Public Document Pack

Executive Board

Thursday, 14 June 2018
Time: 6.00 pm
Venue: Meeting Room A
Address: Town Hall, Blackburn

AGENDA

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

1. Welcome and Apologies

2. Minutes of the Previous Meeting

12th April 2018 - Minutes	**4 - 9**

3. Declarations of Interest

Declarations of Interest	**10**

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 statement submitted by members of the public no later than 4.00pm 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 4.00pm on the day prior to the meeting.

7. Youth MPs Update

To receive an update from the Youth MPs along with any issues.

8. Executive Member Reports

Verbal updates may be given by each Executive Member.

8.1 Leader (Chair of the Executive Board)

8.2 Health & Adult Social Care

8.3 Children, Young People & Education

Quarter 4 Fostering Report **11 - 28**
Fostering Service Quarter 4 - 2017-18
8.3.1 Fostering Service Quarter 4 2017-18 January to March 2018

8.4 Environment

8.5 Leisure, Culture & Young People

8.6 Neighbourhood & Prevention Services

8.7 Regeneration

8.8 Resources

Update on Coronial Service **29 - 42**
Replacement of IT Laptops and Desktop Estate
Replacement of IT Infrastructure
8.8.1 Coronial Services Update

8.8.2 Replacement of the Council's IT Laptop and Desktop Estate

8.8.3 Replacement of key areas of the Council's IT Infrastructure

9. Corporate Issues

9.1 Corporate Plan 2017/18 for 6 months to year end October 2017-March 2018
Corporate Plan six months to Year-end (October 2017 to March 2018). **43 - 89**
Appendix One 201718 Year-end Corp Plan v2
Appendix Two 201718 Year-end Exception reports v1

10. Matters referred to the Executive Board

None

11. PART 2 - THE PRESS AND THE PUBLIC MAY BE EXCLUDED DURING CONSIDERATION OF THE FOLLOWING ITEMS

Date Published: Wednesday, 06 June 2018

Harry Catherall, Chief Executive

EXECUTIVE BOARD

12th April 2018

PRESENT

COUNCILLOR:	**PORTFOLIO:**
Mohammed Khan	Leader
Mustafa Desai	Health and Adults
Maureen Bateson	Children's Services
Damian Talbot	Leisure, Culture & Young People
Arshid Mahmood	Neighbourhoods & Prevention Services
Andy Kay	Resources
Phil Riley	Regeneration
Dave Harling	Schools and Education

EXECUTIVE MEMBER	**NON-PORTFOLIO**
John Slater	Leader of the Conservative Group

ALSO IN ATTENDANCE Ellie Walsh Youth MP, and
Sameer Ali, Deputy Youth MP.

	Item	Action
1	**Welcome & Apologies**	
	Before the commencement of the meeting, a 15 minute film was shown, which raised awareness of the dangers of loan sharks and which starred residents from Shadsworth. Councillor Andy Kay advised that the Illegal Money lending Team worked with BwDBC, Great Places Housing Group, Newground and award winning Blackburn filmmaker Aaron Dunleavy to create the film. The film would be used and promoted across the Borough to raise awareness of the dangers of loan sharks, particularly in relation to the issues relating to young people. Councillor Kay also advised of the Council's intention to sign up to the "Stop Loan Sharks" partners' agreement later in the year as part of a continuing commitment to the Jubilee Tower Credit Union.	**Noted**
	The Leader of the Council, Councillor Mohammed Khan, welcomed all present to the meeting. Apologies were received from the Councillor Jim Smith and from the Deputy Youth MP, Aliyah Shah. Councillor Khan passed thanks best wishes to Cllr Mustafa Desai, who was not standing for Election, and best wishes to Councillor Dave Harling following changes to Executive Member portfolios.	
2	**Minutes of the Meeting held on 8th March 2018**	
	The minutes of the meeting of the Executive Board held on 8th March 2018 were agreed as a correct record.	**Approved**
3	**Declarations of Interest**	

There were no Declarations of Interest submitted.

4 Equality Implications

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 Public Forum

No questions were submitted by members of the public.

6 Questions by Non-Executive Members

Name of Member	Subject Area	Executive Member and Portfolio
Councillor Denise Gee	Land east of Heys Lane – concerns of residents	Councillor Phil Riley, Regeneration

Councillor Riley provided a response to the question and supplementary question arising, advising that the site had been allocated for housing in the Local Plan, but was a privately owned site. Councillor Riley advised that the Council was committed to working with local ward Members and the wider community to ensure that if/when then the development came forward it addressed the issues raised by Councillor Gee.

7 Youth MPs Update

The Youth MP and Deputy Youth MPs provided a verbal update, the key details of which were as follows:

Noted

- Attendance at the annual Youthforia residential weekend at Ambleside, where over 110 young people from across the North West gathered to debate topical issues and discuss solutions.
- Aliyah had received a highly commended Lancashire High Sheriffs award.
- Aliyah and Elle had been interviewed on BBC news about their experiences living in the Borough.

8.2.1 Tobacco Free Lancashire Strategy: Towards a Smokefree Generation 2018-2023

It was reported that the Tobacco Free Lancashire (TFL) Strategy Towards a Smokefree Generation 2018-2023 had been developed to replace the now expired Tobacco Free Lancashire Strategy (2014-2016) - ‘Making tobacco less desirable, acceptable and accessible in Lancashire’.

	Item	Action
	The TFL Strategy (2018-2023) would include priorities to reduce health inequalities resulting from smoking and protecting successive generations of young people from the harm caused by tobacco. The Strategy was committed to tackling specific priorities which were relevant to Pan Lancashire; for example smoking in pregnancy, smoking and mental health and, smoking and long term health conditions. The promotion of smoke free would be present in all aspects of the policy and is the basis of the revised strategy. The TFL Strategy (2018-2023) had been developed in partnership with a wide range of stakeholders and agencies working together to reduce the devastating impact that tobacco had in Lancashire on the local population. The TFL Strategy would encompass current policy positions on the use of e-cigarettes reflecting the most recent evidence on health impacts available. **RESOLVED –** That the Executive Board approve: The TFL Strategy 2018-2023 which has been drafted in collaboration with the Public Health Tobacco Control Leads from Blackpool, Lancashire and Blackburn with Darwen Councils, after significant partner and public engagement.	**Approved**
8.3.1	**Ofsted Inspection of Local Authority Children's Services (ILACS)** Members received a report which outlined the new Ofsted Inspection framework which came into effect in January 2018. The new inspection framework placed a greater emphasis on the local authority's own processes and leadership; and sought to strike a balance based on an annual risk assessment process, but also based on ongoing discussions with the local authority. The degree to which Ofsted felt confidence in the leadership of the local authority would matter more than ever before. On-site visits by Ofsted would be more frequent than before - likely to be once every 12 to 18 months - but for a shorter duration. The new framework brought the social care inspection more in line with school inspection in their risk-based approach and assumption of continued 'good' standard of service from those already deemed so. It was this underlying assumption that was most likely to be tested in the future, given the budget challenges faced by local authorities (and, increasingly, schools); and the age profile of leadership in both sectors. **RESOLVED –** That the Executive Board note the inspection frameworks under which the Council continues to be regulated by Ofsted.	**Noted**
8.8.1	**Sale of Former Bleachworks at Whitebirk** The Executive Board received a report which gave details of the proposed sale of the privately owned former Bleachworks at Whitebirk.	

	Item	Action
	RESOLVED – That the Executive Board:	
	2.1. Notes the background to the historic financial local charge on the former Bleachworks site at Whitebirk;	**Noted**
	2.2. Agrees to receive a payment out of the sale proceeds of the former Bleachworks site in satisfaction of the local charge; and	**Approved**
	2.3. Agrees in principle to write off the remaining outstanding local charge for which 100% provision has already been made and delegates responsibility to the Head of Legal Services and Deputy Chief Executive in consultation with the Executive Member Resources to enter any relevant documents to formalise such agreement.	**Approved**
8.9.1	**Schools Capital Programme 2018-2019**	
	A report was submitted which requested approval for the Capital Programme for Schools and Education for 2018-2019.	
	RESOLVED – That the Executive Board:	
	• Approves the attached list of projects as detailed in Appendix 1 & 2 for inclusion in the 2018 – 2019 Schools Capital programme.	**Approved**
	• Authorises officers to procure works in accordance with the Contracts Procedure Rules as written in the Councils Constitution.	**Approved**
	• Approves expenditure to be incurred on individual projects, in line with the Councils Standing Financial Instructions; and	**Approved**
	• Notes that regular reports will be provided for the Executive Member detailing any variations/amendments to programmes of work and seeking necessary approvals where these are required to ensure compliance with financial instructions and the Constitution.	**Noted**
8.9.2	**School Term and Holiday Pattern 2019/2020**	
	Members received a report which requested agreement of the School Term and Holiday Pattern for Community and Controlled schools for 2019/2020.	
	RESOLVED – That the Executive Board agrees the School Term and Holiday Pattern for Community and Controlled schools for 2019/2020 (as set out in Appendix A ''Recommended Dates 2019-2020''.	**Approved**
9.1	**Grant of Lease for Blakey's café bar at King Georges's Hall**	
	Members were reminded that Blakey's café bar continued to make an operating loss in 2017/18 despite the closure every Monday and reduction in opening hours which was implemented in January	

	Item	Action
	2017. Accordingly, the Executive Board approved the closure of Blakey's Café Bar with effect from 21 March 2018. In December 2017, the Council received an expression of interest from the owner and proprietor of a high quality restaurant in Liverpool (being the interested party) about the availability of Blakey's Café Bar at King George's Hall to open a new restaurant.	
	The Council instructed Brady's of Manchester to measure, inspect and advise on the 'Blakey's' food and beverage offer; i.e. the likely tenants; the anticipated market rent and the preferred leasing mechanism.	
	The Council also instructed Brady's to undertake a 'soft' marketing campaign to those operators considered to offer the right style and mix of food offer, to include the sale of alcohol that could operate a large venue such as Blakey's. A total of 29 operators were contacted in writing, 2 operators asked for further information, which was provided, however one operator withdrew their interest, and the other did not pursue it further.	
	Negotiations with the interested party regarding the opening of a new restaurant within Blakey's café bar had continued to make good progress and was recommended that a lease for Blakey's Café Bar be agreed with the interested party.	
	RESOLVED –	
	That the Executive Board:	
	1. Approves the granting a lease to the interested party for the Blakey's site, and	**Approved**
	2. Delegates authority to negotiate and agree the lease terms and other connected matters between the Council and the interested party to the Deputy Chief Executive and the Director of Environment and Leisure in consultation with the Executive Member for Leisure, Culture and Young People and the Executive Member for Resources.	**Approved**
9.2	**One Public Estate**	
	A report was submitted which provided Members with an update on the Lancashire One Public Estate Programme and the Council's responsibilities as Accountable Body for the programme.	
	RESOLVED –	
	That the Executive Board:	
	1.1. Notes the current update on the Lancashire OPE Programme; and	**Noted**
	1.2. Supports the ambitions of OPE Programme and the Lancashire Partnership through continued collaborative working with public sector partners.	**Approved**

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

11.1 Sale of Former Bleachworks at Whitebirk

Further to the report submitted at Agenda Item 8.8.1, an additional report was submitted containing commercially sensitive information.

RESOLVED –

That the Executive Board:

2.1. Notes the background to the financial local charge on the former Bleachworks site at Whitebirk. **Noted**

2.2. Agrees to receive a payment out of the sale proceeds of the former Bleachworks site in satisfaction of the local charge, and **Noted**

2.3. Agrees in principle to write off the remaining outstanding local charge for which 100% provision has already been made and delegates responsibility to the Head of Legal Services and Deputy Chief Executive in consultation with the Executive Member Resources to enter any relevant documents to formalise such agreement. **Noted**

11.2 Grant of Lease for Blakey's café bar at King George's Hall

Further to the report at Agenda Item 9.1, an additional report was submitted containing commercially sensitive information.

RESOLVED –

That the Executive Board:

1. Approves the granting a lease to the interested party for the Blakey's site, and **Approved**
2. Delegates authority to negotiate and agree the lease terms and other connected matters between the Council and the interested party to the Deputy Chief Executive and the Director of Environment and Leisure in consultation with the Executive Member for Leisure, Culture and Young People and the Executive Member for Resources. **Approved**

Signed at a meeting of the Board

on the day of

(being the ensuing meeting of the Board)

Chair of the meeting at which the Minutes were confirmed

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: **14th JUNE 2018**

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 OFFICERS:	Director of Children's Services
DATE:	7th June 2018

PORTFOLIO/S AFFECTED:	Children's Services
WARD/S AFFECTED:	All
KEY DECISION:	**YES** ☐ **NO** ☒

SUBJECT: Quarter 4 FOSTERING REPORT - 1st January 2018 - 31st March 2018

1. EXECUTIVE SUMMARY

To provide information 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 2017 -18 covering the period from 1st January to 31st March 2018 and is also the annual report for the service as well as providing an overview.

4. KEY ISSUES & RISKS

1. The number of children in the care of the local authority reduced slightly in Quarter 4 but numbers remain high leading to pressure being placed on all types of placements including fostering. In the last two years the service has gone from having 70% of children in care in foster placements to 57% at the end of this Quarter and the percentage of those in in house placements has reduced from 42% to 31%. The percentage in agency placements has remained fairly static due to placements being unavailable. As a result of this the number of children in very costly agency residential placements has increased.

2. The overall number of foster carers registered with the service dropped in Quarter 4 due to the fluctuation in the number of family and friends foster carers; however, the number of mainstream carers increased slightly. Recruitment activity and particularly social media campaigns has brought some strong enquiries that are converting to assessment. The number of carers in assessment at the end of Quarter 4 was significantly higher than the total number approved in the whole of the previous 12 months.

3. The Service engages well with foster carers and children in foster care. Feedback from carers at the March Fostering Forum was positive and feedback from children and young people through carer reviews and the Investing in Children process was also positive.

4. The number of viability and family and friends assessments required by the courts has continued to rise and has compromised the capacity of the Service to prioritise mainstream assessments of much needed foster carers. Agreement was reached to transfer some resource from the Assessment and Safeguarding Teams to enable the Fostering Service to take on this work and alleviate some of the pressure for the large numbers of these assessments. The expertise for these assessments lies within fostering and it therefore makes sense to transfer the work and the resource. This is due to happen in July 2018 when new social workers come into post.

5. The main Fostering Panel has struggled to meet the demands of the increased volume of family and friends assessments needing to be approved and will need to begin meeting every three weeks instead of four. This means there will be a need to recruit additional panel members, particularly independent and social work members. Both the main and review panels are performing well despite dealing with increased volumes of business.

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 Fostering.’

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:	**1.0**

CONTACT OFFICER:	**Alyson Hanson - Service Leader (Placement Services)**
DATE:	4th May 2018
BACKGROUND PAPER:	Quarter 4 Fostering Service Report 1st January 2018 - 31st March 2018

Fostering Service Quarter 4 Report

1st January to 31st March 2018

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 Care

The number of children in our care decreased in Quarter 4 but figures for the year show that there has been an overall increase from 363 children and young people to 377. The number peaked in Quarter 3 when 384 children and young people were in our care. In 2016 numbers started to rise significantly and have remained high.

	31st March 2015	31st March 2016	31st March 2017	31st March 2018
Number of Children in our Care	316	346	375	377
Number of CioC in Foster Care	213 (67%)	243 (70%)	248 (66%)	215(57%)
Number of children in in-house foster care placements	138 (44%)	147 (42%)	153 (41%)	118(31%)
Number of children in family and friends foster care	28(9%)	41 (12%)	49 (13%)	48(13%)
Number of children in independent fostering agency placements	47(15%)	55(16%)	46(12%)	49(13%)

The availability of foster placements both in-house and through independent agencies has become increasingly challenging throughout the year particularly for older children and sibling groups. Compared to previous years, the percentage of children in foster care, particularly in in-house placements has reduced significantly. In 2016, 70% of children were looked after in foster care compared to 57% currently.

In House and Agency Placements

	In house	Family and Friends	Independent Fostering Agency
Male	76	27	33
Female	42	21	16

Age break down of children in foster placements

Age	Mainstream	Family and Friends	Independent Fostering Agency
0 to 2	18	13	4
3 to 6 years	9	19	4
7 to 10 years	28	3	11
11 to 15 years	44	11	25
16 and 17 years	19	2	5
Total	118	48	49

New Referrals in Quarter 4

There were 48 new referrals in Quarter 4, however following court decisions the majority of these (30) did not come into care. Of the 18 that did come in, 11 were placed in-house. During the year, the Service has taken 177 new referrals and begun the process of searching for placements for the majority. 71 of these referrals did not convert to placements because of court decisions.

	No of children	Sibling Groups	Age 0 - 5	Age 6 - 11	Age 12+	Children placed in-house	Fostering Agency	Residential placements	Short Break	Children didn't come in
January	22	3	6	6	10	6	0	6	0	10
February	14	1	5	5	4	4	0	0	0	10
March	12	2	2	3	7	1	0	1	0	10
Quarter 4 total	48	6	13	14	21	11	0	7	0	30

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:

'F my foster carer is funny, loving and supportive. She is the best foster carer in the astronomy'.

'Me and T's relationship is strong and happy but the odd couple of times we may fall out'.

'Me and my foster carers get on great because they always listen to me and help me in every way possible'.

Social workers said:

'Carers are proactive in promoting birth ties. Their home is the boys' home and often birth siblings are invited into the home and they have been on outings together. This has stabilised the placement.'

'Mum reports that she has a lot of respect for B and they have a caring relationship with each other'.

Birth Children said:

'It's gone good up to the last few weeks. My mood has changed and I have been upset due to D's actions, but it is all under control now'.

'It's been ok. L has been annoying and noisy and can't sleep since he started at High School.

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 15 Looked After Children registered as having a disability in foster care. 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 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 Street. Revive delivers consultation to foster carers, training and direct intervention on emotional health and well-being. Feedback from foster carers following consultation is very positive. The Revive Service has delivered training to foster carers on self-harm and on attachments.

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 implements a written education policy prepared in partnership with the Education Manager for Children in Our Care. The Virtual Head's role is to ensure 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 via Kip McGrath to promote G.C.S.E. improvements and this has now been extended to Year 10 pupils. 7 young people are currently benefitting from this offer, which will be extended again for Year 6 SATs pupils after Easter by way of a six week programme of booster sessions.

Young people's feedback from these sessions:
'has really helped me with my maths and English. I feel more confident for my GCSE's now'.

'Kip McGrath has helped me so much, they can make things more understandable for me. I have learnt a lot, they are very good teachers'.

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 2018.

Recently a KETSO session designed to consider how the PEP system could be improved was held. It was attended by a group of young people and foster carers who worked with a group of designated teachers and generated some good ideas for improvement.

Engagement with Children & Young People

During Quarter 4, the Fostering Service was reassessed for their annual renewal of the Investing in Children Award. As part of the process, the Service submitted evidence of the ways in which dialogue with children and young people in foster care has led to change. The evidence included:

- A care leaver now sits on the Fostering Panel;
- A young person created a PowerPoint presentation on self-harm for a foster carer training event on this topic;
- 3 young people now help to deliver the Skills to Foster training for prospective carers;
- The Voice Group requested more fun activities and during the year have been taken bowling, on a trip to Lytham, enjoyed T-shirt making and printing, and were taken to a regional conference in Blackpool with 160 young people across the North West;
- The Saturday Club for younger children is now well-established and well-attended;
- 6 young people have been involved in staff recruitment and selection.

As part of the process, issues raised by young people during the 2017 assessment process were revisited. Investing in Children discussed the issues with a group of younger children, an older group and a group of foster carers. Comments included:

From young people

"I think things have changed a lot. I go to speak to children of foster carers and act as a champion for them, I raise their views and concerns, and this is my role. We meet as a group as well, this is a big change."

"Over the past year things have got better, they listen to us and we are involved in discussions to improve things. Sometimes when things don't change it is not the fault of the fostering team."

"I can only speak of my own experience, I am always involved and listened to and TM treats me with respect."

"I am more confident when I go to my review."

"I play the ukulele and I play it in front of everyone at my review."

"I have made friends and I really like arts and crafts."

From younger children

"I like playing and arts and crafts."

"The activities are good; I really liked the summer barbecue."

"We had a Christmas Disco and I saw Santa."

"I get to see my sisters when I want."

"I see my mummy when I ask to see her."

"They let me visit my Grandad; it took a while but I now see him."

“I can now see my younger brother.”

“TM is kind and is a good listener and you can speak to her on the phone.”

“We have a big say in what activities we do, I like ‘slime’ and we did that.”

From foster carers

T is amazing; I can’t imagine this service working without her. She is so dedicated to these kids and so hard working.”

“She is there any time you need her, always available and helpful. She knows the names of all my children and never forgets them.”

At the end of the process a report is provided which concluded:

‘Everything I learned convinces me that the Fostering Service has continued the excellent work, outlined in a previous evaluation, to place children and young people at the heart of the decision making process. TM and her team have carefully listened to recommendations made previously; making changes that carry the endorsement of the young people themselves. I also heard about plans and ideas for the future, which underlines the commitment to continually change and improve the service.

For continuing to respect the human rights of children and young people to be involved in decisions affecting their lives, I wholeheartedly recommend that Blackburn with Darwen Borough Council Fostering Service be awarded Investing in Children Membership Award™ status for a further year.’

VOICE Group

The VOICE group meets every month 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. The members of the group have been involved in a number of consultation activities to inform and shape services. They have also 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 Children & Young People Scrutiny Committee and Corporate Parenting Specialist Advisory Group, when appropriate.

The Participation Strategic Framework has been published, which covers all young people, not just vulnerable children and young people. The priorities are linked to the Looked After Children Strategy.

Some children in foster care are trained to interview as part of the staff recruitment process, giving them the skills and confidence to interview two children in foster care and for two Care Leavers to attend The Collaborate Project, to influence the Centre for Children & Young People’s Participation Seminar Series.

There is 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.

Transitions

Children and young people in foster care are supported to make a positive transition to adult life so foster carers attend training on ‘Transitions’ which focuses 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’. 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 Leaving Care Service attend Reviews to discuss Staying Put with foster carers for young people aged 17 years, who will turn 18 in 2018. The Service has also started some work to develop a ‘staying close’ option, which may be more suitable for a number of care leavers.

The Leaving Care Service is currently in the process of being reassessed for the Investing in Children award. The service is also working hard to encourage and support care leavers into apprenticeships. A recent session at the library about apprenticeships was attended by 15 young people who all expressed an interest. The service is also working in partnership with the Blackburn Rovers Community Trust to develop a ‘Get Ready for Work’ course aimed specifically at care leavers.

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.

Young people are allocated a Leaving Care Worker at the age of 15¾ years. The service is currently making contact with care leavers in the 21 to 25 year old age bracket in order to offer them an advice and guidance service in line with new legislation.

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, the Fostering Service successfully recruited two permanent supervising social workers who will be undertaking viability assessments and family and friends assessments when they take up their posts.

There are currently two supervising social workers on maternity leave and a further two on long term sickness, which has had a significant impact on the team’s ability to manage the demands of the Service. The long term sickness is being managed with HR following the sickness policy of the local authority and agency social workers have been used to ensure the continued functioning of the Service to a good standard. One of the 2 team managers has also been off long term and the role has been covered by the acting up of the Advanced Practitioner (AP) temporarily, which has left the team without an AP to provide consultations and advice to other teams. This has also had an impact on family and friends fostering work.

Foster Carer Resource

	Total number of foster carers	**Mainstream**	**Short breaks carers**	**Family and Friends carers**
Quarter 1 2017/18	131	81	15	35
Quarter 2 2017/18	112	78	14	20
Quarter 3 2017/18	139	80	12	47
Quarter 4	123	82	12	29

The total number of foster carers has fluctuated over the year, dipping significantly in Quarter 2 but recovering in Quarter 3 and dipping again in Quarter 4. This is largely due to the fluctuations in family and friends foster care as the number of mainstream foster carers has remained fairly static. 12 months ago at year end there were 136 carers including 90 mainstream carers, 13 short breaks carers and 33 family and friends. The service lost 9 sets of carers in Quarter 1, who have proved very difficult to replace.

At the end of the year, there were 16 sets of foster carers in assessment which is the highest number the Service has experienced for some time. If these all achieve approval within the next six months, the picture will be much more positive in 2018/19.

Matching and Ethnicity

In this Quarter, two Polish siblings were placed with Asian foster carers. This placement is very positive with the carers meeting the children's cultural and identity needs. The carers have received support from the social worker and supervising social worker as well as the parents. The parents are very positive about the placement.

Two further transracial placements continue for a sibling group of five. The children are White British and placed with Asian carers who have previous experience of caring for White British children and these children are progressing extremely well. The placement continues from the previous Quarter.

Foster Carer Recruitment

Initial enquiries

49 enquiries were made in Quarter 4, slightly down on Quarter 3 due to a dip after Christmas. The conversion rate remained stable at 22% for the Quarter.

26 of these enquires came through You Can Foster of which 11 were website enquiries and 11 telephone enquiries. You Can Foster experienced most of the traffic as that is where the Service has been sending all of our marketing materials, with the website and the phone number being used in messaging. There should be a change in trend for the next Quarter as our own website will be back up and running, having been closed for redesign. Radio advertising has also started to generate some interest and enquiries.

Assessments and Approvals

At the end of Quarter 4, there were 16 sets of prospective carers in assessment:

- 5 at Initial Visit
- 3 at Stage 1
- 8 at Stage 2

3 new mainstream foster carer households and 2 sets of family and friends carers were approved in Quarter 4.

Over the full year, 25 foster carer households were approved. This included 6 mainstream and 19 sets of family and friends carers. The number of mainstream approvals is lower than anticipated and does not meet the current demand for placements. However, the appointment of a specialist Recruitment and Marketing Officer, who came into post in September 2017, is already increasing the number of enquiries and assessments and the Service has set a target of recruiting 15 new sets of mainstream foster carer households for the coming year. The current level of interest suggests that this is achievable. In the last 12 months, the demand for family and friends assessments has taken priority due to court deadlines and this has in part compromised the capacity of the Service to prioritise mainstream.

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 new Recruitment and Marketing 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 the targeting of P.R., digital marketing and additional local activity. Discussions are currently taking place to further develop this campaign dependent on collaborative funding and working from Local Authorities.

The focus of regional meetings in Quarter 4 has been preparation for Fostering Fortnight, which takes place in May.

Foster Carer Retention

In Quarter 4, there was one resignation and no de-registrations. During the year, there were 18 resignations and 1 de-registration. Foster carers have resigned for a variety of reasons including changes in family circumstances, health and following an allegation.

Assessment

Statutory guidance for fostering assessments is that they should be completed within 8 months, a timescale that 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 focused learning for carers, specifically tailored to their requirements and allows them to attend one training day and cover multiple topics.

In Quarter 4, there were 3 Paediatric First Aid courses, a Fostering Forum, a Support Group and a 0 to 8 years Conference.

Feedback from the Fostering Forum, which was very well attended, was as follows:

"It was good hearing about carers' experiences – ups and downs."
"Worthwhile – lots of information regarding future changes and new ideas being implemented."
"Good turnout, good company, good information, best one to date."

Fostering Panel

Panel business has increased as Special Guardianship Order (S.G.O.) reports are currently presented to Panel. In addition to the continued high numbers of family and friends assessments, this has resulted in very long panel days with too many items on the agenda. As a way of addressing this, it is being considered to hold the Panel every three weeks instead of monthly.

Two sets of carers were approved by the main Panel in March and this is set to increase in coming months due to the high number of applicants currently in assessment.

Two additional emergency Panels were held in Quarter 4 due to the courts requiring Fostering Panel decisions on family and friends assessments in very short timescales.

The central list of Fostering Panel members still requires development, as social work members as well as independent members are required.

The quality assurance of reports presented to the Panel has continued to be good. Social workers are given feedback on their presentation and assessment/report, and any areas of improvement are addressed with individual social workers.

Review Panel

There have been 22 items presented to the Review Panel and all resulted in recommendations to continue approval. Out of the 22 fostering households, 13 attended Panel.

The reviews have been on the whole very positive though there has been a theme around foster carer training needing to be more organised. The Service is responding to this feedback and the next foster carers' training schedule is reflective of this. There have been two occasions where there has been a recommendation to return to the main Fostering Panel and this was in line with regulations associated with allegations.
Some comments from Reviews are as follows,
"Both children are doing exceptionally well at school, both 100% attendance, S's self-harming has dramatically reduced, and after 6 years she has been discharged from ELCAS. We are so proud of her."

Quote from a foster carers comments regarding their Supervising Social Worker:
“B has been very supportive and understanding of our family from the start, we couldn’t be happier and he is an asset to the department.”

Complaints

There were four complaints in Quarter 4 and 7 complaints over the year that have all been dealt with through the complaints procedure. All complaints have been recorded with the Customer Care Manager and three remain ongoing, with one progressing to an independent investigation.

Compliments

The Fostering Support Worker received several compliments during Quarter 4 from young people and from foster carers through her work on the Investing in Children Award. The Fostering Duty Officer received a compliment over her quick response and how quickly a situation was sorted. There were 5 additional compliments during the year.

Allegations

There was one allegation in Quarter 4, which continues to go through the process. The carers are being supported by an independent worker from the Fostering Network. A further allegation was made by a young person and has been investigated but not taken any further following discussions with the carers, young person, social worker and LADO. Over the year there have been 10 allegations; all of which have been dealt with in line with policies and procedures.

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

There have been four minor accidents this Quarter. A fall in school was reported for one child, a further fall was reported in a contact session with parents, and a child was hospitalised due to a chest infection and later discharged with a prescription for an inhaler. One child received a slight burn on the tummy area following an accident; this was fully explored and appropriate action was taken by the foster carer.

One incident where a foster carer was charged with a serious offence has resulted in the information being presented to the Fostering Panel. Although the carers resigned, the Fostering Panel noted that they would have deregistered them from the information received.

There has been one bullying incident reported which was explored with the school and dealt with appropriately. This information came through in the carers’ Review. Throughout the year, there were 16 specific incidents, the majority of which have been minor accidents and illnesses.

Missing From Home

Over the Quarter, a total of seven young people went missing from in-house foster placements with the majority returning within 24 hours. A risk management meeting was held to look at how best to support one young person and the carers and a risk management plan was put in place which has helped. Another young person who had had several missing from home episodes is being supported with a planned move to supported accommodation.

Over the year, there were 38 missing from home episodes, all of which have been managed in line with the correct procedures.

Exemptions

There has been one agency exemption over the Quarter, which remains in place as a sibling group of four are to be matched long term with their current foster carers. A further two exemptions have ended. Over the year, there were 12 exemptions in total. These were managed with extra visits and support to carers.

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. A forum to consult foster carers on a range of issues is held twice a year. A forum was scheduled in Quarter 3 but unfortunately had to be cancelled due to sickness so was rescheduled for March.

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 are recruitment champions, who help to drive recruitment forward and are involved with the planning of events, Skills to Foster preparation training, and manning recruitment stands and events.

The Fostering Service holds a foster carer forum every six months, the most recent in March 2018 when more than 30 carers attended. The event offers carers the opportunity to present their views about a range of issues related to fostering and to be involved in the future development of the Service. On this occasion, Councillor Bateson also attended to present long service awards to carers and to thank a number of carers retiring after many years of service. It was a very positive event and involved supervising social workers and managers working together to develop the Service and resolve issues.

Family and Friends Foster Care

During this Quarter, there were 5 new approvals of family and friends foster carers, increasing the total to 29 fostering households.

20 combined family and friends / SGO assessments were completed during the Quarter, a reduction from the previous Quarter but a significant increase over the year compared to the previous year. The Fostering Service is now completing more of these assessments to relieve some of the pressure on the Safeguarding Teams. Two full time, permanent supervising social workers have been recruited to the Family and Friends team and hope to join the Service in the next 2 months. These post-holders will undertake all of the Public Law Outline (PLO) family and friends work including viability assessments and combined assessments currently being undertaken by the Assessment and Safeguarding Teams. The plan is to create a Family and Friends/Permanence team which will undertake all PLO and all combined assessments. The team and management structure along with the processes involved are currently at the development stage. It is hoped that this team will be able to take on all of the family and friends work which will free up the mainstream fostering team to enable them to complete recruitment and assessment of foster carers.

In this Quarter, one Fostering Team Manager has been on sick leave and the Advanced Practitioner has covered the role meaning the Advanced Practitioner role has not been covered since October. The reduction in AP support for teams has resulted in an increase in negative and unnecessary assessments, less collaborative work, a dip in the timeliness of assessments and some assessment work not being to the same high standard. Whilst the team managers have offered some consultation for staff, they have been unable to fully meet the demand for this service.

Short Break Foster Care

There are 12 foster carers providing short break resources to a variety of children, from children who have complex health needs to supporting long term placements and emergency placements for young people experiencing difficulties. The Service is increasing this resource and has four households currently in assessment to provide short breaks for young people, teenagers and emergency placements.

Training / Staff

All staff members have individual training and a development plan, which is linked to their annual appraisal and monitored during monthly supervision.

Placement Stability

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. 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%. Since August 2017, placement stability has been deteriorating and during Quarter 4 compared to the previous 12 months. However, placement stability remains better than the national average for England and with the comparable local authority average.

	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
LAC with 3 or more placements	0	0	8	9	16	16	22	26	24	34	37	40
Total number of LAC	367	370	363	375	371	380	394	395	384	388	382	377
% Stability of LAC placements 2017/18	0%	0%	2.2%	2.4%	4.3%	4.2%	5.6%	6.6%	6.3%	7.5%	8.1%	8.8%
% Stability of LAC placements 2016/17	1.4%	1.4%	2.3%	2.6%	3.1%	3.3%	3.8%	4.1%	4.4%	5.6%	5.9%	6.4%

The dip in placement stability performance is largely accounted for by teenage placement disruptions. There are approximately 15 teenagers in care whose placements have disrupted due to their complex needs and behaviours. Performance has also been affected by the disruption of two sibling adoptive placements involving 4 children.

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.

Fostering Support

There were three new referrals for Fostering Support in Quarter 4. Short break support was required for all three, alongside an individual package of support. One young person needed an intensive support package to minimise the impact of a placement breakdown on their emotional wellbeing. The support was made up of extended short breaks, daily evening one to one support and additional support for a transition to a new placement. There was one closure this Quarter.

The Saturday Club remains well attended, with all the young people giving positive feedback. There were several enquiries from social workers with regards to new attendees for this, who are due to start in the next few weeks.

"I really enjoyed everything, the helpers and everyone who attends are really nice. There is nothing I don't like at Saturday Club."

"I was finding it difficult in placement, I wanted to give myself and my carers some space. I became more relaxed, it was a place to go instead of my placement."

"Lytham Road helped our foster child through a difficult period, it gave us a rest and it was a place for him away from home."

Commissioned Placements

The number of fostering and residential commissioned placements decreased overall by 5 placements from Quarter 3 to Quarter 4. However, as there was a significant increase during Quarter 2, the numbers remain relatively high.

End of Quarter 1	End of Quarter 2	End of Quarter 3	End of Quarter 4
Independent Agency Residential Placements 18	Independent Agency Residential Placements 25	Independent Agency Residential Placements 24	Independent Agency Residential Placements 24
Independent Agency Fostering Placements 49	Independent Agency Fostering Placements 52	Independent Agency Fostering Placements 54	Independent Agency Fostering Placements 49

The numbers of children in care, though slightly less in Quarter 4, remains high and has continued to create placement pressures. This is a pressure across the North West Region, and the independent sector is struggling to keep up with the demand particularly for harder to place children such as those in sibling groups, adolescents and those with complex health needs.

Budget

Current placement pressures in-house and across the independent fostering agency landscape continued to place the commissioning budget under great pressure as increasingly adolescents are pushed into costly residential placements due to the lack of foster placements across the region. The additional cost pressures that materialised within the commissioned placements budget this year were managed across the portfolio as a whole. The Fostering Service operated within budget for the year.

Priorities for 2017/18 Updated

1. To recruit to the new Recruitment and Marketing 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.
   End of year update – The Recruitment and Marketing Officer has now been in post for 6 months. During this time, he has intensified social media activity, worked on the development of the Lets Foster website and re-engaged the Service with the regional recruitment campaign. As a result of this work, the number of prospective carers in assessment and due to be approved in the first six months of the year is greater than it has been for several years.

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.
   Quarter 4 Update - There have been a number of new staff in the Service with another two new social workers due to join imminently in order to increase the capacity of the Service to undertake viability assessments, which currently sit with other social work teams. The volume of Family and Friends work has increased over the year and the whole team has become more skilled in this area. A team development day will take place once the new social workers join the Service.

3. Engaging with foster carers – Whilst the FCA is an active body, there are a large number of additional carers with whom the service needs to engage and communicate. 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 with the service. This will include the further development of the regular Fostering Forum.
   Quarter 4 Update – The Director of Children's Services, Executive Member and Service Leader met with the FCA Committee during Quarter 4 and a Fostering Forum which was well attended was held in March. The Service sent out a questionnaire to all carers in Quarter 4 requesting information about online facilities. The Service is increasingly using e-mail to communicate with carers on a range of issues. There is more work to do on this priority including further development of the FCA website as a communication tool.

4. Continue to meet the training needs of all foster carers ensuring that all carers attend mandatory training in particular.

Quarter 4 update - Work was undertaken to review mandatory training and further develop e learning programmes for foster carers. It was agreed to re-establish the foster carer training steering group to support changes to the programme for 2018/19. This work is ongoing.

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.
   Quarter 4 Update - The Fostering Support Service continues to support fragile placements with activities and short breaks for a number of young people, and consultation and advice for carers via Revive, ASU, supervising social workers and other professionals. Recruitment of short breaks carers is ongoing.

6. Link fostering into the Adolescent Strategy alongside residential services and consider creative ways to improve placement sufficiency for adolescents.
   Quarter 4 Update – A review of adolescent services is ongoing.

7. Continue to monitor compliance with Fostering Regulations and Standards.
   Quarter 4 Update – Monthly auditing of case files continues and the Fostering Service managers quality assure Panel reports, assessments and reviews.

New Priorities for 2018/19

1. The Service has set a target of recruiting 15 new sets of foster carers in 2018/19. The Service will also undertake some targeted recruitment for individual children in need of long term placements. The Service will also undertake some innovative recruitment including some specialist carers to work alongside residential units and some short breaks carers to work alongside ASU in offering emergency placements.
2. A team development day will be held in July 2018 once the two new social workers for viability assessments are in post.
3. The Fostering Service will restructure to take account of increased demand from family and friends, SGO and viability assessments.
4. The Fostering Support Worker will work more closely with the Revive Service in the coming year in order to develop a more cohesive approach to supporting children, young people and foster carers, and to achieve improvements in placement stability rates. Fostering Support will continue to work closely with the Adolescent Support Unit so that young people can access short breaks and a wide range of activities. Fostering Support will continue to develop the Saturday Club for younger children in foster care.
5. The Service will develop a communication and engagement strategy using the FCA website as a focal point for communication. A focus group will be developed including foster carers to consider the potential for innovation as outlined above.
6. Foster carer training will continue to develop but with less input from the Workforce Development Team. The Service will focus on the development of online training.
7. The management team will continue to monitor compliance with Fostering Regulations and National Minimum Standards and will increase the number of case file audits completed each month to support this.
8. The Fostering Service will review the foster carer payment package by June 2018 and submit a report for consideration by the Senior Leadership Team. The review will consider whether the current level of payments is able to compete with that offered by neighbouring authorities and independent agencies based in the locality. The foster carer lease car scheme will form part of this review.
9. Panel development – The independent panel chair contract will go out to tender. This will take account of the need for Panel to sit more frequently (every 3 weeks instead of monthly). The membership list will be developed to address difficulties in sustaining the pool of independent and social work members. A panel member training day will be held with a focus on family and friends fostering.

Alyson Hanson
Service Leader, Placement Services
3rd May 2018

EXECUTIVE BOARD DECISION

REPORT OF:	Executive Member for Resources Resources
LEAD OFFICERS:	Director of HR, Legal and Corporate Services
DATE:	14 June 2018

PORTFOLIO/S AFFECTED:	ALL
WARD/S AFFECTED:	All
KEY DECISION:	**YES** ☐ **NO** ☒

SUBJECT: Update on Coronial Service

1. EXECUTIVE SUMMARY

To report on the successful transition to a merged Coronial Service

2. RECOMMENDATIONS

That the Executive Board:
Note the success of the merger of the former Coronial Districts of Blackburn with Darwen, Hyndburn and Ribble Valley Coronial service with the Preston & West Lancashire and East Lancashire Coronial Service

3. BACKGROUND

Under the Chief Coroner's Guidance 14 – Mergers of Coroner Areas, the Lord Chancellor may, after consultation, make orders altering coroner areas, either combining (merging) or dividing coroner areas. It was the view of the Chief Coroner, following upon the recommendations of the Luce review in 2003, that the number of coroner areas should be reduced in order to create sensibly sized coronial areas, taking into account the numbers of reported deaths, geographical size and types of coroner work in the area. In many cases, the Guidance 14 states '3,000 – 5,000 reported deaths would be an appropriate number although smaller or larger areas may in places be appropriate.'

The former Senior Coroner for Blackburn with Darwen, Hyndburn and Ribble Valley indicated last year his intention to retire from 30th June 2017.

As a consequence the council requested the Ministry of Justice to consider replacing the Senior Coroner for Blackburn with Darwen, Hyndburn and Ribble Valley. As the retirement however would facilitate a potential merger between the Preston & West Lancashire, East Lancashire and Blackburn with Darwen coronial areas, and changes were already under way across Lancashire the Ministry of Justice in responding to Blackburn with Darwen's Borough Council's request to replace the existing Senior Coroner role identified that in accordance with long standing government policy, that a merger of coroner areas should be considered, pointing out the significant service efficiencies that could be achieved by both Councils.

The Executive Board at the time noted that throughout all the cuts over the years there had been no `cuts' possible to the coroners budget given it had not been possible to date, to identify how such services could be more effectively provided or merged given the nature of the services and the statutory nature of the services with its direct reporting arrangements to the Chief Coroner.

The then Blackburn with Darwen coroner area as outlined above was jointly funded between Lancashire County Council and Blackburn with Darwen Borough Council. Ultimately it was accepted that a merger between all three coronial areas would support the Chief Coroner's aim for a coronial area to deal with a minimum of 3000 deaths per year and reduce the number of part-time senior coroners. A consultation exercise was therefore carried out.

Blackburn with Darwen Borough Council also sought assurances that services would be provided which ensured local cultural and community and in particular religious needs and expectations would be a feature of the services provided to citizens of the Borough.

4. KEY ISSUES & RISKS

Following the decision by the Council to support the merger proposals detailed work was undertaken with the Council's key partner in the changes, Lancashire County Council (LCC). At the time it was the relevant authority supporting the work of the full-time Senior Coroner for Preston and West Lancashire and the Senior Coroner for East Lancashire who was part-time. LCC also contributed 50% towards the cost of the Senior Coroner for Blackburn with Darwen as the jurisdiction at the time included Accrington, Hyndburn and Ribble Valley.

The role of HM Coroner is a statutory role.

The then Senior Coroner for Preston and West Lancashire, Dr James Adeley was subsequently appointed as the Senior Coroner for the new revised jurisdiction of Lancashire & Blackburn with Darwen [having initially been appointed on an interim basis during the consultation and pending formal approval of the merger by statutory instrument.].

At the time of the merger being approved by the Lord Chancellor significant savings to both Lancashire County Council and Blackburn with Darwen Borough Council were envisaged over time as the separate jurisdiction merged processes and operated under a new and revised administrative arrangement. The new Senior Coroner also oversaw changes to referral arrangements and other policy revision which would improve services and deliver operational efficiencies. This would include the impact of amended reporting criteria

Over the last 12 months the Coroners service has moved administratively to Preston, from the former base in a Blackburn Business Centre and the inquests have moved into the Blackburn Town Hall unless there are reasons otherwise. Long inquests in East Lancashire were regularly held at Burnley Magistrates Court .Long Blackburn inquests have been re-located to the Preston Coroner's Court at no additional cost to the Authority. The Preston court has the facility to offer video conferencing to experts giving evidence at inquests which also reduces claims for travel costs.

There continues to be a move to a more electronic way of working which correlates effectively with the digital strategy of Blackburn with Darwen.

Lancashire Constabulary continue to support the jurisdiction and welcomed the merger as it allowed them to manage their resources more effectively. The Police use telephone and email as the primary method of contacting the Coroner's Office and there is little requirement for face to face contact except in very complex cases.

There has been no change to the location of post mortem examinations or mortuary provision although there is now the potential option of a digital autopsy at the Royal Preston Hospital. Police identification and family viewings remained unaffected by the changes.

Anticipated efficiency savings in relation to accommodation costs and the hiring of courts are being monitored.

As indicated above, Blackburn with Darwen Borough Council sought assurances last year that services would be provided which ensured local cultural and community and in particular religious needs and expectations would be a feature of the services provided to citizens of the Borough.
The Senior Coroner has been extremely supportive and has invested time in developing a system of support for faith communities as requested by Blackburn with Darwen and this has provided very successful.

5. POLICY IMPLICATIONS

Lancashire County Council is now the relevant authority for the Blackburn with Darwen jurisdiction.

The merger saw LCC assuming the role of becoming the relevant local authority responsible under the Coroners and Justice Act 2009.

The funding for the new jurisdiction is now met by Lancashire County Council with Blackburn with Darwen Council contributing an agreed percentage in relation to the operating costs for the existing Blackburn with Darwen area and also contributing a percentage towards the cost of the Senior Coroner and one Area Coroner who will be responsible for dealing with the workload in the Blackburn with Darwen area. This replaced the former arrangements whereby the County Council reimbursed Blackburn with Darwen Borough Council for 50% of the costs of the Blackburn with Darwen, Hyndburn and Ribble Valley coronial services.

Both Councils have entered into a legally binding agreement that sets out the provision of the service, accountability, responsibilities, monitoring arrangements and financial arrangements.

6. FINANCIAL IMPLICATIONS

Both Councils have faced unprecedented budget reduction targets. Until the presentation of the merger proposals last year, there was no opportunity to propose a reduction in the previous costs of the Coroner Services which were circa £800K per annum. (of which circa £400K was contributed by Lancashire County Council for the Services covering Hyndburn & Ribble Valley).

The merger will over time produce significant savings for Blackburn with Darwen Borough Council. An interim management arrangement was put in place from June last year which assisted the transition to the new service. This transition however involved significant one off costs regarding system changes, removals and other related costs. Equally some of the changes in reporting and new ways of working could not be introduced immediately and required some months of development and delivery.

At the time it was not possible to identify with certainty what the level of savings would be (and indeed work continues) however initial estimates last year suggested savings in the region of £300K per annum (of which £150K would be a saving for Blackburn with Darwen Borough Council).

These saving were estimated to be potentially deliverable in 2018/19 given all the transitional and other related change costs during 2018/19. Experience to date now indicates that these savings may take 1.5-2 years to fully achieve (so may slip into 19/20).

The savings achieved in 2018/19 in the short term will contribute to the workforce savings targets established for the Resources portfolio consequential of the budget savings approved by Finance Council in February 2016. It should also be noted that there are potential future costs to the service for the introduction of the new national Medical Examiner Service and therefore pending clarity on the costs of this future development, the savings longer term will be earmarked for this purpose.

Notwithstanding the transitional activity and the merger only being in place during part of the year some savings to the two local authorities have been delivered in 2017/18. The changes have delivered savings for Blackburn with Darwen of circa £35K and these have been utilised to offset budget pressures elsewhere in the resources portfolio.

7. LEGAL IMPLICATIONS

Under the Coroners and Justice Act 2009, the decision on and responsibility for making an order to create a new coroner's area rests with the Lord Chancellor. The Lord Chancellor consulted with Local Authorities before ordering the merger.

Lancashire County Council are now the relevant authority for the delivery of coronial services for the Borough and they fulfil this role in accordance with a formal legal agreement between Lancashire County Council and Blackburn with Darwen Borough Council.

8. RESOURCE IMPLICATIONS

Resources for the delivery of the Coronial Service are provide under legal agreement by Lancashire County Council. The Council Solicitor/Head of legal Services and a finance officer monitor service and costs in accordance with the agreed protocols between the Councils.

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

Consultations were conducted in advance of the merger last year.

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:	**2**

CONTACT OFFICER:	**David Fairclough**
DATE:	**29/05/18**
BACKGROUND PAPER:	**Merger of Coronial Districts**

EXECUTIVE BOARD DECISION

REPORT OF:	Executive Member for Resources
LEAD OFFICERS:	Director of Finance and IT
DATE:	14 June 2018

PORTFOLIO/S AFFECTED:	ALL
WARD/S AFFECTED:	All
KEY DECISION:	**YES** ☐ **NO** ☒

SUBJECT: Replacement of the Council's IT laptop and desktop estate

1. EXECUTIVE SUMMARY

The report seeks approval to progress with a programme of works to replace the Council's 2,100 end user devices commencing in September 2018.

2. RECOMMENDATIONS

That the Executive Board:

Further to approval of the Capital Programme for 2018-2021 at Finance Council in February 2018, the Executive Board is asked to note the reallocation of £1,875,000 from the earmarked ICT Capital Reserve across 2018/19 and 2019/20, in order to commence the programme of works to replace the Council's end user laptop and desktop estate;

Approval is sought to progress with the procurement in line with the department's recommended strategy outlined in section 3 below.

3. BACKGROUND

The ITM&G Team began the last desktop refresh programme back in 2011 with the scheme completing in 2014. The majority of end user devices are now between 4 and 6 years old and are not covered under warranty with many of them having reached the point where they are no longer fit for purpose and are costing the Council time and money in their maintenance.

As we move forward with different technologies, the necessity to ensure our workforce is suitably equipped with flexible IT solutions becomes greater. In January 2020 Windows 7 will no longer be supported, making it imperative that the Local Authority upgrades to Windows 10.

A business case was submitted to Management Board which outlined 3 options;

1. Do Nothing – with retention of current devices to be used/recycled across the Council
2. Full refresh of corporate devices on a like-for-like basis.
3. Full refresh of corporate devices with users receiving new device types where necessary (e.g.

some laptop users receiving tablets)

Option 1 was discounted due to the impact on staff in using ageing devices, the fact that as devices break, there would not be enough spare devices available to replace them with and also due to the fact that the current devices will become non-compliant in 2020.

Due to the limited cost differential (£50k) between Options 2 and 3, a decision was made to progress with Option 3 as this provides for the projected growth in devices as the authority continues to increase its digital requirement and capability; this option also ensures that employees are using the most suitable device for their roles and as such, efficiency will increase.

The project will commence in September 2018 and will be ongoing for a 2 year period replacing 2,100 devices over this period.

The department has considered the following methods of procurement;

1. Full OJEU tender.
2. E-Auction either through Association of Greater Manchester Authorities (AGMA) or Crown Commercial Services (CCS).
3. Further competition through CCS framework Lot 1 - Hardware
4. Further competition through CCS framework Lot 5 – Volume Hardware Requirements

In deciding the most appropriate route the department has looked at the following five areas;

1. Provision of additional services – The Council can use the supplier for services such as asset tagging, imaging, unboxing and deliver to desk. This would enable the Council to have these services provided thereby saving time and effort in the roll out.
2. Ability to specify manufacturer – Allows the Council to specify the manufacturer of the devices.
3. Best pricing – Would ensure best pricing from the marketplace.
4. Contract term – Allows the Council to enter into a longer term contract to cover the entire project.
5. Call Off – Allows the Council to call off devices incrementally rather than in a bulk delivery.
6. Supplier control – ability to control the number of suppliers who tender preventing a long drawn out evaluation exercise.

Looking at each of the procurement routes in terms of the above compliance;

	Option 1	Option 2	Option 3	Option 4
Allows additional services	y	n	y	n
Can specifiy manufacturer	n	n	y	n
Best Pricing	y	y	n	y
Contract Term	y	n	y	y
Call Off	y	n	y	y
Supplier Control	n	y	y	y

A critical area for the department is the ability to specify the manufacturer of the devices to be supplied. If this is not specified then it is possible that the Council could end up with devices from a little known manufacturer which, although they may meet the specification, issues could arise in terms of performance, longevity and the robustness of the equipment. The Council has used Lenovo devices for the past 7 years and during this time has built up significant knowledge and experience of the equipment and method of build, which would be more efficient and save time in such an extensive refresh exercise.

To ensure the best price is obtained whilst specifying the manufacturer, utilising the framework will facilitate competition between various Lenovo Resellers who seek to win the tender. The Council will also benchmark their prices with other authorities who have procured Lenovo devices to act as a price comparison to ensure value for money is obtained.

4. KEY ISSUES & RISKS

- To allow employees to work flexibly and digitally when on/off site - By ensuring employees are using the most suitable device for their role, efficiency levels will increase.
- To enable the Local Authority to modernise the operating system used - The Local Authority currently uses Windows 7 as its operating system, however in order to maximise the impact of digitisation and for staff to work as flexibly as possible (e.g. using touchscreen devices) it is paramount that the Council upgrades to Windows 10. However given the age of some of the current devices, Windows 10 cannot be installed on them, thereby hindering the implementation of the Council's digital strategy.
- To reduce service desk intervention - The intervention by the Service Desk is increasing due to the increasing age of devices in use across the Council. If a refresh of devices is not undertaken the level of intervention is likely to increase and may result in less available resource for other critical matters.
- To increase security - By providing employees with the most suitable device for their role there will be a reduction in the amount of hardcopy documents that are taken off-site, e.g. to service user's properties, which will ultimately reduce the risk, and potential cost, of security breaches
- To reduce replacement/repair costs - None of the devices currently in use are under warranty and as such, are currently having a financial impact on the Council. The refresh would put all laptop/tablet devices under warranty for three years and as such, would reduce the level of investment required in this area for that period of time.

5. POLICY IMPLICATIONS

The refresh of the equipment will support the delivery of the Council's Digital Strategy to "Deliver a Fit For Purpose Organisation" by refreshing technology that is outdated and does not meet the Council's needs.

6. FINANCIAL IMPLICATIONS

Provision for the scheme was included within the ICT Capital Earmarked Reserve for 2018-2021 as part of the Capital Programme approved at Finance Council in February 2018. The report asks the Executive Board to formally designate the scheme within the Capital Programme.

The entire new solution will cost the Council an estimated £1,875,000 of which £332k will be allocated for staff time for the refresh and £1,543k for the replacement devices. A breakdown of the estimated costs is below;

Role	Initiation	Delivery				TOTAL
		Design	Build	Test	Implement	
Project Management	12				380	Full Time* £84,551 Approx. 392 days
Business Analyst	4				220	Full Time £48,315 Approx 224 days
Digital Solutions		1	4			£1,125 5 days
IT Trainer		5	15	2	3	£5,625 25 days
Service Desk Analyst					896	£126,492 2 Full Time 896 days
Service Desk Lead		5		5	110	£20,400 120 days
Service Desk Admin					448	£45,062 Full Time 448 days
TOTAL DAYS	**16**	**11**	**19**	**7**	**2057**	**2110**

IT staffing costs are estimated at £332k over the 2 years of implementation.
This includes a charge for Project Management based on 75% of 1.0 FTE for 2 years.

Item	Unit Cost / Quantity	Total Costs	Annual / Recurring Costs
Laptops/Standard Tablet*	1700 @ £775	£1,317,500	N/A
Base Units	350 @ £350	£157,500	N/A
Enhanced Tablets**	50 @ £1089	£54,450	N/A
Additional Charger***	500 @ £24	£12,000	N/A
Laptop bags	100 @ £15	£1,500	N/A
Total Costs		**£1,542,950**	

*Laptop/standard tablet cost includes laptops (£700), Adaptor (£25) and Warranty (£50)

** Enhanced tablet cost includes tablet (£975), Travel Hub (£39), Warranty (£75)

*** Additional chargers based at approx.. 40% of total laptop/tablet refresh

The above costs are based on Enterprise class devices which are required by the Council as these are designed to last in a full time working environment for a five year period.

7. LEGAL IMPLICATIONS

The procurement process used under the CCS framework complies with the requirements of the Council's Contract and Procurement rules and the Public Contracts Regulations 2015.

8. RESOURCE IMPLICATIONS

The business case includes costs for temporary members of staff for the project. There will be an impact to some existing staff within the department which will be mitigated through work planning and project prioritisation.

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)*

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10. CONSULTATIONS

Consultations have commenced with business areas and will continue over the length of the project in order to determine the most appropriate devices for staff to carry out their roles in the Council.

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**

CONTACT OFFICER:	**Peter Hughes**
DATE:	21/05/2018
BACKGROUND PAPER:	None

EXECUTIVE BOARD DECISION

REPORT OF:	Executive Member for Resources
LEAD OFFICERS:	Director of Finance and IT
DATE:	14 June 2018

PORTFOLIO/S AFFECTED:	ALL
WARD/S AFFECTED:	All
KEY DECISION:	**YES** ☐ **NO** ☒

SUBJECT: Replacement of key areas of the Council's IT infrastructure.

1. EXECUTIVE SUMMARY

The report seeks approval to progress with a programme of works to replace areas of the Council's IT infrastructure for the 2018/19 financial year.

2. RECOMMENDATIONS

That the Executive Board:
Further to approval of the Capital Programme for 2018-2021 at Finance Council in February 2018, the Executive Board is asked to note the reallocation of £950,000 from the earmarked ICT Capital Reserve in 2018/19, in order to commence the programme of works to replace key areas of the Council's IT infrastructure as intended.

3. BACKGROUND

It has been approximately five years since the last overhaul of the core infrastructure and subsequently there are several areas of the existing infrastructure that are due to be renewed and/ or replaced, with the majority of these required in 2018/19. There will be further works that need to take place however over the next five years to further maintain and/or enhance the existing infrastructure. The areas that are required to be addressed in the current financial year are as follows;

Internal Firewalls
The firewalls are used to prevent unauthorised access to Council systems. The existing firewalls are due to become end of support and need to be replaced to ensure compliance moving forwards.

Wi-Fi
The Councils current wi-fi network currently provides corporate connectivity, guest/public access connectivity and NHS wireless connectivity. There are currently 230 access points in the borough to allow users to connect to systems. The solution currently being used by the Council is no longer being developed and issues have been observed in the stability of system, the current solution cannot be expanded further as the products can no longer be sourced leaving the department unable to provide

wireless in new locations. The project will replace all the current access points with a new solution.

Virtual Platform & Storage
These are the servers which host all the software that is utilised within the Council and also provide storage for Council data. Due to the age of the servers, very shortly they will no longer be supported by the manufacturer and have a high failure rate of disks. The project will look to replace up to 50% of the current estate in this phase of works.

Netscaler's
These devices manage the internet traffic for the Council and require replacing due to end of support with the manufacturer.

Lync/Skype for business
This provides the telephony solution for the majority of Council users. The current version that the Council is using will shortly be unsupported and therefore there is a requirement to migrate onto the latest platform.

Citrix Server Farm
Citrix is used within the Council to provide access to Council systems for external users and also to give access to certain systems to Council users when working remotely. The current solution is now almost 'end of life' and will shortly be unsupported moving forwards.

Each individual workstream will be procured separately to ensure best value for money from the marketplace under a strategy agreed with the Commissioning and Procurement Team.

4. KEY ISSUES & RISKS

- **Firewalls** -If the firewalls which are due to expire at the end of support/life in 2018/19 are not replaced, then the Council will not be security compliant moving forward.
- **Wi-Fi** - Due to end of support/life, the Council's Wireless network requires replacement to ensure operational availability and security compliance moving forward. Access points are also no longer available for this system; therefore we are unable to provide wireless in any new locations going forward.
- **Storage/Virtual platform** - Failure rate of disks will continue with the current solution remaining fragmented and costly. There is a requirement to provide a storage solution to allow the Council to restore critical services in the event of a disaster. This work stream will also review the software required to run the systems.
- **NetScaler's-** If we don't replace these we cannot ensure operational availability and security compliance moving forward
- **Lync/Skype for Business-** The risk of not upgrading the existing Lync system is that we will be running on unsupported versions of operating systems and database software which presents inherent security risks as patches will not be available and as such, we will lose our PSN compliance certification.
- **Citrix Server Farm -** The risk of not upgrading the existing Citrix server farms is that we will be running on unsupported versions of operating systems and database software which presents inherent security risks as patches will not be produced and as such, we will lose our PSN compliance certification.

5. POLICY IMPLICATIONS

The equipment will support the "Deliver a Fit For Purpose Organisation" by refreshing technology that is outdated and does not meet the Council's needs.

6. FINANCIAL IMPLICATIONS

The core infrastructure scheme for the 2018/19 financial year will cost an estimated £950k; the estimates can be broken down as follows;

Internal Firewalls - £140k
Wi-Fi - £250k
Virtual Platform & Storage - £300k
Netscaler's - £40k
Lync/Skype for business - £75k
Citrix Server Farm - £100k
Project Management time for all of these projects - £45k

Provision for the scheme was included within the ICT Capital Earmarked Reserve for 2018-2021 as part of the Capital Programme approved at Finance Council in February 2018. The report asks the Executive Board to formally designate the scheme within the Capital Programme.

7. LEGAL IMPLICATIONS

The procurement process shall be in accordance with the Public Contracts Regulations 2015 and the Council's Contract Procurement Procedure Rules.
All contracts and contract variations will be in a form approved by legal officers in the Commissioning and Procurement team.

8. RESOURCE IMPLICATIONS

The business case includes costs for new temporary members of staff for the project. There will be an impact to some existing staff within the department which will be mitigated through work planning and project prioritisation.

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

Consultations have commenced with business areas and will continue over the length of the project in order to determine the most appropriate devices for staff to carry out their roles in the Council.

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**

CONTACT OFFICER:	**Peter Hughes**
DATE:	21/05/2018
BACKGROUND PAPER:	None

EXECUTIVE BOARD DECISION

REPORT OF:	Leader
LEAD OFFICERS:	Deputy Chief Executive
DATE:	14th June 2018

PORTFOLIO/S AFFECTED:	ALL
WARD/S AFFECTED:	All
KEY DECISION:	**YES** ☐ **NO** ☒

SUBJECT: Report on the progress against the Corporate Plan 2017/2018 for six months to Year-end (October 2017 to March 2018).

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

As per previous years, robust performance management arrangements 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.

Appendix One tracks the progress of performance against the Council's strategic objectives for six months to year-end (October 2017 to March 2018).

Appendix Two provides exception reports for priorities which are considered to be off track.

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.

Policy Council 2015 adopted the current Corporate Plan which sets out the council's aims and ambitions up to 2019. As part of this, Policy Council 2017 agreed the continuation of the six corporate priorities to 2020 these 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**

Further to this four long term strategic themes have been distilled into every portfolio to complement the Corporate Priorities.

The themes are:

- Image and marketing of the borough.
- Fairness / Equality / Cohesion.
- Partnership working:
  - With businesses and other public sector organisations (to maximise impact of Blackburn with Darwen spend)
  - With residents - empowering communities through volunteering and asset based working (more effective use of all our assets, people and places)
  - Other key stakeholders
- Digital First.

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 108 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	**11**	0	1	10	0
Resources	**10**	1	3*	6	0
Regeneration	**23**	0	4	19	0
Environment	**8**	1	1	6	0
Leisure, Culture and Young People	**11**	1	2	8	0
Neighbourhoods and Prevention Services	**11**	1	4	6	0
Adults	**7**	0	4	2	1
Public Health	**7**	3	0	4	0
Children's Services	**12**	1	3	8	0
Schools and Education	**8**	0	2	6	0
Total	**108**	**8**	**24**	**75**	**1**

**Two of the measures within the Resources portfolio relate to budget outturn performance and delivery of the savings programme. At the time of writing the report, work is still ongoing to finalise the year end outturn position, however based on the position at this time, it is expected that both measures will be Amber as defined below.*

Of the 108 measures information for the period is as follows:

- 7% (8 actual) have been forecast as "red" where performance is, or is likely to be off track
- 22% (24 actual) have been forecast "amber" where delivery is on track and currently being managed
- 70% (75 actual) have been forecast "green" or on track
- 1% (1 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:	16/05/2018
BACKGROUND PAPER:	

Appendix One: Corporate Plan 2017/2018: Performance Report
Year-end (October 2017 to March 2018)

The Leader's portfolio	**Performance measures**	**Good Performance is**	**Baseline**	**17/18 target**	**Half year performance and rating**	**Year-end performance and rating** **(RED)** **(AMBER)** **(GREEN)**
1. Your Call - Improvements to make Blackburn with Darwen cleaner and greener - Improvements to health and wellbeing - Improving community togetherness and belonging/neighbourliness	Delivery of work programme to expand the scope and delivery of Your Call by ensuring all those with ideas are supported.	Delivery	On-going delivery	90 Your Call Clean ups 150 other Your Call Activity	**64 Your Call Clean ups** **378 other Your Call Activity** **(GREEN)**	**40 Your Call Clean ups** **301 other Your Call Activity** **Cumulative: 104 Your Call Clean ups** **679 other Your Call Activity** **(GREEN)**
	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.	Delivery	On-going delivery	Update on progress	**(GREEN)**	**(GREEN)**
	Delivery of work programme to facilitate and build resilient communities who are more capable of doing things for themselves.	Delivery	On-going delivery	Update on progress	**(GREEN)**	**(GREEN)**

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 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.	Delivery	On-going delivery	Update on progress	**(GREEN)**	**(GREEN)**
3. Support community cohesion	Civic participation and community events	Maintain annual activity	18	Update on progress	**13 Civic participation and community events** **(GREEN)**	**12 Civic participation and community events** **Cumulative: 25 Civic participation and community events** **(GREEN)**
	% of people who meet and talk to people from different ethnic groups	Higher		Maintain the ranking of the most popular places.	**(GREEN)**	**94%** **(GREEN)**
	% 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%)	**(GREEN)**	**44%** **Survey data is not comparable with previous surveys due to methodology.** **New baseline for 2018** **(AMBER)**

	Delivery of Equalities Work programme (Social Integration Strategy)	Delivery	On-going delivery	Update on progress	**(GREEN)**	**(GREEN)**
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	**(GREEN)**	**(GREEN)**
	Delivery of work programme - Managing the reputation of the Council	Delivery	On-going delivery	Update on progress	**(GREEN)**	**(GREEN)**
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	**(GREEN)**	**(GREEN)**

Resources	**Performance measures**	**Good Performance is**	**Baseline**	**17/18 target**	**Half year performance and rating**	**Year-end performance and rating** **(RED)** **(AMBER)** **(GREEN)**
1. Deliver a balanced budget year on year with the resources available.	% of the remaining savings programme achieved	Higher		98%	**(AMBER)**	**Pending final outturn reporting** **(Forecast AMBER)**
	Achieve a breakeven or underspend against overall cash limit	Higher		Overall 1% tolerance	**(RED)**	**Pending final outturn reporting** **(Forecast AMBER)**

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.	**A further 10 e-forms have been identified from reviews of 8 service areas** **(AMBER)**	**A total of 19 e-forms have been identified through the work of the Digital Task team.** **(AMBER)**
3. Developing the organisation and its people.	Reduction in employee absence through sickness	Lower	9.37 (2016/17)	8 days	**(AMBER)**	**Year-end total 9.24 days per FTE** **(RED)**
	Information relating to RIDDORS	Lower		RIDDORS: quarterly update	**3* RIDDORS in Qtrs 1 & 2** ***Revised figure** **(GREEN)**	**5 RIDDOR Qtrs 3 & 4** **Cumulative 8 RIDDORS in the year for BwD** **(GREEN)**
	MyView self- service utilisation: Digitisation of HR	Higher		97% of all pay documents accessed via MyView	**98% of pay documents accessed via MyView** **(GREEN)**	**98% of pay documents accessed via MyView** **(GREEN)**
		Higher		95% of employees to have electronic files	**100% Employees have Electronic Files** **(GREEN)**	**100% Employees have Electronic Files** **(GREEN)**
		Higher		99% expense claims submitted via MyView	**100% expenses claims submitted via MyView**	**100% expenses claims submitted via MyView**

					(GREEN)	**(GREEN)**
		Higher		95% sickness absence recorded via MyView	**100% Sickness absence recorded via MyView** **(GREEN)**	**100% Sickness absence recorded via MyView** **(GREEN)**
		Higher		90% of paper forms accessible via MyView	**100% Forms accessible via MyView** **(GREEN)**	**100% Forms accessible via MyView** **(GREEN)**

Regeneration	**Performance measures**	**Good Performance is**	**Baseline**	**17/18 target**	**Half year performance and rating**	**Year-end performance and rating** **(RED)** **(AMBER)** **(GREEN)**
1. Accelerating the Growth Agenda.	Housing: a) Number of new build properties	Higher	130 for 2016/17	150 properties	**136 properties** **(GREEN)**	**95 properties** **Cumulative 231 properties** **(GREEN)**
	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	**84 properties**	**64 properties** **Cumulative 148 Properties**

					(GREEN)	**(GREEN)**
	Housing: c) Sq. m of commercial floorspace developed or underway	Higher		10,000 Sq.m	**28,636 Sq.m Floorspace developed & underway** **(GREEN)**	**20,880 Sq.m Developed floorspace only** **(GREEN)**
	Town centre vitality: a) Vacancy rates in Blackburn town centre	Lower	Baseline: Blackburn 21.0% (2012/13)	Blackburn 17%	**Blackburn** **14.5%** **(GREEN)**	**Blackburn** **16.2%** **(GREEN)**
	Town centre vitality: b) Vacancy rates in Darwen town centre	Lower	Baseline: Darwen 16.6% (12/13)	Darwen 12%	**Darwen** **10.3%** **(GREEN)**	**Darwen** **10.3%** **(GREEN)**
	Evening economy: a) Blackburn town centre	Higher	New openings	Blackburn 5 new openings	**Blackburn** **2** **(GREEN)**	**Blackburn** **7** **Cumulative: 9** **(GREEN)**
	Evening economy: b) Darwen town centre	Higher	New openings	Darwen 3 new openings	**Darwen** **1** **(GREEN)**	**Darwen** **3** **Cumulative: 4** **(GREEN)**
2. Delivering the capital projects - Securing the outcomes from capital investment	Completion of transport capital projects: • LTP and • Growth Deal Scheme	Delivery on time and to budget	Annual spend	LTP programme, Darwen East Development Corridor GD2 LTP £3,976,000	**Current LTP and Capital Programme spend stands at £1.524m 34%.**	**2018/19 end of year LTP and Capital Programme spend at 100% = £4.476m**

				Growth Deal 2 £500,000 Total = £4,476,000	**(AMBER)**	**(GREEN)**
	Darwen Market Square	Delivery	Programme delivery	On site	**Detailed Design underway** **(GREEN)**	**Out to tender. On site May 18. Completion November 18** **(GREEN)**
	Education building programme delivery	Higher	Programme delivery	Time and cost 10% tolerance	**6 projects delivered within 10% ± tolerance (programme ongoing)** **(GREEN)**	**15 projects delivered within 10% ± tolerance (programme ongoing)** **(GREEN)**
	Corporate buildings delivery	Higher	Programme delivery	Time and cost 10% tolerance	**5 projects delivered within 10% ± tolerance** **(GREEN)**	**7 projects delivered within 10% ± tolerance** **(GREEN)**
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	**98%** **(GREEN)**	**98%** **(GREEN)**
	Monitoring against national planning performance targets 2018:	Higher	Baseline: 68% (14/16)	b)Non-major projects decided in 8 weeks (65%) -	**95%**	**97%**

	b) Non-major projects decided in 8 weeks			from 2018 inc. Agreed Extensions of Time (70%) for preceding 2 years – this only relates to changes of use and householder applications	**(GREEN)**	**(GREEN)**
	Appeals: a) major applications allowed preceding 2 years	Higher	Baseline: 0% (14/16)	a)Appeals: major applications allowed preceding 2 years (10%)	**0% - no major appeals determined** **(GREEN)**	**0% - no major appeals determined** **(GREEN)**
	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%).	**0.89%** **(12 appeals allowed against 1,342 applications determined)** **(GREEN)**	**0.94%** **(12 appeals allowed against 1,261 applications determined)** **(GREEN)**
	Performance of investment estate portfolio: • Occupancy rate	Higher	Baseline: 95.6% (14/15)	96%	**97.91%** **(GREEN)**	**99.87%** **(GREEN)**
	To deliver whole network inspections. All named roads: Measure routine inspections of all adopted roads within the inspection frequency	Higher (>95%)	100%	100%	**100%** **(GREEN)**	**100%** **(GREEN)**

	Response to dangerous structures	Higher	New measure – 2017/18 baseline year	Respond within 24 hours	**100%** **(GREEN)**	**100%** **(GREEN)**
4. Local jobs for local people.	New Jobs	Higher	New measure – 2017/18 baseline year	2,324 new jobs (cumulative)	**(AMBER)**	**(AMBER)**
	Economic activity rate (% of working age people in employment and/or seeking employment)	Higher	69.4% (Apr 16 – Mar 17)	71%	**68.4%** **(Jul 16-Jun 17)** **(AMBER)**	**68.7%** **(Oct 16 - Sept 17)** **Latest available data** **(AMBER)**
	Under 19 apprenticeship starts	Higher	510 (2016/17)	550	**500** **(DfE provisional data for 2017/18)** **(AMBER)**	**300** **(DfE provisional figures for the period Aug 17 - Jan 18)** **(AMBER)**
	% of residents with level 4 or above qualifications	Higher	28% (Jan 16 – Dec 16)	29%	**28%** **(Jan -Dec 16)** **(AMBER)**	**28%** **(Jan - Dec 16)** **Latest available data** **(AMBER)**
	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 Senior Business Advisor.	**Number of businesses supported** **Q1: 25** **Q2: 39** **Cumulative: 64**	**74 businesses supported in Q3 & Q4** **Cumulative: 138**

					(GREEN)	**(GREEN)**

Environment	**Performance measures**	**Good Performance is**	**Baseline**	**17/18 target**	**Half year performance and rating**	**Year-end performance and rating** **(RED)** **(AMBER)** **(GREEN)**
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	**Events: 71** **Volunteers: 1,268** **(AMBER)**	**Events: 48 (Oct 17 - Mar 18) (Cumulative: 119 events)** **Volunteers: 727 (Oct 17- Mar 18) (Cumulative: 1,995 volunteers taking part in supported clean ups) + 503 litter pick volunteers** **(AMBER)**
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	**(Apr 17 - Sept 17) 4,507 tonnes**	**(Oct 17 - Mar 18) 4,073 tonnes.** **(Cumulative 8,580**

					(AMBER)	**tonnes in the year)** **(RED)**
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	**Cameras installed at 20 distinct locations across the borough** **(GREEN)**	**Cameras installed at 40 distinct locations across the borough** **(GREEN)**
	Quantity of illicit tobacco seized.	Higher	≥ 6000 cigarettes and / or 4.6kg tobacco	≥ 6000 cigarettes and / or 4.6kg tobacco	**8,362 cigarettes and 11.95kg tobacco seized** **(GREEN)**	**236,462 cigarettes and 44.75kg tobacco, 475 packets chewing tobacco seized** **Cumulative totals: 244,824 cigarettes, 56.7 kg tobacco and 475 packets of chewing tobacco** **(GREEN)**
	% of alcohol retailers compliant with licensing conditions.	Higher		≥95%	**98.7%** **(GREEN)**	**98.5%** **(GREEN)**
	% of food businesses achieving 3 Star and above rating on the National Food Hygiene Rating Scheme.	Higher		≥90%	**92%** **(GREEN)**	**92.4%** **(GREEN)**
	We will continue to commit resources to shisha enforcement: Number of formal interventions for smoking in	Higher		≥4	**2 formal interventions**	**10 formal interventions**

	enclosed premises (related to shisha).				**(GREEN)**	**(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	**Performance measures**	**Good Performance is**	**Baseline**	**17/18 target**	**Half year performance and rating**	**Year-end performance and rating** **(RED)** **(AMBER)** **(GREEN)**
1. Increasing the participation and engagement of young people.	Number of junior visits generated through CLS&YP services	Higher		403,000 junior visits	**Junior visits** **YPS : 24,498** **Arts & Heritage: 14,763** **LIS: 20,175** **Venues: 3,707** **Leisure: 146,540** **Total: 209,683** **(GREEN)**	**Junior visits** **YPS : 25,081** **Arts & Heritage: 6,229** **LIS: 40,525** **Venues: 25,383** **Leisure: 39,132** **Total: 136,350** **Cumulative: 346,033 junior visits** **(AMBER)**
	Number of attendances to youth provision	Higher		30,000 attendances	**28,084 attendances**	**28,051 attendances** **Cumulative: 56,135**

					(GREEN)	attendances (GREEN)
	Number of cases managed by the Targeted Youth Support Team	Higher		80 cases managed	**119 cases** **(GREEN)**	**102 cases** **Cumulative: 221 cases** **(GREEN)**
	Number of young people participating in the democratic process	Higher		1,500 (Make Your Mark Campaign) 8,000 (Youth Elections)	**9,108 votes (Make Your Mark Campaign)** **(GREEN)**	**8,240 votes (Youth Elections)** **(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		22,933 volunteer hours	**Volunteer hours** **YPS: 129.25** **LIS: 6,772** **Heritage: 1,963** **Arts: 1,001** **Leisure: 2,852*** **Venues: 410** **Total: 13,127.25* hours** ***Revised figure** **(GREEN)**	**Volunteer hours** **YPS: 200** **LIS: 13,153** **Heritage: 1,241** **Arts: 1,206** **Leisure: 3,381** **Venues: 370** **Total: 19,551 hours** **Cumulative: 32,678.25 hours** **(GREEN)**
	Number of Leisure Attendances (including pitches)	Higher		1,005,754 attendances	**484,459 attendances**	**339,774 attendances** **Cumulative:**

					(GREEN)	**824,233 attendances** **(AMBER)**
	Number of contacts and referrals to health and wellbeing hub	Higher		4,866 contacts & referrals	**Contacts & referrals** **Calls/emails: 1,964** **Referrals: 883** **Total: 2,847** **(GREEN)**	**Contacts & referrals** **Calls/emails: 3,853** **Referrals: 1,885** **Total: 5,738** **Cumulative: 8,585 contacts & referrals** **(GREEN)**
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	**50,738* attendances** ***Revised figure** **(AMBER)**	**67,991 attendances** **Cumulative: 118,729** **(RED)**
	Number of art organisations and programmes supported	Higher		30 art organisations and programmes supported	**21 organisations and programmes supported** **(GREEN)**	**45 organisations and programmes supported** **Cumulative: 66** **(GREEN)**
	Number of LIS cultural and self-directed learning events and activities	Higher		800 events & activities	**451 events & activities**	**441 events & activities**

					(GREEN)	**Cumulative: 892** **(GREEN)**
	Number of cultural events and activities across arts and heritage services	Higher		150 cultural events & activities	**Cultural events & activities** **Museum: 30** **Turton Tower: 11** **Arts: 48** **LIS: 13** **Total: 102** **(GREEN)**	**Cultural events & activities** **Museum: 28** **Turton Tower: 8** **Arts: 56** **LIS: 7** **Total: 99** **Cumulative: 201** **(GREEN)**

Neighbourhoods & Prevention Services	**Performance measures**	**Good Performance is**	**Baseline**	**17/18 target**	**Half year performance and rating**	**Year-end performance and rating** **(RED)** **(AMBER)** **(GREEN)**
1. Improving the quality of housing.	Reduction in number of privately run HMO bed spaces	Higher		30	**26** **(GREEN)**	**37** **(GREEN)**
	HMOs subject to enforcement	Higher		26	**23** **(GREEN)**	**38** **(GREEN)**
	Properties licensed and inspected in Selective Licensing areas	Higher		300 licences 200 inspected	**173 licences** **33 inspected** **(AMBER)**	**688 licences granted** **85 inspected** **(GREEN)**

	Increasing the number of private sector homes that have hazards (category 1 & 2) removed	Higher		347	**197** **(GREEN)**	**363** **(GREEN)**
2. Demand management and prevention.	Households prevented from becoming homeless	Higher		350	**177** **(GREEN)**	**480** **(GREEN)**
	Number of people engaged in capacity building activities	Higher		3,600 people engaged in capacity building events	**1,739 people engaged in capacity building events** **(GREEN)**	**1,033 people engaged in capacity building events** **Cumulative: 2,772** **(AMBER)**
	Number of Volunteers	Higher		2,500 volunteers	**3,531 volunteers** **(GREEN)**	**2,851 volunteers** **Cumulative: 6,382** **(GREEN)**
3. Community Safety / Lifelong Learning	Total crime figures	Lower	12,207 (2016/17)	Reduce total crime: within +/-10% of the 2016/17 baseline	**6,611** **+8%** **(AMBER)**	**14,338** **+18%** **(RED)**
	Number of people on skills programmes	Higher		2,679 people on skills programmes	**237 people on skills programmes** **(AMBER)**	**758 people on skills programmes (Aug - Dec 17)** **Cumulative: 995** **(AMBER)**
	Number of people achieving a qualification	Higher		700 people achieving a	**8 people achieving a qualification**	**109 people achieving a**

				qualification	**(AMBER)**	**qualification (Aug - Dec 17)** **Cumulative: 117** **(AMBER)**
	Number of people supported through National Careers Service Contract into higher level skills or employment.	Higher		1,200 people supported	**657 people supported** **(RED)**	**339 people supported** **Cumulative: 996** **(AMBER)**

Adult Social Care	**Performance measures**	**Good Performance is**	**Baseline**	**17/18 target**	**Half year performance and rating**	**Year-end performance and rating** 🟥 **(RED)** 🟨 **(AMBER)** 🟩 **(GREEN)**
Overarching Priority: To fulfil the council's statutory and regulatory duties to improve and protect the health and wellbeing of the population through innovation and engagement						
1. Safeguarding vulnerable adults and developing the Service User voice.	'Percentage of individuals with a safeguarding concern that proceeded to a section 42 enquiry'. Measure SGA3 in the new Safeguarding Adults Collection (SAC). *(monitored on number of people)*	Within a range	(2016/17) 49.9% (572/1146) people	Within the range of 45-55%	**49.5%** **(253/511 people)** **(GREEN)**	**Data available end of Q1 2018/19**
	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.’	**(GREEN)**	**(AMBER)**
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 *(Using ASCOF measure not SALT)*	Lower	(2016/17): 838.9 per 100,000 pop 65+	Lower than baseline year	**346 per 100,000 population** **(GREEN)**	**692 per 100,000 population** **Q4 data available May 2018** **(GREEN)**
	% of total contacts signposted to alternative sources of support.	Higher	2017/18 baseline year	35%	**45%** **351/788** **(GREEN)**	**46%** **342/751** **(GREEN)**
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	**To be reported Q4**	**4.56** **(AMBER)**
	Number of referrals from the Social Work Teams to the Neighbourhood Service for a) volunteers	Higher		Baseline year (April 17 –Sept 17 data)	**8** **(AMBER)**	**9** **Cumulative: 17** **(AMBER)**
	Number of referrals from the Social Work Teams to the Neighbourhood Service for b) community connectors	Higher		Baseline year (April 17 –Sept 17 data)	**12** **(AMBER)**	**34** **Cumulative: 46** **(AMBER)**

Health	**Performance measures**	**Good Performance is**	**Baseline**	**17/18 target**	**Half Year performance and rating**	**Half year performance and rating** (RED) (AMBER) (GREEN)
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	6% reduction in local life expectancy gap on the 2008-10 baseline	**Using new Life Expectancy Formula introduced Dec 2016 for comparison** **2.6% males** **6.6% females** **(AMBER)**	**-10.0% males** **-4.3% females** **NB. A negative reduction equates to an increase, i.e. the gap with England has got wider since baseline, not narrower.** **(RED)**
	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	**Using new Life Expectancy Formula introduced Dec 2016 for comparison** **1.2yrs males** **0.9yrs females** **(GREEN)**	**Using new Life Expectancy Formula Introduced Dec 2016** **0.9yrs males** **0.7yrs 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	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	**Q1 – 130** **Q2 - 118** **248 combined Complete figures for Q2 available mid-November.** **(AMBER)**	**Q3 – 89** **Q4 – 108** **197 combined (Q3-Q4).** **Achieved total of 445 4 week quits for 2017/18.** **(RED)**
	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%	**Q1 – 35%** **Q2 – 26%** **Complete figures for Q2 available mid -November**. **(AMBER)**	**Q3 – 28%** **Q4 – 33%** **4 week quit rate for Q3-Q4 = 31%.** **Overall 4 week quit rate for 2017/18 = 31%** **(RED)**
	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%	**Q1 2017/18** **22.5%** **(June 2017)** **(GREEN)**	**Q4 2017/18** **25.2%** **(End of Jan 2018)** **(GREEN)**
3. Effectively manage public sector demand and put more resources into	To develop a Public Health prevention model for the borough	Monitor progress		Embed monitoring & reporting arrangements & agree a three		

preventative services.				year development plan to grow the Council offer (internal commissions & Social Determinants of Health) delivered from the Public Health Grant, ensuring a shift toward primary prevention across the four key programme areas: 1. Safe and healthy homes 2. Healthy places 3. Wellbeing and self-care 4. Workplace wellbeing and employment	**(GREEN)**	**(GREEN)**
	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.	(GREEN)	(GREEN)

Children's Services	**Performance measures**	**Good Performance is**	**Baseline**	**17/18 target**	**Half year performance and rating**	**Year-end performance and rating** **(RED)** **(AMBER)** **(GREEN)**
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 (April 15 – March 16)	Beneath the regional and national average	**189 per 100,000 (Apr 16 - Mar 17) Reported one quarter in arrears on a rolling year basis.** **(GREEN)**	**189 per 100,000 (Oct 16 - Sept 17) Reported one quarter in arrears on a rolling year basis.** **(GREEN)**
	Youth Offending: b) Proven rate of Re-offending by Young Offenders	Lower	33.3% (October 13- September 14)	Beneath the regional and national average	**45.3% (Oct 14 -Sept 15) Reported quarterly on a rolling year basis.** **(AMBER)**	**34.5% (Jan 16 - Mar 16) Reported quarterly on a rolling year basis** **(GREEN)**
	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	**509 (As at 27/09/17)** **(GREEN)**	**644 (As at 29/03/18)** **(AMBER)**

	Exploitation measure: Proportion of young people worked with by Engage where risk is successfully reduced	Higher	75% (2016/17)	75%	**89% (Apr - Sept 17)** **(GREEN)**	**96% (Apr – Mar 18)** **(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	400+ (previously within a band of 350-400)	**492** **(GREEN)**	**522** **(GREEN)**
	Number of commissioned residential placements for Looked After Children as a total of all Looked After Children placements.	Maintain	15 (October 2015)	10-20	**25 (6.5% of all children in our care)** **(RED)**	**28 (7.4% of all children in our care)** **(RED)**
	% of children offered a package of care at Apple Trees within 28 days of the referral panel decision being made	Higher	100% 2016/17	100%	**89%** **(AMBER)**	**100%** **(GREEN)**
	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)	**15** **(GREEN)**	**79** **(GREEN)**
3. For those children who come into care, work quickly to ensure that they achieve permanence without unnecessary delay and their care and learning needs are prioritised.	Adoption scorecard national targets: a) Average days from child entering care to starting adoptive placement	Lower	680 (2012-2015)	Perform at national threshold level (426 days)	**438** **(AMBER)**	**447** **(AMBER)**
	Adoption scorecard national targets: b) Time taken from court decision for placement order to matching the child with an adoptive family	Lower	226 (2012-2015)	Perform at national threshold level (121 days)	**210 days** **(AMBER)**	**200 days** **(AMBER)**
	% of care leavers aged 19, 20 & 21 in Education, Employment or Training (EET)	Higher		Achieve at or above national average for	**51.1%**	**50%**

				2017/18	**(GREEN)**	**(GREEN)**
	% 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	**67%** **(AMBER)**	**71%** **(GREEN)**

Schools and Education	**Performance measures**	**Good Performance is**	**Baseline**	**17/18 target**	**Half year performance and rating**	**Year-end performance and rating** **(RED)** **(AMBER)** **(GREEN)**
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	**Reading -0.5** **Writing -0.81** **Maths +0.68** **(National 2016/17** **R: -1.5** **W: -2.6** **M: -1.4)** **(GREEN)**	**Reading -0.51** **Writing -0.82** **Maths +0.66** **(National 2017/18** **R: -1.6 ;** **W: -2.6** **M: -1.4)** **(GREEN)**
	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	**-0.25** **(National 2016/17: -0.55)**	**-0.25** **(National 2017/18: -0.59)**

					(GREEN)	**(GREEN)**
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	**86%** **(AMBER)**	**80%** **(AMBER)**
	% 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	**Apr-Sept 17:** **NEET Average: 3.9%** **Not Known: 2.4%** **Combined: 6.28%** **(NW combined: 7.36%** **England combined: 7.98%)** **(GREEN)**	**Jan-Mar 18:** **(the figures below are taken from the Dec-Feb averages)** **NEET Average: 3.0%** **Not Known: 1.8%** **Combined: 4.8%** **(NW combined: 6.5%** **England combined: 6.0%)** **(GREEN)**
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	**50%** **(National 2016/17: 39%)** **(GREEN)**	**51%** **(National 2017/18: 48%)** **(GREEN)**
	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,	Higher	2016/17: -0.23	Achieve at or above national average for 2017/18	**-0.21** **(National 2016/17 -0.38)**	**-0.22** **(National 2017/18 -0.40)**

	Physics, Biology, Chemistry, Science, Modern Foreign Languages				**(GREEN)**	**(GREEN)**
	% of children and young people in care performing at nationally expected levels: a) At the end of primary school	Higher	2016/17: 33%	Achieve at or above national average for 2017/18	**33%** **(GREEN)**	**33%** **National 2016/17: 25%** **(GREEN)**
	% of children and young people in care performing at nationally expected levels: b) At the end of secondary school	Higher	2016/17: -1.18	Achieve at or above national average for 2017/18	**Data Unavailable until Quarter 3**	**-1.55** **National 2016/17: -1.14** **(AMBER)**

Appendix Two: Corporate Plan 2017/2018: Performance Report
Year-end (October 2017 to March 2018) Exception Reports

- **Resources:**
    - Reduction in employee absence through sickness
- **Environment:**
    - Reduce the amount of waste going to landfill
- **Leisure, Culture and Young people**:
    - Number of attendances at King Georges Hall (KGH) and Darwen Library Theatre(DLT)
- **Neighbourhoods and Prevention Services**:
    - Total crime figures
- **Public Health:**
    - Reduce differences in life expectancy between BwD and the national average year on year.
    - Stop smoking: a) Number of 4 week quitters and b) Quit rate (Successful quitters as proportion of all who set a quit date)
- **Children's Services**:
    - Number of commissioned residential placements for Looked After Children as a total of all Looked After Children placements.

Portfolio:	**Resources**		
Priority:	**Developing the organisation and its people**		
Performance Measure:	**Staff sickness absence**	**Good performance is:**	**lower (less than 8 days)**
Target:	**8**	**Baseline:**	**9.37 previous year end**
Performance	**Half year performance and RAG rating** **(AMBER)**	**Year-end performance and RAG rating** **9.24** **(RED)**	

What is the reason for the performance? Overall direction is positive compared to last year (9.37 days) and the support and proactive work will need to continue.

Quarter	**2016/17**	**2017/18**
1	2.84	2.17
2	2.32	2.29
3	2.76	2.45
4	2.56	2.73
Overall	9.37	9.24

The five main reasons for sickness absences for the Council have slightly changed. There has been an increase in stomach, Ear/Nose/Throat, Musculoskeletal and Mental Ill Health related absences. However a decrease in chest and respiratory absences. This may be due to the fact that the Council and CCG both made exceptional efforts this year to vaccinate their own staff and encourage vaccination.

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.

Departmental analysis is undertaken on a month by month basis with specific actions being highlighted to managers for their particular categories of absences, with cost and employee numbers specifically those with 3+ absences. This includes recommendations on how to improve sickness and support can offer to those employees. Below are examples of recommendations sent to managers to implement;

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.

Support and advice has been provided to line managers, to ensure the Improving Attendance Policy is being followed along with support in meetings, creation of outcome letters and next steps. Early intervention has been a key area of this support and included advice and analysis of absence patterns and absence history. The sickness team consistently highlights to managers the importance of ensuring sickness absence is managed as a high priority and absence processes are being followed by managers with HR support, guidance, advice and mentoring. The support supplied by the HR service has given managers confidence to deal with absence in a consistent manner.

MyView dashboard reporting has now been implemented to support managing attendance. Work has been carried out improving performance with training already delivered on MyView absence reporting and guidance available via the intranet for managers, and trade unions.

What is the likely impact of continued performance? A few sick days a year might not seem like too much of an issue to an employee, but when combined it has a huge impact on staff morale and engagement and in turn increase absence within that area and impact on service delivery. Two of the main reasons for absence (musculoskeletal and stress), if early intervention does not take place when these are the reasons it can lead onto long term sick absence and associated 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? The commitment to all employees' health and wellbeing is to foster and promote a culture that increases awareness of ways to improve health, decreases high levels of stress, though monitoring the working environment, protecting employees where possible from workplace injury, offering job satisfaction and flexible working options and supporting employees through having in place, health and wellbeing medical, physical and mental health support and guidance available from a range of practitioners.
There have been a number of initiatives undertaken that have included:

- Part of the HR objectives is to continually review our policies and guidance in order to support Line managers with HR issues. As part of our reviews the Councils New Improving Attendance Policy went live on 1st April.
- Employee wellbeing is at the forefront of the HR service objectives we aim to achieve these, in conjunction with the BwD Wellbeing Service and the EAP offer.
- Bite size sessions have been conducted with teams/departments to support their knowledge/practical use of Improving Attendance policy.
- Health and Wellbeing Week ran in October 2017, the national Wellbeing week had themed events for each day, and the Council's action plan tried to reflect this and focused on providing Council employees with activities, information and guidance to make an informed choice about their lifestyle. The week was organised by the Council's health, safety and wellbeing team in HR and the Wellbeing Service in Leisure & Environment. The task team recognised that health and wellbeing means different things to different people so arranged a range of events and activities for employees to participate in. Each day carried a different theme and activities were centred on the following: Healthy Heart, Changing Habits, Health, Safety and Wellbeing, Eat Well and Get Active.
- Committed to changing employee perceptions and behaviours towards mental health. To show this HSW and Public Health have been working with Lancashire mind to commit to Time to Change. By signing this pledge BwD will be committed to;
    - Improve attitudes and behaviour towards people with mental health problems.
    - Reduce the amount of discrimination that people with mental health problems report in their personal relationships and at work.
    - Make sure even more people with mental health problems can take action to challenge stigma and discrimination in the workplaces
    - Create a sustainable campaign that will continue long into the future.

Following on from the success of the 2017 Health & Wellbeing week, 2018 has seen proactive work to encourage employee engagement and increase improved health and wellbeing in the workplace. The benefits of promoting physical and mental wellbeing are well-known:

- Reduced sickness absence,
- Increased productivity,
- The opportunity for employees to build positive workplace relationships and,
- As a result, increased employee engagement, satisfaction and retention.

There is also work continuing on Wellbeing Initiatives already being consulted on:

- Health & Wellbeing Champions - will help to promote health and wellbeing activities within their workplaces.
- Mental Health Champions - Their details will be published to employees as Mental Health Champions. These champions will have;
    - An in depth understanding of mental health and the factors that can affect wellbeing
    - Practical skills to spot the triggers and signs of mental health issues
    - Confidence to step in, reassure and support a person in distress
    - Enhanced interpersonal skills such as non-judgemental listening
    - Knowledge to help someone recover their health by guiding them to further support - whether that's self-help resources, through their employer, the NHS, or a mix
- Working towards 'National Award for England- The Workplace Wellbeing Charter'
- Promoting the 5 ways to wellbeing. - Connect, Be Active, Keep Learning, Give and Take notice.
- Encouraging managers to be supportive – looking at ways they can demonstrate commitment to the strategy
- Tool kits - More comprehensive schemes to recognise and engage the effects of external stresses too, such as financial worries, caring needs.
- Joined up approach with Wellbeing service, Leisure, Public Health and Resources
- Publish a Calendar of events which includes; Activity months/challenges, Awareness days and trends – BwD, Local, National.
- As part of a new wellbeing initiative to support employees who may suffer with the mental ill-health symptoms 64 employees will train to become qualified Mental Health First Aiders by the end of May 2018.

Are there any decisions likely to be required of Executive Members in the future, in relation to this issue? No

Portfolio: Environment

Priority: Reducing fly tipping, landfill waste and maximising recycling.

Performance Measure: Reduce the amount of waste going to landfill.	**Good performance is: Lower**
Target: 7,600 tonnes	**Baseline: 2016/17: 7,596 tonnes**

Performance	**Half year performance and RAG rating** **April 17 to September 2017** **4,507 tonnes** **(AMBER)**	**Year-end performance and RAG rating** **October 17 to March 18** **4,073 tonnes.** **(Cumulative 8,580 tonnes in the year)** **(RED)**

What is the reason for the performance? There has been a reduction in the amount of waste sent to landfill for the second half of the year, but this still has exceeded the overall target. The amount of waste landfilled is a result of fly tipped waste, bulky waste removals and waste going through the household waste recycling centres, which could not be sent for waste to energy via the agreement with Greater Manchester Waste Disposal Authority (GMWDA), due to its composition. The new treatment agreement with Suez, which starts April 2018, is looking to shred this material in future, thereby making it suitable for waste to energy and so divert away from landfill. The new Household Waste Recycling Centres (HWRC) contract also has increased diversion targets in place. The Blackburn site in particular is too small and no longer fit for purpose, hence the need for a new site to enable better recycling. In the meantime, site improvements are being carried out at the site to reduce the need for the site to close as often during skip exchanges and to provide space for new containers.

Please provide an explanation of the performance measure?
A measurement of the amount of waste the council sends to landfill, as opposed to it being treated by alternative means, such as energy from waste.

Explanation against target. The target of 7,600 tonnes of waste being sent to landfill has been exceeded by 980 tonnes.

Comparisons / trends – compared to previous quarters, previous years? Comparators with previous years is not directly possible for all wastes, as the council introduced alternate weekly collections in October 2016, which may well have increased the amount of waste deposited at the HWRCs and also flytipped, plus the introduction of green waste charges in March 2017 may have impacted on waste arisings, but there is no direct evidence to suggest this has happened, as no waste audit has been undertaken in the last 3 years, due to budget reductions. Additionally, there is a trend for increased tonnages across the region, given that waste has risen in Lancashire by 3% over the last year, with less recycling taking place.

Has policy, delivery changed? Yes, the introduction of alternate weekly collections, plus the decision to introduce green waste charges in March 2017.

Explanation of service delivery? The agreement with GMWDA was to accept waste from burgundy bin collections, but they were unable to take bulky materials for disposal and treatment, with those materials being landfilled.

What is the likely impact of continued performance?

What is the impact on residents? No direct impact on residents, aside from on occasion, the residual waste containers being full at the HWRC sites.

What is the impact on the council, department/s or portfolio/s? The financial cost to the portfolio was to produce a financial saving, as landfill was cheaper than energy from waste by 88 pence per tonne. This saved the portfolio £862 in the year.

What is likely to happen to performance against target at year end? The target was exceeded at year end, but the waste disposed of legally and effectively.

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

Have action plans / improvement plans been completed – from these what are the key actions / improvements and what are the timelines for them? A new outlet for the council's waste disposal is being identified, with GMWDA no longer able to provide a solution for the council. The council has initiated a 2 year agreement to dispose of its waste with SUEZ, via its existing contract with them, from April 2018, minimising the use of landfill as a disposal option and utilising energy from waste as a solution.

Are there new strategies being developed? Yes, bulky waste is now being shredded and taken to energy from waste from April 2018

Are there changes in policy / structures? No

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

Exec Board decision? No

Exec Member / SPT decisions? Exec Member decision to dispose of waste via SUEZ instead of GMWDA was agreed in February 2018.

Initial discussion with members re possible change in service? Discussions took place in February 2018 with the Executive Members for Resources and Environment.

<table>
<tr><td colspan="3">Portfolio: Leisure, Culture and Young People Portfolio</td></tr>
<tr><td colspan="3">Priority: Stimulating cultural involvement into social and economic regeneration.</td></tr>
<tr><td colspan="2">Performance Measure: Number of attendances at King Georges Hall (KGH) and Darwen Library Theatre (DLT)</td><td>Good performance is: Higher</td></tr>
<tr><td colspan="2">Target: 172,149 attendances</td><td>Baseline:</td></tr>
<tr><td>Performance</td><td>50,738
Q1 + Q2 attendances
(AMBER)</td><td>67,991
Q3 + Q4 attendances
Cumulative: 118,729 attendances
RED)</td></tr>
</table>

What is the reason for the performance? The performance measure collates attendances for all bookings, hires, events and shows at both King Georges Hall (KGH) and Darwen Library Theatre **(**DLT).

Despite a 35% improvement in the second half of the year the yearend total attendance figure was 31% below target.

Comparing the programming in 2017/18 to the previous year 2016/17 there were 10 more shows programmed into KGH main concert hall than in 2016/17, however the programming in the Windsor Suite and Blakey's dropped by 15 shows. In addition private hire bookings at KGH fell by 12%. With the reduced number of smaller bookings and private hires the increase seen in big shows bookings was not able to compensate thus the lower attendances.
Venues underwent a significant efficiency remodel and loss of experienced staff as part of the 2016/17 and 2017/18 efficiencies. The remaining staff focussed on securing high profile bands and show bookings for the main concert hall to put KGH back 'on the map'(increased shows in 17/18 evidence the success of this strategy) but in turn there was reduced capacity for focus on the smaller bookings (again lower bookings demonstrate this).

What is the likely impact of continued performance? Performance in Q4 demonstrated the positive direction that Venues are taking; KGH sold out all public performances of the pantomime & achieved growth in school bookings. Q4 saw more sell out shows go on sale than in any of the previous quarters in 2017/18.
Performance for 2018/19 is already in a stronger position: the number of shows already booked for 2018/19 exceeds those booked for 2017/18 at the same time last year. This positive position combined with improved marketing and audience analysis will enable the team to strengthen audience attendances.

The already secured programme for 2018/19 provides residents with a wide variety of shows and events including comedy, music, classics, ballet, Festival of Making and children's' / family entertainment which is positive for the continued regeneration of the town centre and the borough's profile.

It is anticipated that attendances in 2018/19 will be much improved on 2017/18 as the remodelled team establish new ways of working to benefit all aspects of the business.

What activities have been or are being put in place to address these issues? The remaining staff are working hard implementing improved monitoring processes and developing updated marketing and promotion strategies including a strong social media presence. Key areas of focus include:-

- Increase number of private hires – developing marketing campaigns to better promote the venue for this purpose
- Windsor Suite / DLT programming – setting number of show targets /quarter based on audience development strategy

- Concert Hall programming – introduction of children's activity programming will be seen in Q2 2018/19. This was identified as a programming gap in 2016/17 however it required exploration and product advance bookings hence delayed implementation.
- New Box Office System – expected to be implemented in Q3 the new system will enable improved ability to identify audience booking patterns and develop strategies to increase repeat attendances and increase regular attendances.

Are there any decisions likely to be required of Executive Members in the future, in relation to this issue? The Executive Board decisions at the end of 2017/18 in relation to Blakeys and leasing the space commercially will enable the small staff team to better focus on audience development and programming across both KGH & DLT.

Portfolio: Neighbourhoods & Prevention

Priority: Maintaining Low Crime Levels

Performance Measure: Total crime figures as recorded by the constabulary		**Good performance is: same or lower**
Target: within 10% of baseline year.		**Baseline: 12,207 crimes recorded (2016/17)**
Performance	**Half year performance and RAG rating** **Actual 6,611** **+8%** **(AMBER)**	**Year-end performance and RAG rating** **Actual 14,338** **+18%** **(RED)**

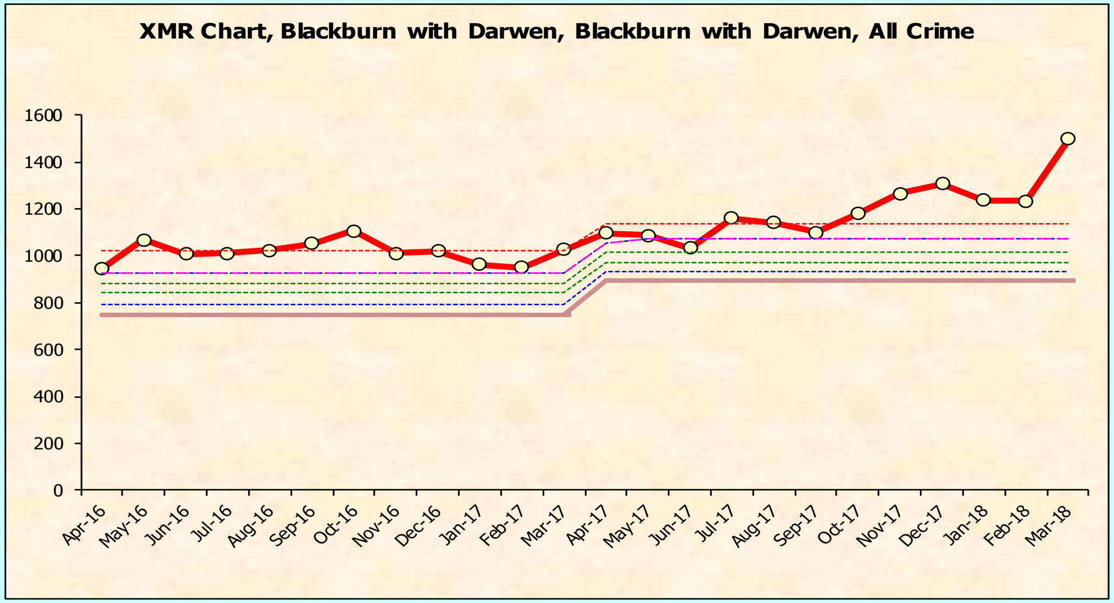
What is the reason for the performance? The Performance measure is the total number of crimes reported to the constabulary by residents, businesses and or visitors to the borough.

Explanation against target – The target is set at within plus or minus 10% of the 2015/16 baseline year; essentially our aim is to keep crime rates stable. While there have been significant improvements in crime rates over the last 10 years, particularly in the period 2006-2013, maintaining those reductions set against a backdrop of austerity has been the focus, given the difficultly in making further gains with much reduced resources.

Comparisons / trends compared to previous quarters, previous years – The below chart gives an overview of crime trends over the last 3 years. While individual crime categories can be affected by changes in recording practice which can and do occur, the overall number of crimes being reported is lesser affected, hence a good overall indicator of the actual levels of crime we can supplement with feedback from residents via local and national crime survey data.

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.

Ward:	**Blackburn with Darwen**
Category:	**All Crime**



Exceptional Results: (1) Single result above upper or below lower dotted red line; (2) Two out of three consecutive results above upper or below lower dotted blue line; (3) Four out of five consecutive results above upper or below lower green dotted line.

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

Explanation of service delivery - Service Delivery is outlined in the area Community Safety Plan detailed on the Council's webpage. The partnerships priorities are supplemented by a delivery plan against each which can be circulated on request.

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 business disinvestment 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 and the restriction in what preventative programmes can be introduced as we respond to escalation and crisis management. 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 2018/19 i.e. remaining 18-20% 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. There is also targeted work around both Blackburn and Darwen town centres as we continue to work with local businesses. Resourcing any activity sustainably is the biggest challenge we are working on with the Office of the Police and Crime Commissioner, the Blackburn BID and other partners to resource to risk and invest in sustainable interventions collectively.

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 2018-23 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.

<table>
<tr><td colspan="3">Portfolio: Health</td></tr>
<tr><td colspan="3">Priority: Help residents to live longer and healthier lives</td></tr>
<tr><td colspan="2">Performance Measure: Reduce differences in life expectancy between BwD and the national average year on year</td><td>Good performance is: a big reduction</td></tr>
<tr><td colspan="2">Target: 6% reduction in local life expectancy gap on the 2008-10 baseline</td><td>Baseline: Baseline year 2008-10</td></tr>
<tr><td>Performance</td><td>Half year performance and RAG rating
2.6% males
6.6% females
(2013-15 performance)

(AMBER)</td><td>Year-end performance and RAG rating
-10.0% males
-4.3% females
(2014-16 performance)

(RED)
NB. A negative reduction equates to an increase, i.e. the gap with England has got wider since baseline, not narrower.</td></tr>
<tr><td colspan="3">What is the reason for the performance? Blackburn with Darwen has had falling life expectancy in the last two years. The Public Health team were the first to raise this issue nationally in 2015, with extensive coverage in the Health Service Journal and Local Government Chronicle. The possibility they raised of a national trend was then dismissed by the Department of Health.

The Public Health team then went on to publish national research in 2017 with colleagues at the University of Oxford and the London School of Hygiene and Tropical Medicine which examined the national trend and explored possible causes and remedies. This showed the majority of excess deaths (on previous years) were in older people over 70). This year, about 20% of Local Authorities have a reduction in life expectancy for either males or females or both – these are mostly in post-industrial northern towns, seaside towns and some wealthier highly rural areas.</td></tr>
<tr><td colspan="3">What is the likely impact of continued performance? As a result of this trend ONS have revised downwards their long term estimates for UK life expectancy, the Department of Health and NHS England have now accepted there is a major problem and commissioned further national research through Public Health England – building on BwDs original research. BwD Director of Public Health has been invited onto the National Mortality Surveillance Group, and the Local Government Chronicle this spring produced an editorial praising our work.

Locally we have been further examining the causes of the rise in old age mortality. We have found that :
• Most of the ‘excess deaths’ are in those over 70 years.
• There are no new diseases causing this rise - it is mostly older people dying of the same diseases slightly earlier than in previous years.
• We think this is because of increased vulnerability in this population group exacerbated by increasing difficulties across the health and social care system to meet ‘surge demand’ due to reduced resources.</td></tr>
<tr><td colspan="3">What activities have been or are being put in place to address these issues? Our plan to deal with this is focussed on the creation of four neighbourhood / locality health and care systems, working with the voluntary and faith sector with more data-informed planning to assist meeting the needs of frail elderly. This is part of our health and social care transformation programme across Pennine Lancashire.</td></tr>
</table>

Are there any decisions likely to be required of Executive Members in the future, in relation to this issue? No.

Portfolio: Public Health & Adult Social Care

Priority: 2. Improve life chances for residents by offering improved and joined up health and wellbeing services.

Performance Measure: Stop smoking: **a) Number of 4 week quitters** **b) Quit rate (Successful quitters as proportion of all who set a quit date)**	**Good performance is: Higher**
Target: **a) Achieve 650 4 week quitters per year (2017-18)** **b) Increase Quit rate (Successful quitters as proportion of all who set a quit date) to 45%**	**Baseline:** **a) 255 per quarter**

Performance	**Half year performance and RAG rating**	**Year-end performance and RAG rating**
	a) Number of 4 week quits = 248 **b) Quit rate = 31%** **(AMBER)**	**a) Number of 4 week quits = 445** **b) Quit rate = 31%** **(RED)**

What is the reason for the performance? The number of people accessing Stop Smoking Services in Blackburn with Darwen has reduced during 2017/18 compared to previous years, which appears to be a year on year downward trend. Overall 4 week quit rates have dropped below the minimum 35% quality standard recommended, with a slight improvement in Q4. The target of 650 4 week quits per year (2017/18) and the service performance quality standard of 45% quit rate was not achieved.

Smoking Indicators	**Q1***	**Q2***	**Q3****	**Q4****	**Full Year (2017-18)**
Numbers accessing service	371	454	315	332	**1236**
Number achieving 4 week quit	130	118	89	108	**445**
4 week quit rate	35%	26%	28%	33%	**31%**

*Q1 - Q2 MAF report figures (system change-combined data QwU and PharmOutcomes data)

**Q3 - Q4 PharmOutcomes Report (new system data only)

During 2017/18, there have been significant service redesign developments, alongside continued changing social trends in smoking behaviours:

1. National and local smoking prevalence has reduced year on year as a result of the Smoking Ban, which may have impacted on **reducing demand for Stop**

Smoking Services. Provision may need to shift to offer a more targeted approach and different delivery model, e.g. smoking in pregnancy, people with mental health problems.

2. **New data system** (PharmOutcomes system) introduced on 1st April 2017 to increase back room efficiency with processing multiple claims – previously Quit with Us System (manual claims checking process). Moved from quarterly in arrears payments to monthly in arrears payments. Improved data quality and audit reports. Significant savings achieved by removing manual administration and reduced system license fees.
3. **New service specification** introduced on 1st April 2017 – stopped payment for initial (new clients) appointment and increased focus on behaviour change outcomes (4, 8 and 12 week quits). Rationale was to incentive quit rates as opposed to quick win activity (sign up of new clients).
4. **Introduced electronic NRT vouchers** to replace paper vouchers to achieve savings on printing, administration and storage costs. Improved data auditing and efficiency in accessing support. Payments transactional speed increased and commissioner access to monthly activity figures for timely reporting to NHS Digital improved.
5. **Smoking in Pregnancy incentive scheme** – 10x Children's centre staff were trained up at Stop Smoking Service (SSS) Advisors during Q3-4. Smoking in pregnancy care pathway developed with maternity services and Children's centres with the aim of increasing quit rates of pregnant mums. Scheme is scheduled to commence in in Q1 (2018/19).
6. **CLEAR Assessment** – local area review of Tobacco Control / Smokefree strategy. Review of local provision, effectiveness and approach in response to national and local reductions in smoking prevalence, reduced DH Prevention grant, and social shift presenting new challenges, e.g. e-cigarettes, targeted offer for pregnant women, people with mental health problems.

There have also been a number of issues during 2017/18, which have negatively impacted on the Tobacco Control programme:

a) As a result of the reduced Public Health grant, the impact of **significant efficiency savings** has reduced SSS management capacity.
b) **New system** implementation presented challenges for both providers and commissioners and additional capacity and training was delivered in November 2017.
c) **Reduced public health capacity** to manage Tobacco Control programme agenda (Q3 - Q4) due to sickness absence.
d) **Reduced Stop Smoking Service capacity** due to reduction in SSS Advisors (loss of expertise to provide the service).
e) **No intermediary Specialist Stop Smoking Service** Management – new care pathways needed to be redesigned and subsequent delays with implementation.

What is the likely impact of continued performance?

- Residents will not be able to access high quality Stop Smoking community support to help them quit smoking
- Public Health outcomes for residents with smoking related illnesses, health complications and long term conditions will be negatively impacted
- Lack of preventative services and interventions will increase demand on primary and secondary care, and acute NHS services due to smoking related illnesses and conditions

- The council will attract negative publicity and reputational damage when local stop smoking service data is published (quarterly submissions are made to NHS Digital)
- Increased scrutiny from Public Health England and other NHS commissioners, due to increased demand and costs for the local health and care economy.

What activities have been or are being put in place to address these issues? Plans for 2018/19 include:

- Recruitment of public health development managers is in progress which will provide increased capacity to manage and develop the Tobacco Control programme.
- Detailed review of activity data by providers with targeted ‘notice to improve’ using contractual mechanisms.
- Complete CLEAR Assessment and review local area provision in line with the Tobacco Control strategy priorities and evidence.
- Smoking in pregnancy incentive scheme and care pathway will be launched in Q1, with an improved targeted support offer.
- Training and network support for SSS providers has been scheduled for June, which should improve service quality, sharing good practise, partnership working with the Wellbeing Service and quit rates.
- Continued public awareness raising and marketing of the SSS and public health campaigns, e.g. Stoptober (Public Health England).
- PharmOutcomes system will be embedded and commissioners and providers will be able to flag and respond to any quality issues in a timely manner.
- Further in house PharmOutcomes training for Business Support and CAPS to increase back room capacity and reduce single points of failure.

Are there any decisions likely to be required of Executive Members in the future, in relation to this issue? No.

<table>
<tr><td colspan="3">Portfolio: Children's Services</td></tr>
<tr><td colspan="3">Priority: Intervene early at the right time to avoid costly intervention wherever possible, including supporting those children with additional needs.</td></tr>
<tr><td colspan="2">Performance Measure: Number of commissioned residential placements for Looked After Children as a total of all Looked After Children placements.</td><td>Good performance is: Maintain</td></tr>
<tr><td colspan="2">Target: 10-20</td><td>Baseline: 15 (Oct 15)</td></tr>
<tr><td>Performance</td><td>Half year performance and RAG rating
25 (6.5% of all children in our care)
(RED)</td><td>Year-end performance and RAG rating
28 (7.4% of all children in our care)
(RED)</td></tr>
<tr><td colspan="3">What is the reason for the performance? Of the 28 commissioned residential placements, 5 are of severely autistic children for whom there is no possible internal provision. The other children and young people are in residential placements as the risks present in their lives are of such severity that intensive residential support is the only appropriate option, often distant from the Borough.

Even though we have seen a significant recent growth in residential placements, it needs to be noted that the proportion of children and young people in our care that are placed in residential provision remains beneath the national (12%). Again, the target range for performance will need reconsidering in the light of higher children in our care numbers and a more nationally typical proportion of young people in residential provision. Using the national and regional average as a range, one would expect Blackburn with Darwen to have between 35 and 45 children and young people in residential provision. Including those in in-house residential provision, we currently have 34 children and young people in children's homes or residential schools. Therefore this pressure reflects a reversion to the norm and a movement away from previously exceptional performance.

The wider context around commissioned placements, especially in the region, is that there is insufficient capacity to meet growing need in agency placements, which means that this situation is likely to worsen over the next few years, especially in the light of growing complexity and demand and the long term impact of austerity now being felt by the 'people' departments. In children's social care the impact is being felt in both rising demand and in more damaged children, with a higher complexity of need. It is the latter group of children and young people that are the key drivers for this rise in the number of children in external residential placements. The second key challenge for the department and the council over the coming year (in addition to the capacity of the service to meet the presenting demand from the local community for social care services) is how well we can contain this ongoing pressure in the face of extremely difficult circumstances both within the market for care placements and the needs and risk present in the local community.</td></tr>
<tr><td colspan="3">What is the likely impact of continued performance? When reported last in September the average weekly cost of each commissioned residential placement was £3,750, with a potential annualised cost for the placements of nearly £5.5 million. This represented a rise of £750 per child in placement since the start of the financial year. Over the latter half of the year, we have been able to reverse this situation so that, while the number of placements remains the same, the average weekly cost has reduced somewhat (currently £3,050) - with a potential annualised commitment of £4.5m, but this still represents a major budget pressure going into the next financial year. Should savings need to be found from elsewhere within the portfolio or council to offset this pressure, this would pose a considerable challenge.</td></tr>
<tr><td colspan="3">What activities have been or are being put in place to address these issues? Very tight monitoring of external residential placements has been in place for the past decade and this continues - a weekly panel to discuss any placement changes, chaired by a Head of Service, with a quarterly review of all children in</td></tr>
</table>

commissioned placements - chaired by the Director of Children’s Services. One of our strategic commitments is to try to keep all of our children in local placements and this has driven our exceptional performance over the past decade. Children and young people are only ever placed in residential placements outside the borough where there are no appropriate alternatives and where it is clearly the only means of meeting that child or young person’s needs.

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 commissioned placements. The activities to manage the issue, as outlined above, is discussed at Senior Policy Team meetings via quarterly performance reporting and budget monitoring items.