

Public Document Pack

Place Overview & Scrutiny Committee

**Monday, 18th June, 2018
6.00 pm**

AGENDA

- 1. Welcome and Apologies**
- 2. Declarations of Interest**
Declarations of Interest **2**
- 3. The Role of Scrutiny**
Extract from Constitution attached.
The Role of Scrutiny - Extract from the Constitution **3 - 4**
- 4. Oversight of Corporate Plan and Forward Plan**
Corporate Plan – attached.
Forward Plan – attached.
June -September 2018 Forward Plan **5 - 95**
Corporate Plan six months to Year-end October 2017 to March 2018
Appendix One 2017/18 Year-end Corp Plan v2
Appendix Two 2017/18 Year-end Exception reports v1
- 5. Executive Member(s) to Report on 3 Key Issues for the Year Ahead and Top 3 Risks**
- 6. Work Programme for 2018-2019**
It is suggested that one key area is reviewed at each meeting starting with the September cycle, with Task and Finish Groups meeting additionally as appropriate.

Date Published: Friday, 8th June 2018
Harry Catherall, Chief Executive

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: **PLACE OSC**

DATE: **18th 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)

Article 6 – Overview and Scrutiny

6.01 Terms of reference

The Council will appoint a Policy and Corporate Resources Overview and Scrutiny Committee to co-ordinate the scrutiny function and to perform the roles set out in the Overview and Scrutiny Procedure rules. The Council will also appoint Standing Overview and Scrutiny Committees which will be listed in Part 3 of this Constitution. The Policy and Corporate Resources Overview and Scrutiny Committee and the Standing Overview and Scrutiny Committees will be collectively referred to as “Overview and Scrutiny Committees” and will between them discharge the functions conferred by section 21 of the Local Government Act 2000, the provisions of the Localism Act 2011, Health and Social Care Act 2012, the Local Government and Public Involvement in Health Act 2007, and relevant regulations.

6.02 General role

Within their terms of reference the Overview and Scrutiny Committees will:

- (i) examine and/or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions including Executive functions;
- (ii) make reports and/or recommendations to Executive Members, the Executive Board and to full Council in connection with the discharge of any functions;
- (iii) consider matters affecting the area or its inhabitants; and
- (iv) following a call in, review decisions made but not yet implemented by the Executive.
- (v) undertake pre-decision scrutiny

6.03 Specific functions

(a) Reports and Recommendations.

Overview and Scrutiny Committees may:

- (i) review corporate policy matters and make recommendations to the Executive Board and/or the Council for consideration;
- (ii) consider and implement mechanisms to encourage and enhance community participation in their work;
- (iii) question members of the Executive Board and/or committees, officers and Partners about their views on issues and proposals affecting the area; and
- (iv) consider the outcome of external inspections of Council Services and the response to them.

(b) Scrutiny.

Overview and Scrutiny Committees may:

- (i) examine and scrutinise the decisions made by and performance of Executive Members, the Executive Board and/or committees and officers both in relation to particular decisions and over time;
- (ii) examine and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
- (iii) question members of the Executive Board and/or committees and officers about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects;
- (iv) make recommendations to the Executive Member, the Executive Board and/or appropriate committee and/or Council arising from the outcome of the scrutiny process;
- (v) review and scrutinise the performance of other public bodies in the area including the Health Service and invite reports from them by requesting them to address the Overview and Scrutiny Committees and local people about their activities and performance. This includes any powers and duties under the Local Government and Public Involvement in Health Act 2007 and
- (vi) invite appropriate persons to attend meetings and give evidence or act as critical friends.

(c) Finance.

- (i) Overview and Scrutiny Committees may exercise overall responsibility for the finances made available to them.

(d) Annual report.

- (i) The Policy and Corporate Resources Overview and Scrutiny Committee must report annually to full Council on the workings of the Overview and Scrutiny Committees and their working methods.

6.04 Proceedings of Overview and Scrutiny Committees

Overview and Scrutiny Committees will conduct their proceedings in accordance with the Overview and Scrutiny Procedure Rules set out in Part 4 of this Constitution.

Forward Plan

June 2018 – September 2018

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Harry Catherall, Chief Executive.

**Democratic Services
Contact Officer –
Firoza Hafeji
Tel: 01254 585803**

FORWARD PLAN

June 2018 – September 2018

The Local Authorities (Executive Arrangements), (Meetings and Access to Information) (England) Regulations 2012.

This is a formal notice under the above regulations that part of the Executive Board Meeting listed in this forward plan will be held in private because the agenda and reports for the meeting will contain exempt information under Part 1 of Schedule 12A to the Local Government Act 1972 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it. The matters likely to be considered in private are outlined in this forward plan.

Forward plan

The forward plan is a document that gives details of the items which require executive decisions in the near future by the Executive Board and are considered to be 'Key Decisions' relating to the Borough. Key Decisions are defined in the Council's Constitution (Part 5, section 4). The Executive Board will next meet on 14th June 2018. Brief details of the key matters to be discussed on that date are contained in this document.

The Council will as far as possible conduct business of the Executive Board in public. However, at certain times it will be necessary for items to be considered in private. Where this is the case the Board will resolve that the report needs to be considered in private (referred to as Part 2 matters) because an item contains confidential or exempt information. What constitutes exempt information is detailed in the Access to Information Procedure Rules in the constitution (Part 4, section 2) and summarised below.

When an item is to be considered in private the Council will state the reasons why public are to be excluded from the meeting. The reasons will be outlined on the forward plan and on the agenda.

Representations can be made by the public as to why any matters indicated to be considered in private should be considered in public. The representations must be made at least 5 clear days before the meeting to the Chief Executive at the Town Hall in writing and giving reasons for their views.

What is a key decision?

A key decision is a decision which would:

- result in the Council incurring expenditure which is or the making savings which are significant in terms of the Councils budget for that service or function to which the decision relates or;
- Is significant in terms of its effects on communities living or working in an area comprising two or more wards in the Borough.

This Forward Plan contains Key Decisions to be taken by the Council's Executive Board during the period June 2018 to September 2018.

The Executive Board consists of the following Portfolios.

Leader
Health and Adult Social Care
Children Young People and Education
Environment
Leisure, Culture and Young People
Neighbourhoods and Prevention
Regeneration
Resources

Councillor Mohammed Khan
Councillor Brian Taylor
Councillor Maureen Bateson
Councillor Jim Smith
Councillor Damian Talbot
Councillor Shaukat Hussain
Councillor Phil Riley
Councillor Andy Kay

A period of up to one hour will be allowed at each Executive Board meeting to enable members of the public to make statements or to ask questions of members of the Board. This must be delivered to the Chief Executive by 4.00 pm on the day prior to the meeting. The next scheduled meetings of the Executive Board are:

Page
2018
14th June, 5th July, 9th August, 13th September, 11th October, 8th November, 13th December.

2019
10th January, 14th February, 11th April, 13th June.

If you would like to have copies of the documents considered, please speak to the Contact Officer listed for that item. For further information, please contact Phil Llewellyn on 585369.

Harry Catherall
Chief Executive

Health and Adult Social Care.

Health and Adult Social Care

Title	Subject	Consultation	Representations To	Documents Considered	Comments
Government Reforms to Adult Social Care					
Date of Entry	The Executive Board is asked to note legislative changes which affect Adult Social Care, including implementation of the Care Act 2014 and to agree any changes to the department's structures and commissioning arrangements as required.	Consultation will take place with a range of stakeholders.	Sayyed Osman	The Care Act 2014	
May 2016					
Date for Decision			Contact Officer		
On Going					
Portfolios Affected			Sayyed Osman		
Health and Adult Social care					
Wards Affected					
All					
Exempt Information?					
Will the report include information that will require part of it to be considered in part 2? If yes please give reasons	no				

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Title	Subject	Consultation	Representations To	Documents Considered	Comments
To renew the Tobacco Control Plan for PAN Lancashire 2017-2019					
Date of Entry	The Executive Board to agree to the new Tobacco Control Plan for PAN Lancashire	A stakeholder workshop event was held on 23rd November 2016. Invites were sent to all members of the Tobacco Free Lancashire members group which includes members from CCGs, Councillors, providers and public protection services. Feedback from the event		Tobacco Control Plan for England 2011. Local Tobacco Control Profiles for England Public Health Outcomes Framework 2015 The Stolen Years 2016 Smoking and mental health RCPhyschology E-cigarettes guidance documents - PHE	
February 2017					
Date for Decision			Contact Officer		
April 2018					
Portfolios Affected			Jacqueline Evans		
Health and Adult Social Care					
Wards Affected					

All					
Exempt Information?					
Will the report include information that will require part of it to be considered in part 2? If yes please give reason	No				

Children, Young People and Education.

Title	Subject	Consultation	Representations To	Documents Considered	Comments	
Statutory Transfer of Sites for Conversion of a Maintained School to an Academy						
Date of Entry	Approve the transfer of school land to Academy Trusts.	Consultations will be undertaken in accordance with the Statutory Provisions, internal consultation will be via the Asset Management Group. Ward members will be informed via formal correspondence.	Jessica Byrne, Head of Service Education Partnership 01254 666410	Academies Act 2010, School Standards and Framework Act 1998. Secretary of State order for conversion		
April 2017						
Date for Decision			Contact Officer			
May 2017- May 2018			As above			
Portfolios Affected						
Children, Young People and Education						
Wards Affected						
All						
Exempt Information?						
Will the report include information that will require part of it to be considered in part 2? If yes please give reasons	No					

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Title	Subject	Consultation	Representations To	Documents Considered	Comments
Policy and practice amendments in response to legislative & funding changes,					
Date of Entry	The Executive Board will be asked to note a range of legislative and funding changes which may impact on SEND services particularly and may require changes within services to ensure the department is compliant.	Consultation will take place with a wide range of Stakeholders	Jessica Byrne, Head of Service Education Partnership 01254 666410 Contact Officer		
March 2018					
Date for Decision					
March 2018- May 2019			As above		
Portfolios Affected					
Children Young People and Education					
Wards Affected					
All					
Exempt Information?					

Will the report include information that will require part of it to be considered in part 2? If yes please give reasons	No				
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Title	Subject	Consultation	Representations To	Documents Considered	Comments
Government reforms to Education to comply with legislative changes					
Date of Entry	The Executive Board is asked to note a range of legislative changes which will affect the services provided by Schools and Education and to agree resultant restructuring, reshaping and reforming of the department to adapt and comply.	Consultation will take place with a range of stakeholders.	Jessica Byrne, Head of Service, Education Partnership and Jessica Byrne, Head of Service, Education Excellence.	Children and Families Act 2014	.
May 2017				Education & Adoption Bill 2015	
Date for Decision			Contact Officer	Counter Terrorism & Security Act 2015	
May 2017- May 2018					
Portfolios Affected			Justine Westwell – 01254 666433	Children (Performances and Activities) (England) Regulations 2014.	
Children Young People and Education					
Wards Affected					
All					
Exempt Information?					
Will the report include information that will require part of it to be considered in part 2?	No				

Title	Subject	Consultation	Representations To	Documents Considered	Comments
School holiday pattern for Community and Controlled schools for 2018/2019					
Date of Entry January 2018	The Executive Board is asked to agree the recommended school holiday pattern	Consultation will take place during the Spring Term 2018.	Jessica Byrne, Head of Service, Education Partnership and Jessica Byrne, Head of Service, Education Excellence.	Views expressed by schools.	
Date for Decision					
April 2018			Contact Officer		
Portfolios Affected					

Children Young People and Education			Andrew Hutchinson – 01254 666507		
Wards Affected					
All					
Exempt Information?					
Will the report include information that will require part of it to be considered in part 2?	No				

	Subject	Consultation	Representations To	Documents Considered	Comments
Fostering Quarterly Reports					
Date of Entry	The Executive Board is required to scrutinise quarterly reports in relation to the performance of the fostering services in accordance with regulations and national minimum standards for fostering services.	Any comments and observations will be fed back in to the service to inform on going provision of services. Ofsted may request evidence that these reports have been seen and comments acted upon during service inspections.	These reports are produced by the designated responsible individual for the services and are designed to provide information to the Executive Board about the activity of the services. Further information is available from that person. Contact Officer Alyson Hanson 666 489	The annual report will be constructed in accordance with regulatory guidelines. It will give comparisons with previous years' performance.	
April 2016					
Date for Decision					
March 2018 & June 2018					
Portfolios Affected					
Children, Young People and Education.					
Wards Affected					
All					
Exempt Information?					
Will the report include information that will require part of it to be considered in part 2?	Yes, Report contains information which could potentially lead to the identification of individuals				

Title	Subject	Consultation	Representations To	Documents Considered	Comments
Adoption Six Monthly Reports					
Date of Entry	The Executive Board is required to scrutinise bi- annual reports in relation to the performance of the adoption services in accordance with regulations and national minimum standards for adoption services.	Any comments and observations will be fed back in to the service to inform on going provision of services. OFSTED may request evidence that these reports have been seen and comments acted upon during service inspections.	These reports are produced by the designated responsible individual for the services and are designed to provide information to the Executive Board about the activity of the services.	The 6monthly report will be constructed in accordance with regulatory guidelines. It will give comparisons with previous performance.	
April 2017					
Date for Decision					
June 2018.			Contact Officer		
Portfolios Affected			Alyson Hanson 666 489		
Children, Young People and Education					
Wards Affected			666844		
All					
Exempt Information?					
Will the report include information that will require part of it to be considered in part 2? If yes please give reasons	Yes, report contains information which could potentially lead to the identification of individuals.				

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Title	Subject	Consultation	Representations To	Documents Considered	Comments
Government reforms to Children's Social Care & reforming Children's Services to comply with legislative changes.					
Date of Entry	The Executive Board is asked to note a range of legislative changes which will affect the	Extensive consultation will take place with a range of stakeholders.	Heads of Services for Children's Services Interim Head of Service for	Papers relating to: <ul style="list-style-type: none"> Regional Adoption Agency and Adoption 	
April 2016					

Date for Decision					
June 2017- June2018			Contact Officer		
Portfolios Affected			Justine Westwell – 01254		
Children, Young People and Education					
Wards Affected					
All					
Exempt Information?					
Will the report include information that will require part of it to be considered in part 2? If Yes please state reasons	No				

Title	Subject	Consultation	Representations To	Documents Considered	Comments
Adolescent Strategy					
Date of Entry	The Executive Board will be asked to note the new Adolescent Strategy.	Consultations are taking place with various stakeholders including Children and Young People, youth sector (voluntary) organisations, Children's Partnership Board, cross	Imran Akuji - Head of Service Community, Youth & Governance	The annual report will be constructed in accordance with regulatory guidelines. It will give comparisons with previous years' performance.	
January 2018					
Date for Decision					

April-June 2018			Contact Officer		
Portfolios Affected			Imran Akuji - 01254 585 301		
Children, Young People and Education.					
Wards Affected					
All					
Exempt Information?					
Will the report include information that will require part of it to be considered in part 2?	No				

Environment

Environment

Title	Subject	Consultation	Representations To	Documents Considered	Comments
Contracts for the treatment, recycling and disposal of waste					
Date of Entry	<p>A number of contracts and agreements are concluding, with the council recognising that they need to procure solutions for the future.</p> <p>Work on procuring suitable solutions for waste being landfilled, treated and recycled is necessary.</p>	<p>Disposal and recycling of municipal waste is a statutory function. Market testing and procurement will take place with potential providers, once approval for the procurement process is agreed.</p>	Tony Watson	<p>The council constitution relating to procurement.</p>	
February 2018					
Date for Decision			Contact Officer		
March 2018					
Portfolios Affected			Tony Watson		
Environment, Resources					
Wards Affected					
All					
Exempt Information?					
<p>Will the report include information that will require part of it to be considered in part 2? If yes please give reason</p>	<p>Yes under paragraph 3, some of the information will be commercially sensitive</p>				

Neighbourhoods & Prevention

Neighbourhoods & Prevention

Title	Subject	Consultation	Representations To	Documents Considered	Comments
Consultation on Re-designation of the Griffin Selective Licensing Area	To seek approval for formal consultation with residents , landlords and other parties regarding the re-designation of the Griffin Selective Licensing Area with a view, subject to the outcomes of the consultation, to seeking approval for re-designation following expiry of the existing designation in January 2018.	Consultation with local landlords, tenants, other residents, and other local stakeholders in the area,	Sayyed Osman		
Date of Entry					
August 2017					
Date for Decision			Contact Officer		
July/August 2018			Sally MacAlister ext 8899		
Portfolios Affected					
Neighbourhoods Housing and Customer Services Regeneration					
Wards Affected	Mill Hill				
Exempt Information?	No.				
Will the report include information that will require part of it to be considered in part 2?					

Leisure, Culture and Young People

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Leisure, Culture and Young People

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Title	Subject	Consultation	Representations To	Documents	Comments
Sport England Local Delivery Pilot Award to Pennine Lancashire					
Date of Entry	To approve that the council acts as the accountable body for Pennine Lancashire's successful Sport England Local Delivery Pilot	Throughout the 9 month submission process there has been awareness and involvement from Senior Officers and Executive Members within BwDBC as well as support and approval from Pennine Lancashire's Accountable Care Partnership and PLACE.	Claire Ramwell		
December 2017					
Date for Decision			Contact Officer		
February 2018					
Portfolios Affected			Claire Ramwell		
Leisure					
Wards Affected					
All					
Exempt					
Will the report include information that will require part of it to be considered in part 2	No				

Title	Subject	Consultation	Representations To	Documents	Comments
Sport England Local Delivery Pilot Award to Pennine Lancashire					
Date of Entry	To approve an alternative management operator for	Members of staff affected by	Martin Eden		
January 2018					

Date for Decision	Blakey's bar /restaurant at King George's Hall	the proposed changes have been consulted in accordance with the Council's HR procedures. Executive members for Culture, Leisure and Young People and for Resources have been consulted A market testing exercise has been undertaken to ascertain if there was any other interest in operating Blakey's as a restaurant			
March 2018			Contact Officer		
Portfolios Affected			Martin Eden		
Leisure, Resources					
Wards Affected					
All					
Exempt Information?					
Will the report include information that will require part of it to be considered in part 2?	No				

Regeneration

Regeneration

Title	Subject	Consultation	Representations To	Documents Considered	Comments
Disposal of Land for Housing Development					
Date of Entry	Approval of the terms and conditions and where appropriate costs of the sale of land to private developers for housing development. Council owned sites include Roe Lee site.	Local Stakeholders Registered Providers One Public Estate Programme Private Sector Developers	Simon Jones Programme Director Growth & Development	<ul style="list-style-type: none"> Council's Disposal Policy, Strategic Housing Market Assessment Local Plan G&D Project Pipeline 	A number of sites being considered for development will include affordable housing.
Jan 2017					
Date for Decision			Contact Officer		
Jan 2018 – April 2018			Subhan Ali Strategic Development Manager		
Portfolios Affected					
Growth & Development / Resources					
Wards Affected					
All					
Exempt Information?					
Will the report include information that will require part of it to be considered in part 2?	Yes, a number of reports may contain private information relating to viability and commercially sensitive data provided by developers				
If yes please give reasons					

Title	Subject	Consultation	Representations To	Documents Considered	Comments	
Development of Partnerships with Housing Associations to deliver Affordable Housing						
Date of Entry	Approve partnership arrangements for housing associations for delivery of affordable housing across the borough.	There is on-going consultation with the Homes and Communities Agency, Public Health CCG and Pennine Lancashire Local Authorities and various Registered Providers such as Together	Simon Jones Programme Director Growth & Development	HCA Affordable Housing programme	Officers are working closely with RP partners to bring affordable homes that are compliant with the HCA's Affordable Homes programme and meet the	
May 2017				Strategic Housing Market Assessment Housing Needs Survey		
Date for Decision			Contact Officer			
Jan - April 2018			Subhan Ali			
Portfolios Affected	Sites include Griffin, Alaska					

Growth & Development / Resources	and Queens Park.	Housing, Great Places and Places for People	Strategic Development Manager Tel : 585768		needs of local residents.
Wards Affected					
All					
Exempt Information?					
Will the report include information that will require part of it to be considered in part 2?	No				
If yes please give reasons					

Title	Subject	Consultation	Representations To	Documents Considered	Comments
Development of Projects and Initiatives to deliver Growth Priorities	To develop new projects and initiatives to aid the delivery of key Council priorities such as Housing Growth and tackling empty properties.		Simon Jones Programme Director Growth & Development Peter Cooke Housing Lead	Housing Growth priority, Local Plan Prosperity Plan Empty Properties Strategy	New projects being developed to support bringing additional empty homes back into use.
Date of Entry	Projects to be developed and approval secured from Executive Members prior to implementation		Contact Officer Subhan Ali Strategic Development Manager Tel : 585768		
June 2017					
Date for Decision					
Jan 18 to April 18					
Portfolios Affected					
Growth & Development / Resources / NHCS					
Wards Affected					
All					
Exempt Information?	No				
Will the report include information that will require part of it to be considered in part 2?					
If yes please give reasons					

Title	Subject	Consultation	Representations To	Documents Considered	Comments
Implementation of the 50+ Housing Scheme at Shorey Bank					
Date of Entry	Ongoing reporting on progress and approval of the terms and condition of the Partnership arrangements, and Care contract.	Consultation has already taken place to develop the older persons housing strategy which includes the development of 50+ Living.	Sayyed Osman Director	The Extra Care Housing Strategy 2004, Older Peoples Housing and Well-being Strategy 2011-16.	Nov 2012 Board approval to engage in procurement
August 2013					
Date for Decision		Further consultations carried out as part of the scheme proposals and planning policy requirement. Planning approval secured and scheme started on site in Summer 2016	Contact Officer		May 2013 preferred bidder appointed
Dec 2017					
Portfolios Affected					
Growth & Development / Resources / NHCS / Health and Adult Social Care					
Wards Affected					
All					
Exempt Information?					
Will the report include information that will require it to be considered in part 2?	Yes Financial details private to the developer partnership				
If yes please give reasons					

Title	Subject	Consultation	Representations To	Documents Considered	Comments
Disposal of Land for Commercial Development (incl car parks)					
Date of Entry	Approval of the terms and conditions, procurement route and where appropriate costs of the sale of land to developers for commercial development	Local Stakeholders Private Sector Development One Public Estate Programme Growth Lancashire / LEP	Simon Jones Programme Director Growth & Development	<ul style="list-style-type: none"> Council's Disposal Policy, Local Plan G&D Project Pipeline Asset Management Group 	A number of sites will be released as a result of the LEP infrastructure funding at Furgate and in South East Blackburn
Jan 2017			Contact Officer		
Date for Decision					
Jan 18 to April 18					
Portfolios Affected					

Growth & Development / Resources			Simon Jones Programme Director Growth & Development		
Wards Affected					
All					
Exempt Information?					
Will the report include information that will require part of it to be considered in part 2?	Yes, a number of reports may contain private information relating to viability and commercially sensitive data provided by developers				

Title	Subject	Consultation	Representations To	Documents Considered	Comments
Blackburn Cinema, Public Carpark and external works Development					
Date of Entry	Approval of the Final Business Case for the appointment of a building contractor and development of the final scheme	Local Stakeholders Blackburn College BID HLF	Simon Jones Programme Director Growth & Development	<ul style="list-style-type: none"> Council's Disposal Policy, Local Plan Town Centre SPD G&D Project Pipeline 	Planning Submission for the scheme will be in January 2018
April 2017					
Date for Decision			Contact Officer		
April 2018					
Portfolios Affected					
Growth & Development / Resources			Simon Jones Programme Director Growth & Development		
Wards Affected					
Shear Brow					
Exempt Information?					
Will the report include information that will require part of it to be considered in part 2?	Yes, a number of reports may contain private information relating to commercially sensitive data provided by contractors.				

Title	Subject	Consultation	Representations To	Documents Considered	Comments
Town Centre SPD					
Date of Entry April 2017	Town Centre Supplementary Planning Document which will set out the Council's vision for the town centre and highlight development opportunities. Approval to adopt following consultation with stakeholders.	Public consultation to take place early 2018	Simon Jones Programme Director Growth & Development	<ul style="list-style-type: none"> Local Plan Retail Group report 	The document will provide guidance on local plan policies and help in determining planning applications within or affecting the town centre.
Date for Decision April/June 2018			Contact Officer		
Portfolios Affected Growth & Development			Helen Holland Planning Strategy Manager		
Wards Affected All					
Exempt Information?					
Will the report include information that will require part of it to be considered in part 2?					

Title	Subject	Consultation	Representations To	Documents Considered	Comments
Local Transport Plan 3 2018/19 detailed programme					
Date of Entry July 2017	The Council Forum meeting of 28th April 2011 approved the Local Transport Plan 3 Strategy (2011 – 2021) and the programme of works for the first four years of the plan. The Executive Board is now being asked to approve the detailed LTP3 programme for 2018/19.	The general public, businesses and stakeholders were consulted on the LTP3 Strategy via letter, the Shuttle newspaper, Consultation Events, Council's website and via Community and Business Partners Ltd.	Ian Richardson Director Growth & Development	Council Forum decision of 28 th April 2011	
Date for Decision March 2018			Contact Officer		
Portfolios Affected			Mike Cliffe Strategic Transport Manager		

Growth and Development / Resources					
Wards Affected					
All					
Exempt Information?	Yes. Detailed funding allocations are included for projects yet to be procured. Financial information to be included within part 2 report.				
Will the report include information that will require part of it to be considered in part 2?					

Title	Subject	Consultation	Representations To	Documents Considered	Comments
Local Development Scheme					
Date of Entry	The Council will be commencing a review of its Local Plan in 2018. The Local Development Scheme (LDS) is a statutory document, required by Section 15 of the Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011). It will set out the timetable of works for the first three years of the local plan production, i.e. 2018-2021. The Executive Board is being asked to approve the updated LDS.	The LDS is an important document which helps local communities and interested parties to keep track of local plan progress.	Simon Jones Programme Director Growth & Development	LDS 2016-2017 Local Plan	
November 2017			Contact Officer		
Date for Decision		The Local Authority must make the LDS available to the public, and should publish it on the website.	Helen Holland Planning Strategy Manager Growth & Development		
February 2018					
Portfolios Affected					
Growth and Development					
Wards Affected					
All					
Exempt Information?	No.				
Will the report include information that will require part of it to be considered in part 2?					

Title	Subject	Consultation	Representations to	Documents considered	Comments
Growth Deal 3 – Pennine Gateways Project update					
Date of Entry December 2017	Executive Board is being asked to approve the progression of the Growth Deal 3 “Pennine Gateways” for delivery from April 2018 to March 2021. The project will support future growth and reduce congestion in the following areas: - Furthergate - South East Blackburn - North Blackburn	Scheme consultation and information will commence in early 2018 and will seek views from residents and stakeholders on the design of the schemes. The Council's website will host a dedicated information portal for the project.	Contact Officer Mike Cliffe, Strategic Transport Manager, 01254 585310	The Council has issued information on the project via: http://www.blackburn.gov.uk/Pages/Transport-streets-policy-strategy.aspx	
Date for Decision February 2018					
Portfolio affected					
Regeneration, Resources					
Wards Affected Audley, Shadsworth with Whitebirk, Little Harwood, Roe Lee, Queens Park, Highercroft					
Exempt information?					
Will the report include information that will require part of it to be considered in part 2?	Commercial information relating to budgets, quantities and prices in relation to any future tendering processes.				

Title	Subject	Consultation	Representations to	Documents considered	Comments
National Productivity Investment Fund (NPIF) – Project update					
Date of Entry December 2017	Executive Board is being asked to approve the progression of the National Productivity Investment Fund (NPIF) project for delivery in financial years 2018/19 and 2019/20. The £2.9m “Fabric Borders” project, funded by the	Scheme consultation and information will commence in early 2018 and will seek views from residents and town centre businesses on the proposals. The Council's website will host a dedicated	Contact Officer Mike Cliffe, Strategic Transport	The Council has issued information on the project via: http://www.blackburn.gov.uk/Pages/Transport-streets-policy-strategy.aspx	
Date for Decision February 2018					
Portfolio affected					

Regeneration, Resources			Manager, 01254 585310		
Wards Affected					
Wensley Fold, Shear Brow					
Exempt information?					
Will the report include information that will require part of it to be considered in part 2?	Commercial information relating to budgets, quantities and prices in relation to any future tendering processes.				

Title	Subject	Consultation	Representations To	Documents Considered	Comments
Statement of Community Involvement					
Date of Entry	Statutory planning document identifying how the Council will engage with the community and other stakeholders during the preparation of planning documents and the assessment of planning applications. Approval to adopt following public consultation.	Public consultation to take place in the Spring of 2018.	Simon Jones Programme Director Growth & Development	<ul style="list-style-type: none"> Local Plan 	Previous versions published in 2006 and 2014. These will be replaced by the new 2018 Statement of Community Involvement.
Feb 2018					
Date for Decision					
June 2018			Contact Officer		
Portfolios Affected			Helen Holland Planning Strategy Manager		
Growth & Development					
Wards Affected					
All					
Exempt Information?					
Will the report include information that will require part of it to be considered in part 2?	No				

Title	Subject	Consultation	Representations To	Documents Considered	Comments
Joint Lancashire Minerals & Waste Local Plan					
Date of Entry	Statutory development plan document setting out the Council's planning policy for minerals and waste developments, produced jointly with Lancashire County Council and Blackpool Council. Approval to consult on the publication version in June 2018 and subsequently to submit to the Secretary of State in December 2018.	Public consultation to take place in the Summer of 2018.	Simon Jones Programme Director Growth & Development	<ul style="list-style-type: none"> Minerals & Waste Local Plan 	The new Minerals and Waste Local Plan will combine the previous 2-part plan, dated 2009 and 2013 and will extend the plan period to 2032.
Feb 2018					
Date for Decision			Contact Officer		
June 2018					
Portfolios Affected			Helen Holland Planning Strategy Manager		
Growth & Development					
Wards Affected					
All					
Exempt Information?					
Will the report include information that will require part of it to be considered in part 2?	No				

Title	Subject	Consultation	Representations to	Documents considered	Comments
Capita Partnership					
Date of Entry	To consider options for the Council's current Partnership with Capita for the delivery of Highways, Transport and Property Services.	Consultation would take place as required with staff and relevant elected members	Denise Park	Partnership contractual documentation, previous reports on shared management arrangements and current performance reports	
February 2018					
Date for Decision			Contact Officer		
Summer 2018					
Portfolio affected			Denise Park Deputy Chief Executive is the lead officer for the partnership Tel: 01254 585655		
All					
Wards Affected					
All					
Exempt information?					
Will the report include information that will require part of it to be considered in part 2?	Yes – detailed financial information will be included in part 2 of the report				

Title	Subject	Consultation	Representations to	Documents considered	Comments
Lancashire Cycling and Walking Strategy					
Date of Entry	To approve the Lancashire Cycling and Walking Strategy document for publication, subject to the chief operating officers of Lancashire County Council and Blackpool Councils also granting approval for the documents online publication in Summer 2018. This strategy is aligned to the five Highways and Transport Masterplans covering all 12 districts of Lancashire and the two	A stakeholder and public consultation have already taken place in March 2017 to which feedback was directly through LCC's 'Have your say' page. All comments received have been considered in the final Lancashire Cycling and Walking Strategy. There are no plans to do any further consultation.	Michelle Holroyd (LCC), Melanie Taylor (BwDBC)	Consultation responses from both Stakeholders and the Public have all been considered.	
May 2018					
Date for Decision			Contact Officer		
Portfolio affected			Melanie Taylor (BwDBC)		

All					
Wards Affected					
All					
Exempt information?					
Will the report include information that will require part of it to be considered in part 2?	No				

Resources

Resources

Title	Subject	Consultation	Representations To	Documents Considered	Comments
Realisation of Capital Receipts from sale of land and property					
Date of Entry	To keep the board informed of all matters relating to the sale of land and property which may involve key decisions	Directors: Regeneration, Financial Services, Legal Services, Capita		A list of background papers for these decisions are to be held with the Financial Support Team within the Resources Directorate and Capita	PERMANENT ISSUE
Date for Decision					
On-going as reported quarterly - PERMANENT ISSUE			Contact Officer		
Portfolio Affected			Louise Mattinson Tel: 01254 585600		
All					
Wards Affected					
All					
Exempt Information?					
Will the report include information that will require part of it to be considered in part 2? Page 38	Yes			There may be occasions when the Council may need to discuss items relating to expected sale prices etc where disclosure could prejudice the Councils interests or the disclosure of names of respondents and their offers could be commercially sensitive.	

Title	Subject	Consultation	Representations to	Documents considered	Comments
11-17 Blakey Moor, Blackburn: Promotion of Compulsory Purchase Order (CPO) for planning purposes					
Date of Entry	The Executive Board is requested to give approval for the Council to make a Compulsory Purchase Order (CPO) under sections 239, 240 and 250 of the Highways Act 1980 (together referred to as the "Orders") in order to deliver the Heritage Lotter Funded Blakey Moor Townscape Heritage Project	Property owner will be consulted directly	Clare Turner	Plan of land and property in question	
March 2017					
Date for Decision					
April 2017			Contact Officer		
Portfolio affected			Clare Turner, Economic Regeneration and Business Manager - tel: 01254 585709 email: clare.turner@blackburn.gov.uk or in writing to Room 418 Old Town Hall, Blackburn BB1 7DY		
Regeneration, Resources					
Wards Affected					
Exempt information?					
Will the report include information that will require part of it to be considered in part 2?					

Title	Subject	Consultation	Representations to	Documents considered	Comments
Accommodation Strategy Review to consider rationalisation of buildings and refurbishment					
Date of Entry	Commencement of the Council's Accommodation Strategy to consider staff accommodation building rationalisation and consideration for the refurbishment of Blackburn and Darwen Town Halls	Directors and consultation will take place as appropriate to consider views of stakeholders	Lee Kinder	Digital Strategy and Agile Working Toolkit	
December 2017					
Date for Decision					
February 2018			Contact Officer		
Portfolio affected			Lee Kinder, Corporate Property Manager - tel: 01254 585623 email: lee.kinder@blackburn.gov.uk or		
All					

Wards Affected					
All					
Exempt information?					
Will the report include information that will require part of it to be considered in part 2?	Yes – detailed financial information will be included in part 2 of the report				

Title	Subject	Consultation	Representations to	Documents considered	Comments
Capita Partnership					
Date of Entry	To consider options for the Council's current Partnership with Capita for the delivery of Highways, Transport and Property Services.	Consultation would take place as required with staff and relevant elected members	Denise Park	Partnership contractual documentation, previous reports on shared management arrangements and current performance reports	
February 2018					
Date for Decision			Contact Officer		
Summer 2018					
Portfolio affected					
All					
Wards Affected			Denise Park Deputy Chief Executive is the lead officer for the partnership Tel: 01254 585655		
All					
Exempt information?					
Will the report include information that will require part of it to be considered in part 2?	Yes – detailed financial information will be included in part 2 of the report				

Title	Subject	Consultation	Representations to	Documents considered	Comments
Resources					
Date of Entry	Approval for replacement of the Councils IT laptop and Desktop Estate.	Consultations have commenced with business areas and will continue over the length of the project in	Peter Hughes	Business case for the project.	
May 2018					
Date for Decision					

June 2018			Contact Officer		
Portfolio affected			Peter Hughes		
All					
Wards Affected					
All					
Exempt information?					
Will the report include information that will require part of it to be considered in part 2?	no				

Title	Subject	Consultation	Representations to	Documents considered	Comments
Approval of funding to commence replacement of some of the Councils core IT infrastructure					
Date of Entry	To approve funding to commence replacement of some of the Councils core IT infrastructure	.the project as a whole will be internal to the ITM&G department, consultation will occur as the project progresses with any areas that are affected by the project.	Peter Hughes		
May 2018					
Date for Decision			Contact Officer		
June 2018					
Portfolio affected			Peter Hughes		
Resources					
Wards Affected					
All					
Exempt information?					
Will the report include information that will require part of it to be considered in part 2?					

Corporate Issues

Corporate Issues

Title	Subject	Consultation	Representations To	Documents Considered	Comments
Corporate Revenue Budget Monitoring					
Date of Entry	To consider and approve the latest corporate revenue budget monitoring position, which may include key decisions	Regular and frequent consultations with departments are an essential feature of the budget monitoring process	Julie Jewson Tel: 585893	A list of background papers for this decision is held with the Corporate Finance Team within the Finance Department.	The reports are expected to be taken to August, November and February each year with an outturn report in June/July
Date for Decision			Contact Officer		
On-going as reported quarterly			Julie Jewson Tel: 585893		
Portfolios Affected					
Resources					
Wards Affected					
All					
Exempt Information?					
Will the report include information that will require part of it to be considered in part 2?	No				

Title	Subject	Consultation	Representations To	Documents Considered	Comments
Corporate Capital Budget Monitoring					
Date of Entry	To consider and approve the latest corporate Capital budget monitoring position, which may include key decisions	Regular and frequent consultations with departments are an essential feature of the budget monitoring process	Julie Jewson Tel: 585893	A list of background papers for this decision is held with the Corporate Finance Team within the Finance Department.	The reports are expected to be taken to August, November and February each year with an outturn report in June/July
Date for Decision			Contact Officer		
On-going as reported quarterly			Julie Jewson Tel: 585893		
Portfolios Affected					
Resources					
Wards Affected					
All					
Exempt Information?					
Will the report include information that will require part of it to be considered in part 2?	No				

Title	Subject	Consultation	Representations To	Documents Considered	Comments
Budget and Service Reviews					
Date of Entry	To approve implications arising from service reviews in line with budgetary approvals given at Finance Council and to receive updates on the current medium term financial outlook and approve recommendations to address any issues arising in year.	Consultation will take place as appropriate to consider views of stakeholders.	Denise Park Tel: 585655/ Louise Mattinson Tel: 585482		
March 2013					
Date for Decision			Contact Officer		
Ongoing			Denise Park Tel: 585655/ Louise Mattinson Tel: 585600		
Portfolios Affected					
All					
Wards Affected					
All	Significant changes which would affect the approved budget and policy framework would then be recommended to Council for formal approval.				
Exempt Information?					
Will the report include information that will require part of it to be considered in part 2?	No				
D					

Page 4

Title	Subject	Consultation	Representations to	Documents considered	Comments
Welfare Reform					
Date of entry	To update the Executive Board on progress made in implementing the government's changes, specifically the introduction of Universal Credit and the review of Local Welfare provision (Emergency Support and (Local Community Care Grants)	The monitoring of Welfare Reform will continue to require a cross Departmental approach. Further liaison and consultation with the voluntary sector, RSL's and other stakeholders will be required over 2015/16.	Louise Mattinson	There will be continued monitoring of Universal Credit impacts.	Universal Credit launched in Blackburn for new claims for singles and couples in Nov 2014. Further roll out of new claims for families to commence in March 2015.
September 2012			Director of Finance Tel. 585600		
Date of decision			Contact officer		
Ongoing through 2017 and 2018					
Portfolio Affected			Andrew Ormerod Head of Revenues, Benefits and Customer Services Tel. 585528		
All					
Wards affected					
All					
Exempt Information?					
Will the report include information that will require part of it to be considered in part 2?	No				

Title	Subject	Consultation	Representations to	Documents considered	Comments
Capita Partnership - Additional Services and Development of Business Cases					
Date of Entry	To consider as appropriate business cases for additional services under the partnership agreement with Capita where this would constitute a key decision.	Consultation will take place with interested parties dependent on the nature of each business case.	Chris Bradley, Service Lead - Procurement & Commissioning	Each business case will be developed in conjunction with the Council and considered under the partnership's governance arrangements	
July 2016			Contact Officer		
Date for Decision					
January 2017 onwards					
Portfolio affected					
All					
Wards Affected			Chris Bradley, Service Lead - Procurement & Commissioning		
All					
Exempt information?					
Will the report include information that will require part of it to be considered in part 2?	Yes, commercial and contractual issues				

Page 45					
Title	Subject	Consultation	Representations to	Documents considered	Comments
Pennine Lancashire Health and Care Transformation Plan (Local Delivery Plan)					
Date of entry	To Consider and endorse the Pennine Lancashire Health	The Pennine Lancashire Health and Care Transformation		Lancashire and South Cumbria Sustainability and	
November 2016					
Date of decision	and Care Transformation Plan (Pennine Lancashire Local Delivery Plan 2016/17-2020/21)	Programme Team have been undertaking extensive engagement with key stakeholders, including members of the public, to help shape the development of the Local Delivery Plan. A detailed business		Transformation Plan 2016/17-2020/21 as submitted to NHS England on 21st October and the Pennine Lancashire Health and Care Transformation Plan (Pennine Lancashire Local	
December 2016			Contact officer		
Portfolio Affected			Sayyed Osman/Harry Catherall		
Corporate					
Wards affected					

All					
Exempt Information?					
Will the report include information that will require part of it to be considered in part 2?	No				

Title	Subject	Consultation	Representations to	Documents considered	Comments
559646 Lancashire and South Cumbria Health and Care Programme (Sustainable Transformation Plan)					
Date of entry November 2016	Consider and endorse the Lancashire and South Cumbria Sustainability and Transformation Plan 2016/17-2020/21.	Consultation and engagement on the Sustainability and Transformation Plan is being conducted by the Lancashire and South Cumbria Change Programme Team. Any requirements to services will subject to full public consultation in line with nationally prescribed requirements.	Sam Nicol, Programme Director, Lancashire and South Cumbria Health and Care Transformation Programme. 01253 951630 Contact officer Sam Nicol, Programme Director, Lancashire and South Cumbria Health and Care Transformation Programme. 01253 951630	Lancashire and South Cumbria Sustainability and Transformation Plan 2016/17-2020/21 as submitted to NHS England on 21st October.	
Date of decision December 2016					
Portfolio Affected Corporate					
Wards affected					
All					
Exempt Information?					

Will the report include information that will require part of it to be considered in part 2?	No				
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Title	Subject	Consultation	Representations To	Documents Considered	Comments
Equipped Play Assets Strategy 2017-22					
Date of Entry	Note and agree the Equipped Play Area Strategy 2017-22 with Delegation to Exec Member for Environment to implement the strategy. Decommissioning of the play-assets identified in this phase of the review.	Consultation has taken place with Ward Members and key community stakeholders in the lead up to this report. Further consultation will be required.	Sayyed Osman sayyed.osman@blackburn.gov.uk / Martin Eden martin.eden@blackburn.gov.uk / Rizwana Zaahid rizwana.zaahid@blackburn.gov.uk	Playground condition reports Fields in Trust Guidance Previous Strategies	
April 2017					
Date for Decision					
November 2017					
Portfolios Affected					
Environment & Neighbourhood and Prevention Services					
Wards Affected		Planning, Property, Education, Neighbourhoods, Resources, Environment and Leisure have all been consulted and their views taken on board where possible.	Contact Officer Sayyed Osman,		
All					
Exempt Information?					
Will the report include information that will require part of it to be considered in part 2?	Yes –Land disposal - confidential contract terms involving financial matters of the purchaser and the Council.				

Title	Subject	Consultation	Representations to	Documents considered	Comments
Update on the Leisure review					
Date of entry 03.11.2017	To provide an update on the Leisure review which was undertaken in 2016 and make recommendations regarding service provision	with local Ward Councillors and user groups	Martin Eden, Director of Environment and Leisure		
Date of decision December 2017			Contact officer		
Portfolio Affected Leisure and Culture			Claire Ramwell, Head of Leisure, Health and Wellbeing		
Wards affected					
All Exempt Information?					
Will the report include information that will require part of it to be considered in part 2?					
	Yes, there will be financial information relating to the third party operation leisure facilities				



EXECUTIVE BOARD DECISION

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

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

SUBJECT: Report on the progress against the Corporate Plan 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
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CONTACT OFFICER:	Denise Park
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DATE:	16/05/2018
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BACKGROUND PAPER:	
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Appendix One: Corporate Plan 2017/2018: Performance Report
Year-end (October 2017 to March 2018)

<u>The Leader's portfolio</u>	Performance measures	Good Performance is	Baseline	17/18 target	Half year performance and rating	<div> <div>(RED)</div> <div>(AMBER)</div> <div>(GREEN)</div> </div> Year-end performance and rating
1. Your Call <ul style="list-style-type: none"> Improvements to make Blackburn with Darwen cleaner and greener Improvements to health and wellbeing Improving community togetherness and belonging/neighbourliness 	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
						<div>(RED)</div> <div>(AMBER)</div> <div>(GREEN)</div>
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	100% Sickness absence recorded via MyView
					(GREEN)	(GREEN)
		Higher		90% of paper forms accessible via MyView	100% Forms accessible via MyView	100% Forms accessible via MyView
					(GREEN)	(GREEN)
					(GREEN)	(GREEN)

<u>Regeneration</u>	Performance measures	Good Performance is	Baseline	17/18 target	Half year performance and rating	Year-end performance and rating
Page 57						<div>(RED)</div> <div>(AMBER)</div> <div>(GREEN)</div>
1. Accelerating the Growth Agenda.	Housing: a) Number of new build properties	Higher	130 for 2016/17	150 properties	136 properties	95 properties Cumulative 231 properties
	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

Page 58					(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: <ul style="list-style-type: none">LTP andGrowth 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)
Page 61	4. Local jobs for local people.	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)
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<u>Environment</u>	Performance measures	Good Performance is	Baseline	17/18 target	Half year performance and rating	Year-end performance and rating <div> <div>(RED)</div> <div>(AMBER)</div> <div>(GREEN)</div> </div>
1. Improving the appearance of the borough and maintaining service standards	Number of Your Call clean up events held.	Higher	2016/17: Events : 144 Volunteers : 2,759	10 events per month April to September, 4 per month October to March, culminating in 3,000 volunteers	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)

<u>Leisure, Culture and Young People</u>	Performance measures	Good Performance is	Baseline	17/18 target	Half year performance and rating	Year-end performance and rating <div>(RED) (AMBER) (GREEN)</div>
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:

						824,233 attendances
					(GREEN)	(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	Contacts & referrals Calls/emails: 3,853 Referrals: 1,885 Total: 5,738 Cumulative: 8,585 contacts & referrals
					(GREEN)	(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	67,991 attendances Cumulative: 118,729
					(AMBER)	(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)

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Neighbourhoods & Prevention Services	Performance measures	Good Performance is	Baseline	17/18 target	Half year performance and rating	<div> <div>(RED)</div> <div>(AMBER)</div> <div>(GREEN)</div> </div> Year-end performance and rating
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		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)

<u>Adult Social Care</u> Page 69	Performance measures	Good Performance is	Baseline	17/18 target	Half year performance and rating	Year-end performance and rating
<div>(RED)</div> <div>(AMBER)</div> <div>(GREEN)</div>						
Overarching Priority: To fulfil the council’s statutory and regulatory duties to improve and protect the health and wellbeing of the population through innovation and engagement						
1. Safeguarding vulnerable adults and developing the Service User voice.	‘Percentage of individuals with a safeguarding concern that proceeded to a section 42 enquiry’. Measure SGA3 in the new Safeguarding Adults Collection (SAC). <i>(monitored on number of people)</i>	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 <i>(Using ASCOF measure not SALT)</i>	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 (DTC) 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
						<div>(RED)</div> <div>(AMBER)</div> <div>(GREEN)</div>
Overarching Priority: Providing the best services possible to fulfil the council’s statutory and regulatory duties towards the borough’s children, young people and their families.						
1. Help residents to live longer and healthier lives. Page 71	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.				<p>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:</p> <ol style="list-style-type: none"> 1. Safe and healthy homes 2. Healthy places 3. Wellbeing and self-care 4. Workplace wellbeing and employment 		
	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	(GREEN)	(GREEN)

				business case.	(GREEN)	(GREEN)
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<u>Children's Services</u>	Performance measures	Good Performance is	Baseline	17/18 target	Half year performance and rating	Year-end performance and rating
						<div style="background-color: red; color: black; text-align: center; padding: 2px;">(RED)</div> <div style="background-color: yellow; color: black; text-align: center; padding: 2px;">(AMBER)</div> <div style="background-color: green; color: black; text-align: center; padding: 2px;">(GREEN)</div>

Overarching Priority: Providing the best services possible to fulfil the council's statutory and regulatory duties towards the borough's children, young people and their families.

1. Work effectively with partners to safeguard children and young people including those vulnerable to exploitation, radicalisation or offending.	Youth Offending: a) First time entrants to the youth justice system (rate per 100,000 – rolling 12 months)	Lower	246 per 100,000 (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)
Page 75	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 <u>offered</u> 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)

<u>Schools and Education</u>	Performance measures	Good Performance is	Baseline	17/18 target	Half year performance and rating	Year-end performance and rating
						<div>(RED)</div> <div>(AMBER)</div> <div>(GREEN)</div>
1. Ensure that children and young people with Special Educational Needs and Disabilities (aged 0-25) have opportunities and support which inspire and enable them to achieve their best.	% of children with identified SEN achieving expected progress in Reading, Writing and Maths 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.

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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, through 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)
<p>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.</p> <p>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.</p> <p>Explanation against target. The target of 7,600 tonnes of waste being sent to landfill has been exceeded by 980 tonnes.</p> <p>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.</p> <p>Has policy, delivery changed? Yes, the introduction of alternate weekly collections, plus the decision to introduce green waste charges in March 2017.</p> <p>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.</p>		
<p>What is the likely impact of continued performance?</p> <p>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.</p> <p>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.</p> <p>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.</p>		
<p>What activities have been or are being put in place to address these issues?</p> <p>Have action plans / improvement plans been completed – from these what are the key actions / improvements and what are the timelines for them? A new</p>		

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.

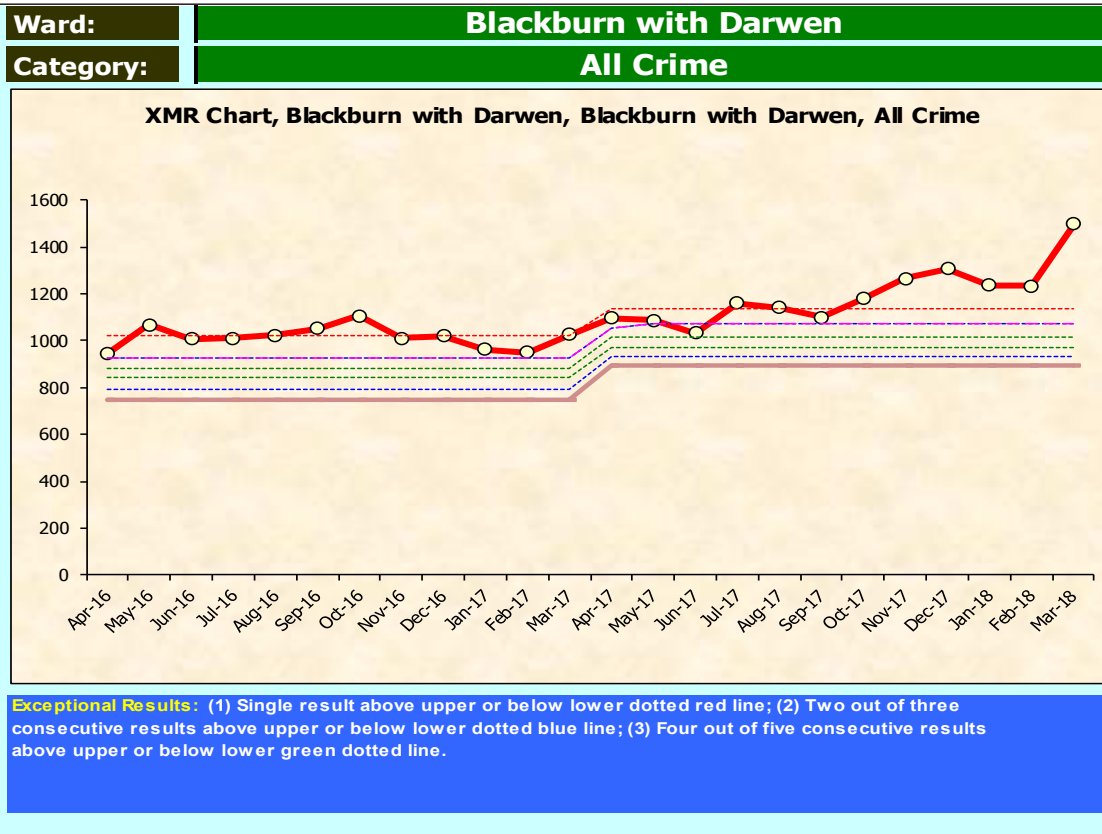
Initial discussion with members re possible change in service? Discussions took place in February 2018 with the Executive Members for Resources and Environment.

Portfolio: Leisure, Culture and Young People Portfolio		
Priority: Stimulating cultural involvement into social and economic regeneration.		
Performance Measure: Number of attendances at King Georges Hall (KGH) and Darwen Library Theatre (DLT)		Good performance is: Higher
Target: 172,149 attendances		Baseline:
Performance	50,738 Q1 + Q2 attendances (AMBER)	67,991 Q3 + Q4 attendances Cumulative: 118,729 attendances RED)
<p>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).</p> <p>Despite a 35% improvement in the second half of the year the yearend total attendance figure was 31% below target.</p> <p>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).</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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:-</p> <ul style="list-style-type: none"> • 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)
<p>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.</p> <p>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 difficulty in making further gains with much reduced resources.</p> <p>Comparisons / trends compared to previous quarters, previous years – The below chart gives an overview of crime trends over the last 3 years. While individual crime categories can be affected by changes in recording practice which can and do occur, the overall number of crimes being reported is lesser affected, hence a good overall indicator of the actual levels of crime we can supplement with feedback from residents via local and national crime survey data.</p> <p>What the chart shows is an increasing volume of crimes being reported to the police at an increasing rate from an average of circa 800 crimes a month to over 1000; the rate of increase has moderated over the full year but has not improved. It is also worthy of note that both Anti-Social Behaviour, Crime and Road Safety are the predominant issues at the majority of community meetings, town centre and business engagement events and ward solutions meetings reflecting the impact on residents and businesses.</p>		



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

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.

Portfolio: Health		
Priority: Help residents to live longer and healthier lives		
Performance Measure: Reduce differences in life expectancy between BwD and the national average year on year		Good performance is: a big reduction
Target: 6% reduction in local life expectancy gap on the 2008-10 baseline		Baseline: Baseline year 2008-10
Performance	Half year performance and RAG rating 2.6% males 6.6% females (2013-15 performance) (AMBER)	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.
<p>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.</p> <p>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.</p>		
<p>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.</p> <p>Locally we have been further examining the causes of the rise in old age mortality. We have found that :</p> <ul style="list-style-type: none"> • 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. 		
<p>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.</p>		

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

a) Number of 4 week quits = 248

b) Quit rate = 31%

(AMBER)

Year-end performance and RAG rating

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

<ul style="list-style-type: none"> • 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.
<p>What activities have been or are being put in place to address these issues? Plans for 2018/19 include:</p> <ul style="list-style-type: none"> • 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.
<p>Are there any decisions likely to be required of Executive Members in the future, in relation to this issue? No.</p>

Portfolio: Children's Services		
Priority: Intervene early at the right time to avoid costly <u>intervention</u> wherever possible, including supporting those children with additional needs.		
Performance Measure: Number of commissioned residential placements for Looked After Children as a total of all Looked After Children placements.		Good performance is: Maintain
Target: 10-20		Baseline: 15 (Oct 15)
Performance	Half year performance and RAG rating 25 (6.5% of all children in our care) (RED)	Year-end performance and RAG rating 28 (7.4% of all children in our care) (RED)
<p>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.</p> <p>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.</p> <p>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.</p>		
<p>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.</p>		
<p>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</p>		

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.