

Public Document Pack

Executive Member Decisions

Friday 3rd August 2018

AGENDA

Executive Member Decisions for week ending 3rd August 2018

1. **Residential Review**
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Increase in Parking Tarriffs - EIA
Increase in Parking Tariffs - EMD PT2

Date Published: 3rd August 2018
Harry Catherall, Chief Executive

EXECUTIVE MEMBER DECISION



REPORT OF: Executive Member for Children's Services

LEAD OFFICERS: Director of Children's Services

DATE: 6th July 2018

PORTFOLIO/S AFFECTED: Children's Services

WARD/S AFFECTED: All

SUBJECT: Residential Review

1. EXECUTIVE SUMMARY

A review of residential services has been carried out and the proposals are outlined in this report. The review has considered the following:

- Children's homes staffing - the review considered the staffing levels and the skills base of staff required to care for adolescents with the most complex needs.
- Expansion of the Adolescent Support Unit (ASU) offer to reduce the number of adolescents coming into the care system. The ASU model is recognised for effectively keeping young people out of the care system by providing adolescents (age 11+) with a range of difficulties and their families with outreach support, programmes, activities and short breaks away from their home. The increased demand for this service indicates a need to expand capacity. The review recommends the development of an ASU model that links with the developing multi agency adolescent strategy, and links with the Family Group Conferencing (FGC) team, which focuses on those young people most at risk of entering the care system. The FGC team has effective step down arrangements so that young people and their families receive the right levels of support, at the right time for as long as they need it.
- The potential to provide short breaks to a number of children in the 8 to 11 age range in order to prevent admissions to care. This could be provided at the Lytham Rd base.
- The need to continue the provision of support to young people in fragile foster placements to maintain positive placement stability.
- Improved outcomes for young people at risk of coming into the care system - evidence indicates that young people who enter the care system in adolescence achieve poor outcomes in relation to emotional and mental health, education and on a range of other indicators.

2. RECOMMENDATIONS

The Executive Member is asked to approve the following proposals:

1. Cherry Tree to change from a children's home to become the main Adolescent Support Unit, offering short breaks and outreach support to young people aged 11 to 17 who are most at risk of coming into care. ASU capacity to increase from 55 cases with 20 of these receiving regular short breaks to 75 cases with 25 receiving regular short breaks.

2. The current ASU base at Lytham Rd to be retained as a satellite base.
3. New staff role profiles to be introduced across the residential service to ensure that the service has the staffing capacity required to manage young people with very complex needs.
4. 70 Whalley New Rd to continue to operate as a 4 bedded children's home for young people whose care plan is long term residential care.
5. 594 Whalley New Rd to become surplus to requirements and reviewed as a Council asset.

3. BACKGROUND

The background to this review is as follows:

- Staff at Cherry Tree have struggled to recover from the death of a young person in their care in 2016 and have been increasingly unable to manage the complex and challenging behaviours of adolescents admitted to the home. Despite extensive training, support and a period of closure it is clear that the skills base of staff required to manage this cohort of young people has not developed to the extent required.
- Whalley New Rd Children's Home has been operating below full capacity partly due to the current skill base of the team and partly due to matching considerations. With better skilled staff the home will be able to manage at full capacity and more effectively contribute to meeting the demand for residential placements. The complex needs of these children require a very skilled staff team able to manage challenging behaviours and staffing will be reviewed to meet this. The staffing capacity and skillset will allow for improved 'matching' ensuring the home is in a better position to operate a full capacity.
- Outcomes for young people entering the care system in adolescence, particularly between the ages of 14 and 16, are poor and ASU provision is effective at keeping young people out of the care system.
- There is a high level of demand for outreach services to support adolescents at risk of coming into the care system; this demand cannot be met by the existing ASU provision. The ASU building at Lytham Rd is too small for expansion but the need to reduce the number of adolescents entering the care system has persisted.
- The costs of caring for adolescents in the care system are very high. There is a national shortage of foster carers willing to offer adolescent placements, therefore pushing young people into the residential sector where the costs are significantly higher. Keeping young people with their families with appropriate levels of support is less costly and achieves better outcomes for young people that extend into adulthood.
- There is a demand for short breaks provision for children in the 8 to 11 age group also at risk of coming into the care system at some point in the future working in partnership with staff from the Limes. The Limes provides intense support to families where children are on the cusp of coming into care.
- Retaining Lytham Rd as a satellite base will allow the service to conduct independence work with 16/17 year olds likely to move to semi-independent living and to undertake more structured and evidence based group work with young people, parents and foster carers.

- 594 Whalley New Rd has been considered for use as a residential provision particularly for young people with mental health difficulties who are hard to place. However, the building requires significant investment to meet the standards required by OFSTED for this purpose. In addition, learning from previous practice around accommodation for young people with mental health issues suggests the staff skillset and capabilities to manage extremely vulnerable and challenging young people with complex needs is limited and it is far more effective to work with external providers to support with accommodation. It is worth noting that there is a growing issue across the region/nationally to provide suitable accommodation for young people with complex mental health issues, which incur significant costs and staffing resource. The service recognises it is unable to resource appropriate training, staffing levels and resilience within the workforce to manage the very complex cases hence external providers are better positioned to support high risk young people and ultimately provide efficient use of existing resources.
- The ASU has been very effective at supporting young people in foster care where there is a risk of placement disruption. The demand for short breaks support for these children has increased and cannot be met without the expansion of short breaks provision; in addition the expanded ASU will support pressures around emergency beds without hindering the short breaks offer or the outreach work. The proposed expansion will allow ASU to provide an innovative offer of support to foster placements that will encourage more foster carers to consider placements for adolescents and will be marketed to assist the recruitment of foster carers for this age group. The link between ASU and the Revive Service (Emotional Health and Well-being Service) will be strengthened as part of this proposal.
- The expanded ASU will require new role profiles to build a staff team with the skillset required to undertake structured programmes of work with young people, undertake family work, complete complex assessments, lead and engage in activities with young people, and manage young people presenting high levels of risk-taking behaviour. This proposal also addresses the need to develop more effective step-down arrangements from ASU.

4. KEY ISSUES & RISKS

There is potential that the necessary changes in the role profiles could lead to some redundancies as not all Cherry Tree staff will be able to make the transition to become ASU workers. These roles are very different and require different skills and abilities. Similarly, the introduction of new role profiles at Whalley New Rd will not suit some staff. The waking watch role will no longer be required as the review concludes that this role should be replaced by increasing the number of residential staff who will all be required to perform the waking watch role when they are on rota to do so. This addresses issues arising from this role which include Waking Night Watch staff being isolated from the rest of the team, Waking Night Watch staff being unable to develop relationships with the young people and Waking Night Watch staff being unable to attend training and team meetings.

A review of this kind is always very unsettling for staff teams and this can have an impact on service delivery and ultimately on young people. Over the next 6 months the transition will be carefully monitored, managed and supported by senior staff.

The loss of Cherry Tree as a residential unit reduces the number of residential beds by 5. However, in reality Cherry Tree has been unable to operate at this level of capacity for some time. To offset the impact it will be necessary to achieve a reduction in the numbers of young people coming into care in a short timescale. Achieving improved foster placement stability and working innovatively with foster carers will also reduce the demand for residential placements.

5. POLICY IMPLICATIONS

No policy implications identified.

6. FINANCIAL IMPLICATIONS

The combined current budgets of the ASU and Cherry Tree will be used to fund this proposal. No additional funding is required to achieve the staffing of the expanded ASU. Staffing implications at Whalley New Road will also be met from existing resources.

It is possible that additional costs may arise from a reduction in residential capacity. It is anticipated that these costs will be offset by future savings to be realised from having Whalley New Rd at full occupancy, reducing the number of adolescents coming into the care system and developing the support offer to foster carers so that more are willing to offer adolescent placements.

7. LEGAL IMPLICATIONS

No legal implications have been identified. Ofsted have been notified of the change of use for Cherry Tree Children's Home to the Adolescent Support Unit.

8. RESOURCE IMPLICATIONS

Existing resources will be utilised.

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



Resi Review EIA
v0.2.pdf

with this item in advance of making the decision.

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

10. CONSULTATIONS

Staff consultation began w/c 18th June 2018

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

Page 5

All Declarations of Interest of any Executive Member consulted and note of any dispensation granted by the Chief Executive will be recorded and published if applicable.

VERSION: 4

CONTACT OFFICER: Imran Akuji, Head of Service, Adolescent Services

DATE: 19th June 2018

**BACKGROUND
PAPER:** None

Name of the activity being assessed	Residential Review				
Directorate / Department	Children's Services	Service	Adolescent Services	Assessment Author	Imran Akuji
Is this a new or existing activity?	<input type="checkbox"/> New <input checked="" type="checkbox"/> Existing	Responsible manager / director for the assessment		Imran Akuji	
Date EIA started	19/06/2018	Implementation date of the activity		13/07/2018	

SECTION 1 - ABOUT YOUR ACTIVITY

<p>How was the need for this activity identified? i.e. Why are we doing this activity?</p>	<ul style="list-style-type: none"> • Staff at Cherry Tree have struggled to recover from the death of a young person in their care in 2016 and have been increasingly unable to manage the complex and challenging behaviours of adolescents admitted to the home. Despite extensive training, support and a period of closure it is clear that the skills base of staff required to manage this cohort of young people has not developed to the extent required. • Whalley New Rd Children's Home has been operating below full capacity partly due to the current skill base of the team and partly due to matching considerations. With better skilled staff, the home will be able to manage at full capacity and more effectively contribute to meeting the demand for residential placements. • Outcomes for young people entering the care system in adolescence, particularly between the ages of 14 and 16 are poor and ASU provision is effective at keeping young people out of the care system. • There is a high level of demand for outreach services to support adolescents at risk of coming into the care system; this demand cannot be met by the existing ASU provision. The ASU building at Lytham Rd is too small for expansion but the need to reduce the number of adolescents entering the care system has persisted.
<p>What is the activity looking to achieve?</p> <p>What are the aims and objectives?</p>	<ul style="list-style-type: none"> • Keep young people with their families with appropriate levels of support to achieve better outcomes. • Extended Adolescent Support Unit age range - provide ASU short breaks to children in the 8 to 11 age range in order to prevent admissions to care. • Increase ASU capacity from 55 cases with 20 of these receiving regular short breaks, to 75 cases with 25 receiving regular short breaks with the ASU base at Lytham Rd to be retained as a satellite base. • Continue to operate 70 Whalley New Rd as a 4 bedded children's home for young people whose care plan is long term residential care. • Consider whether 594 Whalley New Rd is still required. • Introduce new role profiles across the residential service to ensure the service has the staffing capacity required to manage young people with very complex needs.

					to make the transition to become ASU workers. These roles are very different and require different skills and abilities. At Whalley New Rd the waking watch role may no longer be required in its current form.		
	General public	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Indirectly			
	Carers or families	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Indirectly	Increased placement stability in fragile foster placements; increased capacity to undertake family work; extended age range for ASU support to include 8,9 and 10 year olds.		
	Partner organisations	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> Indirectly			
<p>Does the activity impact positively or negatively on any of the protected characteristics as stated within the Equality Act (2010)?*</p> <p>The groups in blue are not protected characteristics (Please refer to p. 3 of the guidance notes)</p>	Positive impact	<input checked="" type="checkbox"/> Age	<input type="checkbox"/> Disability	<input type="checkbox"/> Gender reassignment	<input type="checkbox"/> Marriage & Civil Partnership	<input type="checkbox"/> Pregnancy & maternity	<input checked="" type="checkbox"/> Vulnerable groups
		<input type="checkbox"/> Race	<input type="checkbox"/> Religion or belief	<input type="checkbox"/> Sex	<input type="checkbox"/> Sexual orientation	<input type="checkbox"/> Deprived communities	<input checked="" type="checkbox"/> Carers
	Negative impact	<input type="checkbox"/> Age	<input type="checkbox"/> Disability	<input type="checkbox"/> Gender reassignment	<input type="checkbox"/> Marriage & Civil Partnership	<input type="checkbox"/> Pregnancy & maternity	<input type="checkbox"/> Vulnerable groups
		<input type="checkbox"/> Race	<input type="checkbox"/> Religion or belief	<input type="checkbox"/> Sex	<input type="checkbox"/> Sexual orientation	<input type="checkbox"/> Deprived communities	<input type="checkbox"/> Carers
	No impact	<input type="checkbox"/> Age	<input checked="" type="checkbox"/> Disability	<input checked="" type="checkbox"/> Gender reassignment	<input checked="" type="checkbox"/> Marriage & Civil Partnership	<input checked="" type="checkbox"/> Pregnancy & maternity	<input type="checkbox"/> Vulnerable groups
		<input checked="" type="checkbox"/> Race	<input checked="" type="checkbox"/> Religion or belief	<input checked="" type="checkbox"/> Sex	<input checked="" type="checkbox"/> Sexual orientation	<input checked="" type="checkbox"/> Deprived communities	<input type="checkbox"/> Carers

*If no impact is identified on any of the protected characteristics a full EIA may not be required. Please contact your departmental Corporate Equality & Diversity representative for further information.

<p>Does the activity contribute towards meeting the Equality Act’s general Public Sector Equality Duty? Refer to p.3 of the guidance for more information A public authority must have ‘due regard’ (i.e. consciously consider) to the following:</p>	
DUTY	DOES THE ACTIVITY MEET THIS DUTY? EXPLAIN
<p>Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act <i>(i.e. the activity removes or minimises disadvantages suffered by people due to their protected characteristic)</i></p>	Improves service offer and subsequently outcomes for children and young people
<p>Advance equality of opportunity between those who share a protected characteristic and those who do not <i>(i.e. the activity takes steps to meet the needs of people from protected groups where these are different from the needs of other people)</i></p>	Improves service offer and subsequently outcomes for children and young people




Foster good relations between people who share a protected characteristic and those who do not (*i.e. the function encourages people from protected groups to participate in public life or in other activities where their participation is disproportionately low*)

Increase in neutral space (Adolescent Support Unit) to allow young people from different backgrounds and diverse communities to come together.

ASSESSMENT**Is a full EIA required?** Yes No

Please explain how you have reached your conclusion (*A lack of negative impacts must be justified with evidence and clear reasons, highlight how the activity negates or mitigates any possible negative impacts*)

No negative impact on the protected characteristics.

Author Signature		Date	20/06/2018
Head of Service/Director Signature		Date	20/06/2018
<i>The above signatures signify acceptance of the ownership of the Initial EIA and the responsibility to publish the completed Initial EIA as per the requirements of the Equality Act 2010.</i>			
Departmental E&D Lead Signature		Date	20/06/2018

EXECUTIVE MEMBER DECISION



REPORT OF:	Executive Member for Environment Executive Member for Regeneration
LEAD OFFICERS:	Director of Environment and Leisure
DATE:	3 rd August 2018

PORTFOLIO/S AFFECTED:	Environment	Regeneration
WARD/S AFFECTED:	All	

SUBJECT: Review of parking tariffs; on- street and off-street parking

1. EXECUTIVE SUMMARY

Parking tariffs in Blackburn Town Centre have not been increased since 1st April 2011. Given the length of time since charges were increased and the changes and improvements to the town centre offer, it is proposed that the parking tariffs are reviewed.

This report sets out options for increasing the parking charges on street and off street, Monday to Saturday and options for introducing parking charges on Sundays.

2. RECOMMENDATIONS

That the Executive Member:

- Approves a 20p increase on all parking tariffs in the town centre, Monday to Saturday
- Approves the introduction of parking charges on Sundays as per option D within the report

3. BACKGROUND

Parking tariffs in Blackburn Town Centre have not been increased since 1st April 2011. Given the length of time since charges were increased and the changes and improvements to the town centre offer, it is proposed that the parking tariffs are reviewed.

It should be noted, the main shopper's car park in the town centre is operated by the Mall and they charge the following rates:-

The Mall car park – open 24 hours	
	Tariffs
Up to 2 hours	£1.50
2 – 4 hours	£2.50
Up to 12 hours	£5.00
Sunday and Bank Holidays	Normal daily parking charges apply

Options to change the current Parking Tariff

Below are 2 options for changing the Parking Tariffs in Blackburn Town centre:

	Existing Tariff	Option A (10p on every tariff)	Option B (20p on every tariff)
On Street – Short Stay (Mon-Sat 8am-6pm)			
30 mins	0.60	0.70	0.80
1 hour	1.20	1.30	1.40
1hr 30mins	1.80	1.90	2.00
2 hours	2.20	2.30	2.40
On Street – Long Stay (Mon-Sat 8am-6pm)			
2 hours	1.30	1.40	1.50
4 hours	2.20	2.30	2.40
6 hours	3.10	3.20	3.30
Over 6 hrs	3.80	3.90	4.00
Off Street – Short Stay (Mon-Sat 8am-6pm)			
1 hour	1.00	1.10	1.20
2 hour	1.70	1.80	1.90
3 hour	2.40	2.50	2.60
5 hour	3.80	3.90	4.00
Over 5 hrs	8.00	8.10	8.20
Off Street – Long Stay (Mon-Sat 8am-6pm)			
2 hours	1.30	1.40	1.50
4 hours	2.20	2.30	2.40
6 hours	3.10	3.20	3.30
Over 6 hrs	3.80	3.90	4.00
Fielden St Multi-Storey (Mon-Sat 7am-8pm)			
1 hour	1.00	1.10	1.20
2 hours	1.50	1.60	1.70
4 hours	2.50	2.60	2.70
8 hours	3.70	3.80	3.90
Over 8 hrs	6.00	6.10	6.20

Parking statistics

- In 2017/18, a total of 432,511 transactions were completed via the new Pay & Display machines, the average transaction was £1.34.
- At Feilden Street MSCP, 65,618 transactions were completed at the Pay on Foot machines; the average transaction was £3.12.
- In 2017/18, a total 498,129 parking payment transactions were completed across the borough.

Sunday Charging

The Mall has constantly charged for parking on Sundays and charges the same tariff on Sunday as the rest of the week. The Council has never charged for parking on a Sunday, however in the table below, there are three options listed for consideration:

Sunday Charging (8am – 6pm)				
	Option A	Option B	Option C	Option D
On Street – Short Stay	No Change – Continue to be Free	Use same tariff as the rest of the week	All day Parking charge £1.00	Up to 3hrs – charge £1.00
On Street – Long Stay				Over 3 hours – charge £2.00
Fielden St	Closed	Closed	Closed	Closed

4. KEY ISSUES & RISKS

Parking tariffs in Blackburn Town Centre have not been increased since 1st April 2011. Given the length of time since charges were increased and the changes and improvements to the town centre offer, it is proposed that the parking tariffs are reviewed.

The report sets out options to increase the tariffs charged on street and off street, Monday to Saturday. The report also proposes the introduction of parking charges on Sundays.

Increasing parking charges will generate additional income for the Council providing the increases are not excessive to the point where they deter people from parking on street or using the council owned car parks.

5. POLICY IMPLICATIONS

The proposal to make a variation order to an existing Traffic Regulation Order requires delegated approval from Executive Member for Regeneration and Growth and Chief Officer.

A notice is required to be publicised in local press and on site to comply with the Road Traffic Regulations Act 1984.

6. FINANCIAL IMPLICATIONS

The proposed increase in parking charges will generate income for the council in line with the budget expectations for parking services.

7. LEGAL IMPLICATIONS

A variation order to the existing Traffic Regulation Order needs to be advertised with 21 days' notice given – in the paper and on site in accordance with regulation 25 of The Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996. The variation order is not subject to objections. The Variation Order will be made in accordance with section 46A relating to variations of charges at designated parking places and section 35C relating to variation of charges at off-street parking places.

8. RESOURCE IMPLICATIONS

New signage would be required in the car parks to reflect the new tariffs – a cost for this will be obtained and included in the Executive Member decision paper. The signage will also be amended to comply with the new GDPR regulations.

9. EQUALITY AND HEALTH IMPLICATIONS

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

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

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

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

10. CONSULTATIONS

11. STATEMENT OF COMPLIANCE

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

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 and published if applicable.

VERSION:	1
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CONTACT OFFICER:	MARTIN EDEN
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DATE:	23 July 2018
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BACKGROUND PAPER:	
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EQUALITY IMPACT ASSESSMENT CHECKLIST

This checklist is to be used when you are uncertain if your activity requires an EIA or not.

An Equality Impact Assessment (EIA) is a tool for identifying the potential impact of the organisation's policies, services and functions on its residents and staff. EIAs should be actively looking for negative or adverse impacts of policies, services and functions on any of the nine protected characteristics.

The checklist below contains a number of questions/prompts to assist officers and service managers to assess whether or not the activity proposed requires an EIA. Supporting literature and useful questions are supplied within the [EIA Guidance](#) to assist managers and team leaders to complete all EIAs.

Service area & dept.	Parking services, Environment and Leisure	Date the activity will be implemented	27/08/2018
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Brief description of activity	Increases to parking tariffs for on street and off street parking within Blackburn town centre
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Answers favouring doing an EIA	Checklist question	Answers favouring not doing an EIA
<input type="checkbox"/> Yes	Does this activity involve any of the following: - Commissioning / decommissioning a service - Change to existing Council policy/strategy - Budget changes	<input checked="" type="checkbox"/> No
<input type="checkbox"/> Yes	Does the activity impact negatively on any of the protected characteristics as stated within the Equality Act (2010)?	<input checked="" type="checkbox"/> No
<input type="checkbox"/> No <input type="checkbox"/> Not sure	Is there a sufficient information / intelligence with regards to service uptake and customer profiles to understand the activity's implications?	<input checked="" type="checkbox"/> Yes
<input type="checkbox"/> Yes <input type="checkbox"/> Not sure	Does this activity: Contribute towards unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act <i>(i.e. the activity creates or increases disadvantages suffered by people due to their protected characteristic)</i>	<input checked="" type="checkbox"/> No
<input type="checkbox"/> Yes <input type="checkbox"/> Not sure	Reduce equality of opportunity between those who share a protected characteristic and those who do not <i>(i.e. the activity fail to meet the needs of people from protected groups where these are different from the needs of other people)</i>	<input checked="" type="checkbox"/> No
<input type="checkbox"/> Yes <input type="checkbox"/> Not sure	Foster poor relations between people who share a protected characteristic and those who do not <i>(i.e. the function prevents people from protected groups to participate in public life or in other activities where their participation is disproportionately low)</i>	<input checked="" type="checkbox"/> No
FOR = 0	TOTAL	AGAINST =6

Will you now be completing an EIA?

Yes

No

The EIA toolkit can be found [here](#)

Assessment Lead Signature	
Checked by departmental E&D Lead	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Date	23/07/2018

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted