  <b>Cumulative: 209,683</b>  <b>(GREEN)</b>	
	Number of attendances to youth provision	Higher		30,000 attendances	<b>28,084 attendances</b>  <b>(GREEN)</b>	
	Number of cases managed by the Targeted Youth Support Team	Higher		80 cases managed	<b>119 cases</b>  <b>(GREEN)</b>	
	Number of young people participating in the democratic process	Higher		1,500 (Make Your Mark Campaign) 8,000 (Youth Elections)	<b>9,108 votes (Make Your Mark Campaign)</b>  <b>(GREEN)</b>	


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		22,933 volunteer hours	<b>Volunteer hours</b> <b>YPS: 129.25</b> <b>LIS: 6,772</b> <b>Heritage: 1,963</b> <b>Arts: 1,001</b> <b>Leisure: 4,108</b> <b>Venues: 410</b>  <b>Cumulative:</b> <b>14,383.25 hours</b>  <b>(GREEN)</b>	
	Number of Leisure Attendances (including pitches)	Higher		1,005,754 attendances	<b>484,459</b> <b>attendances</b>  <b>(GREEN)</b>	
	Number of contacts and referrals to health and wellbeing hub	Higher		4,866 contacts & referrals	<b>Contacts &amp;</b> <b>referrals</b> <b>Calls/emails:</b> <b>1,964</b> <b>Referrals: 883</b>  <b>Cumulative:</b> <b>2,847</b>  <b>(GREEN)</b>	
3. Stimulating cultural involvement into social and economic regeneration.	Number of attendances at King Georges Hall (KGH) and Darwen Library Theatre(DLT)	Higher		172,149 attendances	<b>83,504</b> <b>attendances</b>  <b>(GREEN)</b>	
	Number of art organisations and programmes supported	Higher		30 art organisations and programmes supported	<b>21 organisations</b> <b>and programmes</b> <b>supported</b> <b>(GREEN)</b>	

	Number of LIS cultural and self-directed learning events and activities	Higher		800 events & activities	<b>451 events &amp; activities</b> <b>(GREEN)</b>	
	Number of cultural events and activities across arts and heritage services	Higher		150 cultural events & activities	<b>Cultural events &amp; activities</b> <b>Museum: 30</b> <b>Turton Tower: 11</b> <b>Arts: 48</b> <b>LIS: 13</b>  <b>Cumulative:</b> <b>102</b>  <b>(GREEN)</b>	


<u>Neighbourhoods &amp; Prevention Services</u> Councillor Arshid Mahmood 	Performance measures	Good Performance is	Baseline	17/18 target	Half year performance and rating	Year-end performance and rating <div style="text-align: center;"> <span style="background-color: red; color: black; padding: 2px;">(RED)</span>  <span style="background-color: yellow; color: black; padding: 2px;">(AMBER)</span>  <span style="background-color: green; color: black; padding: 2px;">(GREEN)</span> </div>
1. Improving the quality of housing.	Reduction in number of privately run HMO bed spaces	Higher		30	<b>26</b> <b>(GREEN)</b>	
	HMOs subject to enforcement	Higher		26	<b>23</b> <b>(GREEN)</b>	
	Properties licensed and inspected in Selective Licensing areas	Higher		300 licences 200 inspected	<b>173 licences</b> <b>33 inspected</b> <b>(AMBER)</b>	
	Increasing the number of private sector homes that have hazards (category 1 & 2) removed	Higher		347	<b>197</b> <b>(GREEN)</b>	
2. Demand management and prevention.	Households prevented from becoming homeless	Higher		350	<b>177</b> <b>(GREEN)</b>	
	Number of people engaged in capacity building activities	Higher		3,600 people engaged in capacity building events	<b>1,739 people engaged in capacity building events</b> <b>(GREEN)</b>	

	Number of Volunteers	Higher		2,500 volunteers	<b>3,531 volunteers</b> <b>(GREEN)</b>	
3. Community Safety / Lifelong Learning	Total crime figures	Lower	12,207 (2016/17)	Reduce total crime: within +/- 10% of the 2016/17 baseline	<b>6,611 +8%</b> <b>(AMBER)</b>	
	Number of people on skills programmes	Higher		2,679 people on skills programmes	<b>237 people on skills programmes</b> <b>(AMBER)</b>	
	Number of people achieving a qualification	Higher		700 people achieving a qualification	<b>8 people achieving a qualification</b> <b>(AMBER)</b>	
	Number of people supported through National Careers Service Contract into higher level skills or employment.	Higher		1,200 people supported	<b>657 people supported</b> <b>(RED)</b>	




<b>Adult Social Care</b> <b>Councillor</b> <b>Mustafa Desai</b> 	<b>Performance measures</b>	<b>Good Performance is</b>	<b>Baseline</b>	<b>17/18 target</b>	<b>Half year performance and rating</b>	<b>Year-end performance and rating</b> <div style="text-align: center;"> <span style="background-color: red; color: white; padding: 2px;">(RED)</span>  <span style="background-color: yellow; color: black; padding: 2px;">(AMBER)</span>  <span style="background-color: green; color: white; padding: 2px;">(GREEN)</span> </div>
<b>Overarching Priority:</b> To fulfil the council’s statutory and regulatory duties to improve and protect the health and wellbeing of the population through innovation and engagement						
1. Safeguarding vulnerable adults and developing the Service User voice.	‘Percentage of individuals with a safeguarding concern that proceeded to a section 42 enquiry’. Measure SGA3 in the new Safeguarding Adults Collection (SAC). <i>(monitored on number of people)</i>	Within a range	(2016/17) 49.9% (572/1146) people	Within the range of 45-55%	<b>49.5%</b>  <b>(253/511 people)</b>  <b>(GREEN)</b>	
	User experience and user voice: to achieve ‘silver status’ in Making Safeguarding Personal (MSP) by March 2018.	Achieve		Silver status by March 2018 in MSP strand: ‘Motivational interviewing and cycles of change.’	<b>On track</b>  <b>(GREEN)</b>	
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  <i>(Using ASCOF measure not SALT)</i>	Lower	(2016/17): 838.9 per 100,000 pop 65+	Lower than baseline year	<b>346 per 100,000 population</b>  <b>(GREEN)</b>	
	% of total contacts signposted to alternative sources of support.	Higher	2017/18 baseline year	35%	<b>45%</b> <b>351/788</b>  <b>(GREEN)</b>	

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	2017/18 data to set the baseline	7.48 days per 100,000 population overall of which no more than 2.62 days attributable to social care	<b>To be reported Q4</b>	
	Number of referrals from the Social Work Teams to the Neighbourhood Service for a) volunteers	Higher		Baseline year (April 17 –Sept 17 data)	<b>8 (AMBER)</b>	
	Number of referrals from the Social Work Teams to the Neighbourhood Service for b) community connectors	Higher		Baseline year (April 17 –Sept 17 data)	<b>12 (AMBER)</b>	

<b>Health</b> <b>Councillor</b> <b>Mustafa Desai</b> 	<b>Performance measures</b>	<b>Good Performance is</b>	<b>Baseline</b>	<b>17/18 target</b>	<b>Half Year performance and rating</b>	<b>Half year performance and rating</b>  <div style="text-align: center;"> <span style="background-color: red; color: black; padding: 2px;">(RED)</span>  <span style="background-color: yellow; color: black; padding: 2px;">(AMBER)</span>  <span style="background-color: green; color: black; padding: 2px;">(GREEN)</span> </div>
<b>Overarching Priority:</b> 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	6% reduction in local life expectancy gap on the 2008-10 baseline	<b>Using new Life Expectancy Formula introduced Dec 2016 for comparison</b> 2.6% males 6.6% females  <b>(AMBER)</b>	
	Increase BwD citizen life expectancy year on year.	Higher	Baseline year 2008-10	0.6 year increase in average local life expectancy on 2008-10 baseline	<b>Using new Life Expectancy Formula introduced Dec 2016 for comparison</b> 1.2yrs males 0.9yrs females  <b>(GREEN)</b>	

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	Achieve 650 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	<b>Q1 – 130 Q2 - 118</b>  <b>248 combined Complete figures for Q2 available mid -November.</b>  <b>(AMBER)</b>	
	Stop smoking: b) Quit rate (Successful quitters as proportion of all who set a quit date)	Higher		Increase Quit rate (Successful quitters as proportion of all who set a quit date) to 45%	<b>Q1 – 35% Q2 – 26%</b> <b>Complete figures for Q2 available mid -November.</b>  <b>(AMBER)</b>	
	Better outcomes in: Successful drug treatment:  Proportion of all in treatment, who successfully completed treatment and did not re-present within 6 months.	Higher	20.1%  (2016/17)	All Adults - 22%	<b>Q1 2017/18 22.5% (June 2017)</b>  <b>(GREEN)</b>	
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		Embed monitoring & reporting arrangements & agree a three year development plan to grow the Council offer		

				<p>(internal commissions &amp; Social Determinants of Health) delivered from the Public Health Grant, ensuring a shift toward primary prevention across the four key programme areas:</p> <ol style="list-style-type: none"> <li>1. Safe and healthy homes</li> <li>2. Healthy places</li> <li>3. Wellbeing and self-care</li> <li>4. Workplace wellbeing and employment</li> </ol>	<b>(GREEN)</b>	
	To develop a Public Health prevention model to be applied across the Pennine Lancashire health and social care system	Monitor progress	New	Embed prevention across the Pennine Lancs Transformation Programme business case.	<b>(GREEN)</b>	

<b>Children's Services</b> <b>Councillor</b> <b>Maureen Bateson</b> 	<b>Performance measures</b>	<b>Good Performance is</b>	<b>Baseline</b>	<b>17/18 target</b>	<b>Half year performance and rating</b>	<b>Year-end performance and rating</b> <div style="text-align: center;"> <span style="background-color: red; color: black; padding: 2px;">(RED)</span>  <span style="background-color: yellow; color: black; padding: 2px;">(AMBER)</span>  <span style="background-color: green; color: black; padding: 2px;">(GREEN)</span> </div>
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**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.	<b>Youth Offending:</b>  a) First time entrants to the youth justice system (rate per 100,000 – rolling 12 months)	Lower	246 per 100,000 (April 15 – March 16)	Beneath the regional and national average	<b>189 per 100,000 (April 16 – March 17)</b> <b>Reported one quarter in arrears on a rolling year basis.</b>  <b>(GREEN)</b>	
	<b>Youth Offending:</b>  b) Proven rate of Re-offending by Young Offenders	Lower	33.3% (October 13- September 14)	Beneath the regional and national average	<b>45.3% (October 14 – September 15)</b> <b>Reported quarterly on a rolling year basis.</b>  <b>(AMBER)</b>	
	Number of Open Child in Need cases - not including open single assessments (excluding Looked After Children, Child Protection & Care Leavers)	Lower	873 (Year End 2016/17)	500-600	<b>509 (As at 27/09/17)</b>  <b>(GREEN)</b>	

	Exploitation measure:  Proportion of young people worked with by Engage where risk is successfully reduced	Higher	75% (2016/17)	75%	<b>89%</b> <b>(April – September 2017)</b>  <b>(GREEN)</b>	
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	400+ (previously within a band of 350-400)	<b>492</b>  <b>(GREEN)</b>	
	Number of commissioned residential placements for Looked After Children as a total of all Looked After Children placements.	Maintain	15 (October 2015)	10-20	<b>25 (6.5% of all children in our care)</b>  <b>(RED)</b>	
	% of children starting a package of care at Apple Trees within 28 days of the referral panel decision being made	Higher	100% 2016/17	100%	<b>89%</b>  <b>From Q3 this measure will be “% of children offered a package of care at Apple Trees within 28 days of the referral panel decision being made”.</b>  <b>(AMBER)</b>	
	To increase the number of children aged 0-5 with additional needs who receive support through the CAF	Higher		Higher than the previous year (12)	<b>15</b>  <b>(GREEN)</b>	
3. For those children who come into care, work quickly to ensure that they achieve permanence	Adoption scorecard national targets:  a) Average days from child entering care to starting adoptive placement	Lower	680 (2012-2015)	Perform at national threshold level (426 days)	<b>438</b>  <b>(AMBER)</b>	
	Adoption scorecard national targets:	Lower	226 (2012-2015)	Perform at national	<b>210 days</b>	

without unnecessary delay and their care and learning needs are prioritised.	b) Time taken from court decision for placement order to matching the child with an adoptive family			threshold level (121 days)	<b>(AMBER)</b>	
	% of care leavers aged 19, 20 & 21 in Education, Employment or Training (EET)	Higher		Achieve at or above national average for 2017/18	<b>51.1%</b> <b>(GREEN)</b>	
	% of children in care for 2 ½ years who have remained in the same placement for at least 2 years	Higher		Achieve at or above national average for 2017/18	<b>67%</b> <b>(AMBER)</b>	



<b>Schools and Education</b> <b>Councillor Dave Harling</b> 	<b>Performance measures</b>	<b>Good Performance is</b>	<b>Baseline</b>	<b>17/18 target</b>	<b>Half year performance and rating</b>	<b>Year-end performance and rating</b> <div style="text-align: center;"> <span style="background-color: red; color: black; padding: 2px;">(RED)</span>  <span style="background-color: yellow; color: black; padding: 2px;">(AMBER)</span>  <span style="background-color: green; color: black; padding: 2px;">(GREEN)</span> </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 between Key Stage 1 and the end of Key Stage 2	Higher	2016/17 Reading: -0.9 Writing: -1.0 Maths: +0.3	Achieve at or above national average for 2017/18	<b>Reading -0.5</b> <b>Writing -0.81</b> <b>Maths +0.68</b>  <b>(National 2016/17</b> <b>R: -1.5 ; W: -2.6</b> <b>M: -1.4)</b>  <b>(GREEN)</b>	
	Average Progress 8 score at GCSE for students with identified SEN	Higher	2016/17: -0.34	Achieve at or above national average for 2017/18	<b>-0.25</b> <b>(National 2016/17:</b> <b>-0.55)</b>  <b>(GREEN)</b>	
2. Continue to work with schools and develop local partnerships to improve learning, training and employment outcomes for children and young people.	% of learners attending schools judged good or better by Ofsted	Higher	85% (2015/16)	Achieve at or above national average for 2017/18	<b>86%</b>  <b>(AMBER)</b>	
	% 16-17 year olds Not in Education, Employment or Training (NEET).  Reported once a year on the same basis as the national figure, i.e. as an average across November to January.	Lower	6.17% (BWD figure)  December 16 – February 17 counting period	Achieve at or below national average for 2017/18	<b>Apr-Sept 2017:</b>  <b>NEET Average: 3.9%</b> <b>Not Known: 2.4%</b> <b>Combined: 6.28%</b>  <b>(NW combined: 7.36%)</b>	

					<b>England combined: 7.98%</b>	
					<b>(GREEN)</b>	
3. Continue to narrow the gap in academic attainment for children from our more vulnerable groups by removing barriers to success.	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:					
	a) % of disadvantaged children achieving the new expected standard by the end of Key Stage 2	Higher	2016/17: 42%	Achieve at or above national average for 2017/18	<b>50%</b> <b>(National 2016/17: 39%)</b>	<b>(GREEN)</b>
	b) Average Progress 8 performance for children  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	Higher	2016/17: -0.23	Achieve at or above national average for 2017/18	<b>-0.21</b> <b>(National 2016/17 - 0.38)</b>	<b>(GREEN)</b>
% of children and young people in care performing at nationally expected levels:	Higher	2016/17: 33%	Achieve at or above national average for 2017/18	<b>33%</b>	<b>(GREEN)</b>	
a) At the end of primary school						
% of children and young people in care performing at nationally expected levels:	Higher	2016/17: -1.18	Achieve at or above national average for 2017/18	<b>Data Unavailable until Quarter 3</b>		
b) At the end of secondary school						