

Public Document Pack

Executive Board

Thursday, 13 June 2019
Time: 6.00 pm
Venue: Meeting Room A
Address: Blackburn Town Hall

AGENDA

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

1. **Welcome and Apologies**
2. **Minutes of the Previous Meeting**
Minutes April 2019 **4 - 11**
3. **Declarations of Interest**
DECLARATIONS OF INTEREST FORM **12**
4. **Equality Implications**
The Chair will ask Members to confirm that they have considered and understood any Equality Impact Assessments associated with reports on this agenda ahead of making any decisions.
5. **Public Forum**
To receive written questions or statements submitted by members of the public no later than 4pm on the day prior to the meeting.
6. **Questions by Non-Executive Members**
To receive written questions submitted by Non-Executive Members no later than 4pm on the day prior to the meeting.
7. **Youth MPs Update**
To receive an update from the Youth MPs along with any issues they would like to raise.
8. **Executive Member Reports**
Verbal updates may be given by each Executive Member.

Leader

Adult Services and Prevention

Children, Young People and Education

- | | | |
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Environmental Services

Public Health and Wellbeing

Digital and Customer Services

Growth and Development

Finance and Governance

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10. Matters referred to the Executive Board

10.1 Petition: Hudson Close, Blackburn

Petition Hudson Close Blackburn

**117 -
120**

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

11.1 Write Off of Business Rates

PT2-Business Rates Write Off

121 -

PART 2 Report Appendix 1 for Business Rates Write Off

125

Date Published: Wednesday, 05 June 2019
Denise Park, Chief Executive

EXECUTIVE BOARD Thursday, 11th April, 2019

PRESENT

COUNCILLOR:

Councillor Maureen Bateson MBE
Councillor Andy Kay
Councillor Mohammed Khan OBE
Councillor Phil Riley
Councillor Jim Smith
Councillor Damian Talbot
Councillor Brian Taylor

PORTFOLIO:

Children, Young People and Education
Resources
Leader of the Council
Regeneration
Environment
Leisure and Culture
Health and Adult Social Care

EXECUTIVE MEMBER:

Councillor John Slater

NON-PORTFOLIO:

Leader of the Conservative Group

ALL IN ATTENDANCE:

Uday Akram
A'Aishah Patel
Corey McPartland

YouthMPP
Deputy YouthMPP
Deputy YouthMPP

	Item	Action						
1	<p><u>Welcome and Apologies</u></p> <p>The Leader of the Council, Councillor Mohammed Khan, welcomed all present to the meeting. Apologies were received from Councillor Shaukat Hussain.</p>							
2	<p><u>Minutes of the Previous Meeting</u></p> <p>The Minutes of the meeting held on 14th March 2019 were agreed a correct record.</p>	Approved						
3	<p><u>Declarations of Interest</u></p> <p>No Declarations of Interest were submitted.</p>							
4	<p><u>Equality Implications</u></p> <p>The Chair asked Members to confirm that they had considered and understood any Equality Impact Assessments associated with reports on the agenda ahead of making any decisions.</p>	Confirmed						
5	<p><u>Public Forum</u></p> <p>In accordance with Part 4 of the Executive Board Procedure Rules for questions/statements by members of the public, the following questions/statements have been received, details of which are set out below:-</p> <table border="1" style="width: 100%; margin-top: 10px;"> <thead> <tr> <th style="width: 33%;">Name of Person asking the Question</th> <th style="width: 33%;">Subject Area</th> <th style="width: 33%;">Response by</th> </tr> </thead> <tbody> <tr> <td>Vicky McKinlay</td> <td>Use of 100</td> <td>Councillor Phil Riley –</td> </tr> </tbody> </table>	Name of Person asking the Question	Subject Area	Response by	Vicky McKinlay	Use of 100	Councillor Phil Riley –	
Name of Person asking the Question	Subject Area	Response by						
Vicky McKinlay	Use of 100	Councillor Phil Riley –						

Item		Action
	money for Pelican Crossing, Cravens Brow, Balckburn.	Executive Member for Regeneration
Shelagh and Jack Ellison	Open Space at Tower Road, Blackburn	Councillor Phil Riley – Executive Member for Regeneration
Leigh Keen	Consultation – Feniscliffe Bank Development, Blackburn	Councillor Phil Riley – Executive Member for Regeneration
Sean Rogers	Statutory Site Transfer of Blackburn Central High School with Crosshill	Councillor Maureen Bateson, Executive Member for Children, Young People and Education

Councillor Phil Riley provided responses to the questions and supplementary questions arising for questions 1-3.

Councillor Maureen Bateson provided a response to the statement and supplementary question arising from Sean Rogers (see also Agenda Item 8.2) and advised that the concerns raised by Mr Rogers would be further looked into and that a further report would be submitted to the Executive Board before any transfer documentation was formalised.

6 **Questions by Non-Executive Members**

No questions were received from Non-Executive Members.

7 **Youth MPs Update**

The Youth MPs updated the Executive Board on recent activities including:

- Attendance at a YPS residential event near Burnley, for a variety of outdoor team-building activities and workshops focussed on social integration.
- A CAHMS re-design meeting facilitated by BwD Healthwatch and the Youth MPs contributed with ideas including a potential CAHMS young people's panel.
- Access for young people to 'Kooth' an on-line counselling and wellbeing platform for children and young people from 1st April.
- Attendance at the regional Youthforia residential in Ambleside at the end of April, where key campaign issues would be discussed.
- An update from Corey on the food poverty work she had recently been involved in.

	Item	Action
8.1	<p><u>Lancashire Enterprise Partnership – Change in Company Membership</u></p> <p>Members received a report seeking approval for the Council to become a member of the Lancashire Enterprise Partnership company, as part of a wider change programme to ensure compliance with new Government guidance, in advance of new local growth funding streams.</p> <p>To drive separation and strengthen independence, as required by the Government review, the Lancashire Enterprise Partnership and County Council agreed at the Board meeting on 19 March to accept additional company members. It was agreed that the five local authorities currently represented on the Board of the Lancashire Enterprise Partnership Board (Blackburn with Darwen, Blackpool, South Ribble, Burnley and Lancashire), along with Lancashire’s two Chambers of Commerce (East and North West), would form the new nucleus of the company membership, subject to confirmation.</p> <p>This membership change was agreed by the Board as a necessary initial change to demonstrate greater separation between the County Council and the Lancashire Enterprise Partnership, with the company membership ultimately reflecting the public/private sector composition of the Board, which operated with a two-thirds private sector majority. This outcome was to be achieved within the next 6 months, as part of a wider change programme further clarifying the role of the accountable body, and the creation of an independent secretariat to provide the Lancashire Enterprise Partnership with the capacity to compete with neighbouring city-regions for new growth funding.</p> <p>RESOLVED –</p> <p>That the Executive Board:</p> <ol style="list-style-type: none"> 1. Note the changing national context influencing the Lancashire Enterprise Partnership and the need for strengthened independence with greater separation from Lancashire County Council; 2. Approve the Council’s membership of the Lancashire Enterprise Partnership company, with financial liabilities of members limited to £1; and 3. Subject to 2 above, authorise the Director of Growth & Development and the Director of HR, Legal & Governance, in consultation with the Executive Member for Resources and the Executive Member for Regeneration, to agree and finalise the Members Agreement and other documentation necessary to formalise the Council’s membership. 	<p>Noted</p> <p>Approved</p> <p>Approved</p>

	Item	Action
8.2	<p><u>Statutory Site Transfer of Blackburn Central High School with Crosshill</u></p> <p><i>Councillor Maureen Bateson moved an amendment to the published recommendations as follows – removal of (1st May 2019) in recommendation 2.1 and an additional recommendation (2.4) as below:</i></p> <p><i>2.4 Notes that prior to formalising the transfer documentation, a further report will be presented at a future meeting of the Executive Board to update on the outcome of the negotiations and any agreements reached.</i></p> <p>The Executive Board received a report which advised that on the 20th September 2018, Blackburn with Darwen Borough Council received formal notification from the Secretary of State for Education giving permission for Blackburn Central High School with Crosshill to become an academy sponsored by Champion Education Trust (CET). The sponsorship by CET had the full support of the Department for Education (DfE). Officers from Schools and Education had been working with school colleagues and CET to ensure the proposed date for conversion of 1st May 2019 was met.</p> <p>The Board of Directors would be responsible for the key strategic decisions relating to Blackburn Central High School with Crosshill. The school would have a local governing body that reported into the multi academy trust. Under the Academies Act 2010, the Council was required to transfer any land and building related assets wholly or mainly used for the purposes of a maintained school to the academy trust subject to the approval of the Executive Board.</p> <p>Blackburn Central High School with Crosshill was a PFI school and therefore subject to a Private Finance Initiative contract with a private sector contractor. Appropriate legal documents had been developed by the Department for Education to help address the additional complexities which could arise when a PFI school converted to an academy. Following the conversion the Local Authority would still be required to manage the PFI contract for the remaining concession of 19 years.</p> <p>The report submitted also highlighted the key issues and risks arising.</p> <p>As referenced when the report was introduced, the proposed date of 1st May 2019 would not be met, and a further report would be submitted to a future Executive Board meeting before any transfer documentation was formalised.</p> <p>RESOLVED - That the Executive Board approves:</p> <p>2.1 The transfer of the Council's freehold interest in the site, which includes the Buildings, associated hard play areas and playing</p>	<p>Approved</p>

	Item	Action
	<p>fields to the Trust on its commencement date in accordance with Schedule 6 para 2 of The School Organisation (Prescribed Alterations to Maintained Schools) Regulations 2007. This relates to the area of land shown, edged red on the attached plan in Appendix 1.</p> <p>2.2 Officers to negotiate and enter into the Commercial Transfer Agreement (CTA) between the Council, the Governing Body and the CET.</p> <p>2.3 Officers to negotiate and enter into revised Private Finance Initiative agreements in respect of the conversion to an Academy Trust to deal with the PFI status of the school; and</p> <p>2.4 Notes that prior to formalising the transfer documentation, a further report will be presented at a future meeting of the Executive Board to update on the outcome of the negotiations and any agreements reached.</p>	<p></p> <p>Approved</p> <p>Approved</p> <p>Noted</p>
<p>8.3</p>	<p><u>Local Safeguarding Children Board Reforms</u></p> <p>The Executive Board received a report which set out the recommended option for the replacement of the Local Safeguarding Children's Board (LSCB) to comply with the new area children's safeguarding arrangements. This was being presented to the three Lancashire Councils, (Blackburn with Darwen, Lancashire and Blackpool) the Executive bodies of the Clinical Commissioning Groups (CCGs) and the Police.</p> <p>The report sets out proposals for the three Local Safeguarding Children Boards in Blackpool, Blackburn with Darwen and Lancashire to be replaced by new arrangements that would cover all areas. It was proposed that the new arrangements were called the Blackpool, Blackburn with Darwen and Lancashire Safeguarding Children Strategic Partnership Board.</p> <p>The Council and its partners in safeguarding were required to publish their plans for the new arrangements by 29th June 2019 and have the new arrangements implemented by 29th September 2019 in order to comply with the provisions of the Children Act 2004 (as amended by the Children Social Work Act 2017).</p> <p>Following publication of arrangements, safeguarding partners had up to three months from the date of publication to implement the arrangements. All new local arrangements needed to be implemented by 29th September 2019.</p> <p>Once the arrangements had been published and implemented, the three LSCBs in Blackpool, Blackburn with Darwen and Lancashire would cease to exist.</p> <p>Consultations had taken place with key agencies as defined in the</p>	

	Item	Action
	<p>legal requirements and more broadly with existing members of the three LSCBs via their meetings.</p> <p>RESOLVED –</p> <p>That the Executive Board:</p> <ol style="list-style-type: none"> 1. Approves the formation of the Blackpool, Blackburn with Darwen and Lancashire Safeguarding Children Strategic Partnership Board which has been agreed in principle with safeguarding partner agencies; and 2. In Blackburn with Darwen the business unit covering both the children and adult safeguarding boards has been one unit since 2009. In order to continue the efficiencies realised, the Executive Board are asked to approve the new arrangements for the children board subject to the same adult board arrangements being agreed. 	<p>Approved</p> <p>Approved</p>
8.4	<p><u>LTP/Capital Monitoring Scheme 2019/20</u></p> <p>A report was submitted requesting Executive Board’s approval for the detailed Local Transport Plan 3 (LTP3) programme for financial year 2019/20 and in outline for 2020/21. The LTP3 Strategy covering the period 2011 – 2021 was originally approved by the Council Forum on 28th April 2011.</p> <p>RESOLVED - That the Executive Board:</p> <ol style="list-style-type: none"> 1) Approves the Local Transport Plan 3 detailed programme for 2019/20; 2) Approves the Local Transport Plan 3 outline programme from 2019/20 to 2020/21; and 3) Delegates authority to the Director of Growth and Development, in consultation with the Executive Member for Regeneration, to amend, seek and accept tenders subject to adequate budget provision. 	<p>Approved</p> <p>Approved</p> <p>Approved</p>
9.1	<p><u>Disposal of Former Market Site</u></p> <p>Members received a report outlining the outcome of the Informal Tender for the site of the former Blackburn market and seeking approval to dispose of the site via an initial exclusivity agreement to the recommended preferred bidder.</p> <p>RESOLVED - That the Executive Board:</p> <ol style="list-style-type: none"> 2.1 Approves the appointment of Bidder A as Preferred Developer Partner. 2.2 Grants an exclusivity period for 12 months to the Preferred Developer Partner to progress with developing scheme proposals. 2.3 Approves the provisionally agreed terms relating to the disposal of the land as detailed in the report. 	<p>Approved</p> <p>Approved</p> <p>Approved</p>

	Item	Action
	2.4 Grants permission for Council officers to negotiate the Heads of Terms to finalise the terms of the disposal.	Approved
	2.5 Delegates authority to conclude negotiations, including terms for the land sale and contracts to the Growth Programme Director and Deputy Chief Executive in consultation with the Executive Members for Resources and Regeneration; and	Approved
	2.6 Authorises the Director of HR, Legal and Governance to complete the necessary legal formalities.	Approved
11.1	<p><u>PART 2 – THE PRESS AND THE PUBLIC MAY BE EXCLUDED DURING CONSIDERATION OF THE FOLLOWING ITEMS</u></p> <p><u>LTP/Capital Monitoring Scheme 2019/20</u></p> <p>Further to the report submitted at Agenda Item 8.4, an additional report was submitted containing commercially sensitive information.</p> <p>RESOLVED – That the Executive Board:</p> <p>1) Approves the Local Transport Plan 3 detailed programme for 2019/20.</p> <p>2) Approves the Local Transport Plan 3 outline programme from 2019/20 to 2020/21; and</p> <p>3) Delegates authority to the Director of Growth and Development, in consultation with the Executive Member for Regeneration, to amend, seek and accept tenders subject to adequate budget provision.</p>	<p>Approved</p> <p>Approved</p> <p>Approved</p>
11.2	<p><u>Disposal of Former Market Site</u></p> <p>Further to the report submitted at Agenda Item 9.1, an additional report was submitted containing commercially sensitive information.</p> <p>RESOLVED –</p> <p>That the Executive Board:</p> <p>2.1 Approves the appointment of Bidder A as Preferred Developer Partner.</p> <p>2.2 Grants an exclusivity period for 12 months to the Preferred Developer Partner to progress with developing scheme proposals.</p> <p>2.3 Approves the provisionally agreed terms relating to the disposal of the land as detailed in this report.</p> <p>2.4 Grants permission for Council officers to negotiate the Heads of Terms to finalise the terms of the disposal.</p> <p>2.5 Delegates authority to conclude negotiations, including terms</p>	<p>Approved</p> <p>Approved</p> <p>Approved</p> <p>Approved</p> <p>Approved</p>

	Item	Action
	<p>for the land sale and contracts to the Growth Programme Director and Deputy Chief Executive in consultation with the Executive Members for Resources and Regeneration; and</p> <p>2.6 Authorises the Director of HR, Legal and Governance to complete the necessary legal formalities.</p> <p style="text-align: center;">Signed at a meeting of the Board on Thursday, 13th June 2019</p> <p style="text-align: center;">(being the ensuing meeting on the Board)</p> <p style="text-align: center;">Chair of the meeting at which the Minutes were confirmed</p>	<p>Approved</p>

DECLARATIONS OF INTEREST IN ITEMS ON THIS AGENDA

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

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

MEETING: **EXECUTIVE BOARD**

DATE: **13th JUNE 2019**

AGENDA ITEM NO.:

DESCRIPTION (BRIEF):

NATURE OF INTEREST:

DISCLOSABLE PECUNIARY/OTHER (delete as appropriate)

SIGNED :

PRINT NAME:

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

EXECUTIVE BOARD DECISION



REPORT OF:	Executive Member for Children's Services Young People & Education (Please Select) (Please Select...)
LEAD OFFICERS:	Director of Children's Services (Please Select)
DATE:	13 June 2019

PORTFOLIO/S AFFECTED:	Children's Services Young People & Education
WARD/S AFFECTED:	All
KEY DECISION:	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>

SUBJECT: SCHOOL TERM AND HOLIDAY PATTERN 2020/2021

1. EXECUTIVE SUMMARY
 The Local Authority (LA) has responsibility for setting the school holiday pattern for Community and Controlled schools. It does this in consultation with neighbouring LAs, schools and teacher associations. For other maintained schools (Voluntary Aided and Foundation) the governing body sets the holiday pattern. Trustees of Free schools and Academies (schools independent of the LA) have responsibility for setting their term and holiday dates.

2. RECOMMENDATIONS
 That the Executive Board:

 Agrees the school term and holiday pattern for Community and Controlled schools for 2020/2021 (as set out in Appendix A "Recommended Dates 2020/2021").

3. BACKGROUND
 The LA is required to set the school holiday pattern for its Community and Controlled schools. The dates are agreed 12 months in advance of schools beginning the new academic year. In January of this year the dates were circulated for consultation with primary and secondary schools. In addition the dates were sent to Teacher Associations for their observations and comments.

4. KEY ISSUES & RISKS
 Generally, schools prefer the LA to set a pattern that is aligned with Lancashire County Council. In this way there is less disruption for families and employees.

 Agreeing a uniform set of dates for all schools in the Borough is not always possible as all of the secondary schools and over a half of primary schools can set their own holiday patterns. This may increase in the years ahead as more of the school stock changes from maintained schools to academies.

5. POLICY IMPLICATIONS

Schools, Governors and Teacher Associations were all asked for comments in relation to the proposed holiday pattern. The Local Authority has received only 2 responses from primary school headteachers. Both of the responses were consistent with comments received in previous years wanting the pattern to be aligned as much as possible with Lancashire's holiday pattern, to avoid problems with members of staff who have children attending schools in Lancashire.

It is important to note that once agreed by the LA and published, the holiday pattern is binding on all community and voluntary controlled schools in Blackburn with Darwen. (However, the LA has agreed to maintain the historic position of allowing Edgworth CEMP and Belmont CP Schools to follow the pattern set by Bolton LA, in order to reduce disruption to these school communities (who have more links with Bolton than Lancashire, due to their particular geographic location). Voluntary Aided and Foundation governing bodies are requested to give consideration to the advice from the Local Authority when determining their school calendar.

6. FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

7. LEGAL IMPLICATIONS

Maintained schools must be open for at least 190 days during any school year to educate their pupils. The proposed holiday pattern will enable schools to fulfil this requirement. The Local Authority is responsible for setting the school holiday pattern for Community and Controlled schools.

8. RESOURCE IMPLICATIONS

There are no resource implications arising from this report.

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

Schools, Governors and Teacher Associations were all asked for comments in relation to the proposed holiday pattern. The Local Authority has received 2 responses from headteachers of primary schools. Their views were consistent with comments received in previous years wanting the pattern to be aligned as much as possible with Lancashire's holiday pattern, to avoid problems with members of staff who have children attending schools in Lancashire.

11. STATEMENT OF COMPLIANCE

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

12. DECLARATION OF INTEREST

All Declarations of Interest of any Executive Member consulted and note of any dispensation granted by the Chief Executive will be recorded in the Summary of Decisions published on the day following the meeting.

VERSION:	2
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CONTACT OFFICER:	Andrew Hutchinson
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DATE:	2 nd April 2019
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BACKGROUND PAPER:	School Holiday Dates 2020-21
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SCHOOL TERM AND HOLIDAY PATTERN 2020/2021

AUTUMN TERM 2020

Re-open on
Mid Term Closure

Tuesday 1 September 2020
Monday 26 October-
Friday 30 October 2020 (inc)
Friday 18 December 2020
74

Closure after school on
Number of openings

SPRING TERM 2021

Re-open on
Mid Term Closure

Monday 4 January 2021
Monday 15 February-
Friday 19 February 2021 (inc)
Friday 26 March 2021
55

Closure after school on
Number of openings

SUMMER TERM 2021

Re-open on
May Day Closure
Mid Term Closure

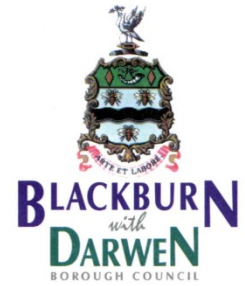
Monday 12 April 2021
Monday 3 May 2021
Monday 31 May -
Friday 04 June 2021 (incl)
Tuesday 20 July 2021
66

Closure after school
Number of openings

TOTAL NUMBER OF OPENINGS - 195

Edgworth CE/Methodist Primary School and Belmont Community Primary school have traditionally followed the agreed holiday pattern of Bolton LA. This arrangement will continue for 2020/2021

EXECUTIVE BOARD DECISION



REPORT OF: Executive Member for Children, Young People and Education

LEAD OFFICERS: Director of Children's Services & Education

DATE: Thursday, 13 June 2019

PORTFOLIO(S) AFFECTED: Children's Services, Young People & Education

WARD/S AFFECTED: (All Wards);

KEY DECISION: N

SUBJECT:

Quarter 4 Fostering Service Report from 1st January 2019 to 31st March 2019

1. EXECUTIVE SUMMARY

This report provides information on the management and performance of the Local Authority's Fostering Service and is revised each quarter. Quarter 4 provides analysis of the year and reflects upon data and any patterns within the Service to determine development and progress.

2. RECOMMENDATIONS

That the Executive Board:

Notes the Quarter 4 Fostering Service Report which is available on the Council's website.

3. BACKGROUND

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

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

The report has been written to address the areas identified above. It will be taken into account by OFSTED when inspecting the service.

The report is for the fourth quarter of 2018 – 19, covering the period from 1st January to 31st March 2019 and provides a comprehensive overview of the service.

4. KEY ISSUES & RISKS

1. The period from Quarter 3 to Quarter 4 2018/19 saw a slight decrease in referrals from 69 to 67 children into the Fostering Service, however the annual figures show an increase in children in our care overall in the Borough from 377 in March 2018 to 407 by March 2019 which is an increase of 7.9%.

2. The Service has seen an increase in the number of children and young people entering Independent Fostering Agency placements; with 49 placements at the end of Quarter 4 in 2018, to 68 placements at the end of this Quarter 4 2019. This is a considerable increase and reflects the demand upon the Fostering Service to identify placements for the most difficult to place groups which is the 0-2 years and 11-15 year old age group. Sibling groups remain challenging to identify placements in-house. The number of children in the age group 0-2 years has seen a significant increase in referrals over the past year, rising from 35 to 57 infants.

3. The number of children and young people in foster care placements (in house) has risen from 118 in March 2018 to 151 at the end of this Quarter in 2019. The Service aims to drive forward recruitment and has set a target to approve an additional 20 fostering households by the end of this year. Quarter 3 reported 121 Foster Carers within the Service; Quarter 4 has seen two family and friends and two short breaks households resign. There are 5 households at Stage 1 of the approval process.

4. The Service engages well with foster carers and children in foster care. Feedback from carers has been positive and feedback from children and young people was also positive. The service has not received any complaints over the year, and has received 9 compliments from April 2018-March 2019. Recruitment has taken place for a Participation Officer to work part time hours and it is expected that this role will commence no later than July 2019. Reviving the VOICE Group will be one of the key objectives.

5. There have been 278 referrals made to the Family and Friends Team from 30th July 2018 to 31st March 2019. There have been 228 Viability Assessment referrals received. This is a hugely significant number reflecting the Court's current trend for family members to be assessed as a means of achieving permanence, and has resulted in one Social Worker from the mainstream team assisting with Family and Friends Assessments. The number of Assessments has resulted in more children achieving permanence within their own family and an increase in SGO applications.

6. The main Fostering Panel has been challenged when meeting the demands of the increased volume of family and friend's assessments needing to be approved. Due to workload and capacity in Social Work Teams, the Panel's central list has seen a decrease in panel members and there remains a need to recruit additional panel members with priority, particularly independent and social work members. Both the main and review panels are performing well despite dealing with increased volumes of business.

7. At the end of Quarter 4 there were 25 commissioned, independent residential placements, and 68 independent fostering agency placements which is the most significant increase over the year.

5. POLICY IMPLICATIONS

No policy implications identified

6. FINANCIAL IMPLICATIONS

The fostering budgets are closely monitored as part of the regular portfolio budget review. The financial implications of the increased pressures outlined above lie within the commissioned placements budget, which resulted in a final overspend against this budget in 2018/2019 of £965,000.

7. LEGAL IMPLICATIONS

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

8. RESOURCE IMPLICATIONS

No resource implications have been identified.

9. EQUALITY AND HEALTH IMPLICATIONS

Please select one of the options below.

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.

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

None

11. STATEMENT OF COMPLIANCE

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

12. DECLARATION OF INTEREST

All Declarations of Interest of any Executive Member consulted and note of any dispensation granted by the Chief Executive will be recorded in the Summary of Decisions published on the day following the meeting.

CONTACT OFFICER:	Pamela Price, Service Lead – Placement Services
DATE:	13/05/2019
BACKGROUND PAPER:	Quarter 4 Fostering Service Report 1 st January – 31 st March 2019

Fostering Service Quarter 4 Report

1st January 2019 to 31st March 2019



Executive Report

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

Introduction

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

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

Children in Our Care in Foster Care

The period from Quarter 3 to Quarter 4 2018/19 saw a slight decrease in referrals from 69 to 67 children, however the annual figures show an increase in children in our care overall in the Borough from 377 in March 2018 to 407 by March 2019 which is an increase of 7.9%. Identifying in-house Foster Placements remains a challenge for the Service, and figures show a 38.7% increase in children and young people entering Independent Fostering Agency Placements from the previous year overall. There has also been a 27.9% increase in children and young people being placed with in-house Foster Carers within this same period. Challenges remain over this twelve month period for the Service to meet demand for Foster Placements, both in house and Agency. From Quarter 3 to Quarter 4 2019 there are the same number of children in Foster Care (262) but a 22% annual increase in children in Foster Care overall.

	30th June 2018	30th Sept 2018	31st Dec 2018	31st March 2019
Children in our Care	343	360	388	407
Children in Foster Care	209	225	262	262

Comparison of Figures from 2016-2019

	31st March 2016	31st March 2017	31st March 2018	31st March 2019
Number of Children in our Care	346	375	377	407
Number of CioC in Foster Care	243 (70%)	248 (66%)	215 (57%)	262 (64%)
Number of children in in-house foster care placements	147 (42%)	153 (41%)	118 (31%)	151 (37%)
Number of children in family and friends foster care	41 (12%)	49 (13%)	48 (13%)	43 (10%)
Number of children in independent fostering agency placements	55 (16%)	46 (12%)	49 (13%)	68 (16%)

Gender and Age Comparison as of 31st March 2019

	All children in foster care	In-house	Family and Friends	Independent Fostering Agency
Male	147	91	18	38
Female	115	60	25	30

Age	All children in foster care	In-house	Family and Friends	Independent Fostering Agency
0 to 2 years	57	34	11	12
3 to 6 years	38	18	8	12
7 to 10 years	52	28	10	14
11 to 15 years	85	54	10	21
16 years plus	30	17	4	9
Total	262	151	43	68

The largest group of young people in Foster Care at the end of Quarter 4 is amongst males aged 11-15 years, and this age group is a challenge to the Service when identifying in-house and Independent Foster Care placements. The newborn to 2 year old age group has increased from 35 to 57 over the year from March 2018 to March 2019, an increase of 62%.

Ethnicity of Children in our Care:

Of the 407 children and young people in our care, 321 were from a white, British ethnic origin. There were 36 from the Asian ethnic group, 2 from a black ethnic origin, 19 mixed and 29 recorded as 'other' in terms of their ethnic origin.

Children with disabilities in Foster Care 2018/19:

In-House Foster Placements	Family and Friends	Independent Fostering Agency
5% with a disability	0% with a disability	4.5% with a disability
95% without a disability	100% without a disability	95.5% without a disability

It remains a continual challenge for the Service to identify in-house or Independent Fostering Agency placements for children with disabilities specifically; largely due to the more complex needs of young people being referred for placements but also the practical and environmental factors impacting upon potential Foster Carers, where adaptations to accommodate the young person may be required. Young people with disabilities primarily are placed in residential placements out of Borough.

Over Quarter 4, out of the 67 new referrals, 17 children were placed within in-house Foster Placements and 9 did not require a placement following Court decision making. The highest number of children being referred in Quarter 4 is in the 0-5 years age group which is consistent with the previous Quarter.

New Referrals in Quarter 4 2019:

Quarter	No of children	Sibling Groups	Age 0-5	Age 6-11	Age 12+	Children placed in-house	Children placed in IFA's	Residential Placements	Children not yet placed	Children didn't come in
Q1	47	6	14	12	21	21	2	5	6	19
Q2	42	10	18	15	9	28	0	0	7	7
Q3	69	14	38	16	15	37	19	0	2	12
Q4	67	11	33	11	23	17	22	12	7	9

The data shows that the number of referrals that have been received into the Service have increased from Quarter 1 to Quarter 4 by 42%, with 22 children and young people being placed in Independent Fostering Agency placements in Quarter 4 which is a significant increase which cannot be met with in-house provision due to demand.

Placement Stability

The Department uses a definition of placement stability based on 3 or more placements in a 12 month period that is calculated on a cumulative basis over the year. The average for England is measured against the figures for 2013/14 when it was 10.7%; the comparable authority percentage for the same year was 10.1%. Since August 2017, placement stability has been deteriorating. This is not an issue specific to the Fostering Service but reflects instability for all types of placements. When comparing the period of 2017/18 to 2018/19 figures, there has however been an increase in the instability of LAC placements from 8.8% to 11.5% having 3 or more placements. This is above the comparable average overall.

Disruption meetings are held in order to identify learning and inform future planning for any child whose placement has been disrupted. These meetings are chaired by an Officer from Quality and Assurance.

Matching and Ethnicity

In Quarter 4 one Eastern European Parent and baby were placed non-culturally on two occasions, with one mixed heritage child placed non-culturally with white, British Carers. One mixed heritage child was placed with white British Foster Carers, and a sibling group of five mixed heritage children were placed with white British carers. The Service offered additional support to these placements in the form of buddying support and increased visits.

Engagement with Children & Young People and the VOICE Group

As reported in Quarter 3, the VOICE Group has not met since October 2018 due to the departure of the Participation Officer from Children's Services. There has been very little capacity across the relevant services to lead on this area of work. The recruitment process to replace the Participation Officer (part time post) will take place in Quarter 1 2019, and it is anticipated that the successful applicant will oversee the Voice going forward. VOICE members and care leavers continue to attend the Children & Young People Scrutiny Committee and Corporate Parenting Specialist Advisory Group, when appropriate.

Feedback from Children in Foster Care:

The views of children and young people are gathered via:

- The Voice Group (however the last Group was Oct 2018)
- Participation in the recruitment of staff/interview process
- Support Groups for Children/Events
- Foster Carer Annual Review Feedback
- Feedback from Social Workers/Supervising Social Workers
- The Investors in Children process

The following comments have been made by children and young people in Foster Care over Quarter 4, with specific reference to the positive involvement of the Fostering Support Officer role:

'She makes me feel like Social Workers/People really do care.....she brightens my day'

'She has always been there with a listening ear to give us direction.'

Children have commented about their Foster Carers;

'I am loved and cared for'

'I am happy about my placement; my foster family are important to me'

'I would like them to take me to the cinema a little more often, I want to do more at weekends'

'I live in an amazing house with amazing people'

Social Workers said;

'The children are really part of the family; they are included in all aspects of family life'

'She has never had a placement like this where she feels so safe'

Birth Children of Foster Carers said:

'I like having babies coming to live with us the best, not so much older kids'

'we play together; she is just like my sister'

'I like him living with us, but sometimes I just want my own space'

Promoting Children's Health, Emotional Development, Education and Leisure:

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

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

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

There are currently 10 Looked After Children in foster care, who are registered as having a disability. Foster carers are provided with the relevant training and support to meet the specific needs of the child they have in placement and are able to access support from the Children with Disabilities Team with aids and adaptations, Disability Links registration and information and advice where needed.

In relation to emotional wellbeing, Looked After Children have access to Clinical Psychology and related services through REVIVE and the East Lancashire Child and Adolescent Service (ELCAS) also known as Children and Adolescent Mental Health Service (CAMHS). The REVIVE Service is a partnership between Blackburn with Darwen Borough Council's Children's Services and East Lancashire Hospital Trust to provide emotional health support for children known to the Local Authority and is based at Duke Street. REVIVE delivers consultation to Foster Carers, training and direct intervention on emotional health and well-being. Feedback from foster carers following consultation remains positive. The REVIVE Service has delivered training to foster carers on self-harm and is also delivering the very popular Nurturing Attachments course over 12 sessions. Foster Carers have reported that this has been hugely beneficial to their understanding and has changed their mind set.

54 new referrals were made to the REVIVE Service in Quarter 4, with 9 being Looked after Children. Each referral is provided with a full consultation meeting. There has been an increase in the number of referrals in comparison to 12 in Quarter 1, 49 in Quarter 2 and 23 in Quarter 3 and, teamed with capacity issues and staff sickness, it has proven challenging to meet demand.

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

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

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

The Education Manager, where necessary, actively intervenes with Schools to promote the needs of children in Foster Care. As part of the preparation and assessment process and through the Foster Carer Agreement, Foster Carers are set a clear expectation that they will promote and support children's educational attainment. The ways in which Foster Carers meet children's educational needs are monitored through the foster carer review process and supervisory visits. Foster Carers regularly receive training 'Promoting Educational Achievement for Children in Our Care'.

Letterbox Club recommenced that all children in our care from Reception to Year 6 are encouraged to read at home. Books and games are sent out on a monthly basis which are age appropriate. Feedback has been very encouraging from the children who have stated that they enjoy receiving their parcels and carers have stated that they are encouraging their children to read.

Additional tuition has been offered to all Year 6 children in our care to prepare for SATs. This took place at the Kip McGrath Centre in Blackburn, however the attendance was poor with only one regular attendee. Extra tuition for Year 11 pupils in English and Maths had more encouraging and regular attendance. There are 17 children in our care pupils eligible to take SATs in this Quarter.

Overall attendance for the Virtual School is 93%, this is higher for our children/young people in foster care. 39% of the Year 11 cohort had an Education Health and Care Plan. 97% are now currently identified as in Education, Employment or Training.

Transitions

Children and young people in foster care are supported to make a positive transition to adult life and Foster Carers attend training on 'Transitions' which focuses on their role in developing young people's skills to live independently as they progress towards adulthood. The Children in Our Care Team and the Fostering Team encourage carers and young people to consider 'staying put' and the Leaving Care Service also delivers courses for Foster Carers to develop their understanding of this. The training has been positively evaluated by carers and most indicate a willingness to work with 'staying put'. The Leaving Care Service attends Reviews to discuss Staying Put with foster carers for young people aged 17 years.

The Leaving Care Service has the Investing in Children Award, and the service is 'Good'. The Service is also working hard to encourage and support care leavers into apprenticeships. There are currently several young people on apprenticeships across the workforce.

The Leaving Care Service has achieved an increase in the number of Staying put placements this year, and also continue to offer supported lodgings and supported accommodation which increases choice for young people leaving foster care and residential placements in favour of semi-independence. Participation levels continue to be good with young people being involved in interviewing and various training programmes.

The Service continues to run the Leaving Care Football Team and has an older young person supporting this along with a PA. A couple of young people who are taking part are in Foster Care and this is now becoming a younger team which is looking positive for the future.

The Leaving Care Service has eight advisors, who have now moved to Duke Street. Three advisors are working with the 16 to 18 year old age group resolving issues with accommodation, education, training and employment and staying put. Five advisors are providing advice and guidance to the 21 to 25 year old age group, and in addition all advisors have a caseload of at least twenty 18 to 21 year olds for whom they provide general support.

Children and young people with disabilities who are in our care are also referred at 17 years of age to Adult Social Care for an assessment of need prior to turning 18 years, and there is a period of twelve months for planning to be undertaken around post 18 years provision.

Care Planning

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

The Fostering Service

The Fostering Service is structured into three teams including a Permanence Team, which was launched on 1st July 2018. The Team completes all assessments of family members/connected persons from Child Protection to PLO and Care Proceedings, as highlighted in the Ofsted Action Plan. There are four full time Social Workers and one working four days per week. The Special Guardianship Social Worker is part time and continues to experience capacity issues.

There were 278 referrals made to the Permanence Team from 30th July 2018 to 31st March 2019. 228 Viability Assessment referrals were received. This is a hugely significant number reflecting the Court's current trend for family members to be assessed as a means of achieving permanence. 135 of the 278 referrals for Viability Assessments for family members were appropriate and progressed to full assessments.

The Permanence Team has been successful in ensuring that family members/connected persons are assessed within PLO and court timescales avoiding delay, but also that the appropriate Social Workers are completing the assessments within the most appropriate skill base, knowledge and experience. Consideration going forward in 2019/20 does need to be given to the structure and capacity of the Team in order to prevent drift and delay and to achieve permanence for our children and young people in the Borough. The Team is working over and above their capacity.

There are two mainstream Fostering Teams in the Service. Within Quarter 4, maternity leave has been covered by an experienced supervising social worker which has been positive for the Service. Quarter 4 saw a Fostering Service development day, with training undertaken by Dr Nicolas Shelly, Clinical Psychologist for the REVIVE Team. There was a presentation on the Secure Base Model which is being implemented via supervision visits with Foster Carers. The Secure Base Model provides a positive framework for therapeutic caregiving which helps infants, children and young people to move towards greater security and building resilience.

Foster Carer Recruitment

In Quarter 4 there has been an increase of 8% in the number of ROIs (Registration of Interest) with 38 enquiries and 10 ROIs which is a conversion of 26% in line with the average for the year which is 28%. There was 1 household approved in Quarter 4.

2018/19	Enquires	ROI	Approval	Conversion
Q1	35	10	5	29%
Q2	47	10	2	21%
Q3	36	11	2	31%
Q4	38	10	1	26%
Total	156	41	10	27%

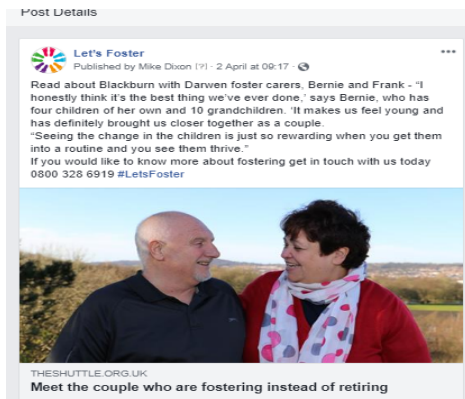
The target for the 2018/19 period for recruitment and approval was 15, and 10 were achieved which is positive. The target for 2019/20 is to achieve an additional 20 fostering households. The reasons for not converting another 4 households towards approval was due to their withdrawal in February 2019 from the process due to reasons such as bereavement and personal family circumstances.

Currently there are 19 households in the process of approval, with 5 at stage 1. Twitter and the 'Let's Foster' website were the main source of information and interest, with information evenings, events, and door to door recruitment being undertaken. With regard to the Fostering Service resources, Quarter 3 reported 121 Foster Carers within the Service; Quarter 4 has seen two family and friends and two short breaks households resign.

The Fostering portal is in place and was explained during the Foster Carer Association meeting and during the Foster Carers Forum in Quarter 4. Overall the trend for enquiries is improving based on last year's figures, and there has been more consistency with the number of ROIs. The current pressures on the connected persons/family and friends team has meant that Supervising Social Workers from the mainstream teams have been assisting with assessments to ensure timeliness of completion. This has impacted upon enquiries being converted into approvals over Quarter 4.

2017/18	Enquires	ROI	Approval	Conversion		2018/19	Enquires	ROI	Approval	Conversion
Q1	72	11	0	15%		Q1	35	10	5	29%
Q2	61	6	1	10%		Q2	47	10	2	21%
Q3	67	14	2	21%		Q3	36	11	2	31%
Q4	30	7	3	23%		Q4	38	10	1	26%
Total	230	38	6	17%		Total	156	41	10	27%

Social media has been extremely positive in terms of engagement, and existing Foster Carers have also received training around internet safety. Over the last Quarter the Service held their 'Make a Noise' event at Darwen Vale High School which was well received. Twitter and Facebook have been popular methods of recruitment and current Foster Carers have been featured to tell their fostering story.



Foster Carer Retention

Over Quarter 4, two Family and Friends households have resigned from being Foster Carers due to being successful in their Special Guardianship Order application for the children in their care. One mainstream Fostering household resigned following the couple making a decision to retire.

Regional Campaign

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

Fostering Service Managers and the Recruitment and Marketing Officer have been involved in the development of this campaign to ensure that Blackburn with Darwen Borough Council derives full benefit from it. The campaign is prioritising recruitment at a local level through the targeting of P.R, digital marketing and additional local activity.

Short Breaks Fostering

There are 12 approved short break carers in Quarter 4, some of which are providing short term/long-term placements alongside providing short break support. This figure has reduced from 14 short break carers in Quarter 1. Short break placements have provided stability for children and young people who have had a variety of additional needs, and have provided emergency short breaks, support for mainstream placements, unaccompanied asylum seekers and planned short breaks.

A short break support group was held on the 26th March 2019 and during this session training was provided to short break carers with the opportunity to consult with short break carers on the revised emergency short break placement request template.

Fostering Support Worker

A Fostering Support Worker is now located within the REVIVE Service to enable a more cohesive approach to supporting children, young people and foster carers, and to achieve improvements in placement stability rates. Fostering Support will continue to work closely with the Adolescent Support Unit so that young people can access short breaks and a wide range of activities. Fostering Support will continue to develop the Saturday Club for younger children in foster care. The venue of this Club will need to be determined for the coming year.

Foster Carer Training

The following training has taken place in Quarter 4, with the challenge of ensuring attendance being an issue for the Service:

- Health and Safety Conference – 30 expected and 12 in attendance.
- Essentials of Fostering - to be attended once every three years, with 30 expected and 10 attending.
- Tax and Benefits Support Group – the expected 10 Foster Carers were in attendance.
- Paediatric First Aid and Paediatric First Aid Update – consistently well attended.

It has been acknowledged that enhancing the variety of training could encourage increased attendance and engagement, for example with the addition of Parent and Child training. A review of the training needs and requests of Foster Carers is a continual process; adding variety of training and responding to carer feedback is key.

Fostering Panel

The Fostering Panel central list has seen a decrease over Quarter 4 with two experienced Social Workers leaving the Local Authority. An induction process began at the beginning of the Quarter for the newly appointed Vice Chair who will chair a minimum of two panels over the year. Child Action North West have supported Panel membership by providing an experienced Social Worker for the central list who will attend regularly. Two young people who are care leavers have completed Panel induction and will become regular members of the Fostering Panel. Legal representatives as Panel members have seen changes over this Quarter with two new Solicitors undertaking their panel induction. It is a priority for the Service to look to recruit other professionals to the central list over the period of 2019/20.

Review Panel

During Quarter 4 a total of 23 Foster Carer Reviews were presented to the Annual Review Panel and a total of 13 Fostering households attended Panel during that Quarter. A total of 2 evaluation forms were received which gave positive feedback.

Complaints

During Quarter 4 there have been no complaints received which is also the annual figure.

Compliments

Within this Quarter there have been a total of five compliments received about the Service. There were four additional compliments over the year. One of the compliments received this Quarter was made on behalf of a child's parent commending the Foster Carers for the care and support they have shown to their child.

A compliment was given by an Independent Reviewing Officer, praising the Foster Carers following attendance at a child's LAC review and how 'caring, nurturing, thoughtful and positive' the carers were in respect of the child.

Newly approved Foster Carers complimented the support that they received from a Supervising Social Worker within the Fostering Team in the absence of their allocated Supervising social worker and a further compliment was received on behalf of a Head teacher thanking the carers for the support they provided for the young person.

A compliment was received on behalf of a young person commending the support provided by the carer's Supervising Social Worker and the relationship that he has established with her over the past eight years.

Allegations

During Quarter 4 there have been two allegations. The rest of the year saw an additional seven allegations. One carer had an historical allegation which was unfounded and the second was an allegation of assault which is continuing to be investigated. The Foster Carers have been supported by an independent worker from the Fostering Network. The LADO has been consulted in line with safeguarding procedures.

Specific Incidents and Restraints

During Quarter 4, there were thirteen specific incidents reported; twelve of the specific incidents were related to serious illness and accidents which occurred involving young people. The illnesses reported varied in degrees of severity involving reports of constipation, conjunctivitis, chesty cough, high temperature and viral infection. There were an additional seven reports over the year.

Missing from Home

Within this Quarter, there have been nine missing from home reports recorded. There have been an additional forty reports recorded over the year overall, with Quarter 2 seeing the highest figure at 29 reports. Risk Management meetings and plans have been put in place and the necessary procedures adhered to.

Bullying:

During Quarter 4, there has been one incident of bullying reported within the Service. This was following an incident which involved a young person being slapped in the face by another pupil at the school. The incident had been videoed by a fellow pupil and then subsequently shared on social media. The incident was reported to the Police and resulted in the pupil becoming permanently excluded from school. There has been only one other bullying incident reported over the year recorded in Quarter 2.

Exemptions

During Quarter 4 there have been a total of four exemptions with only three remaining in situ at the end of this period. The additional figure for the rest of the year was ten exemptions. The Service ensured additional support visits where necessary for carers with more than three children in placement.

Engagement with Foster Carers

Blackburn with Darwen has a Foster Carer Association (FCA), which meets regularly and has an Elected Committee. Members of the Committee meet the DCS, senior managers and the Executive Member on a quarterly basis. The Chair of the FCA sits on the Corporate Parenting Specialist Advisory Group. The FCA has its own website, which has been increasingly used to communicate messages and news.

At the request of foster carers, membership of the Fostering Network moved to Foster Talk that provides similar services to support foster carers. Foster carers also have access to independent support commissioned from the Fostering Network to provide support and advocacy services in the event of complaints or allegations.

A small group of foster carers are recruitment champions, who help drive recruitment forward and are involved with planning events, Skills to Foster preparation training, and manning recruitment stands and events.

The Fostering Service holds a Foster Carer Forum every six months.

Budget

Current placement pressures in-house and across the independent fostering agency landscape continue to place the commissioning budget under great pressure as increasingly adolescents and children with disabilities are placed in costly residential placements due to the lack of foster placements across the region. There have

been additional cost pressures impacting upon the commissioned placements budget this year specifically independent fostering agencies and residential provision being at the highest figure over the year 2018/19. These pressures resulted in the commissioning budget overspending during 2018/19 by £965,000.

Commissioned Placements

In Quarter 4 the pressure and challenge upon the Local Authority to identify Foster Placements and in-house residential provision has been significant. The number of Independent Agency Residential placements is the same as last Quarter, however the number of Independent Fostering placements has risen by 30%.

There were two young people in Secure Accommodation at the end of Quarter 4 with one being given 28 days' notice which has placed significant pressure upon the Service and Health to identify an alternative provision.

Requests for parent and child placements, sibling groups and the age group 11-15 years remain the most challenging for the Service to identify, which is also reflected in the figures for the Revive Therapeutic Team referrals for this same age group. In-house Foster Carers are at full capacity with an increasing number being stretched in terms of taking additional placements and responding to emergency requests.

End of Quarter 1 2018/19	End of Quarter 2 2018/19	End of Quarter 3 2018/19	End of Quarter 4 2018/19
Independent Agency Residential Placements 28	Independent Agency Residential Placements 28	Independent Agency Residential Placements 25	Independent Agency Residential Placements 25
Independent Agency Fostering Placements 42	Independent Agency Fostering Placements 33	Independent Agency Fostering Placements 52	Independent Agency Fostering Placements 68

New Service Priorities for 2019/20:

1. The Service has set a new target of recruiting 20 new sets of foster carers in 2019/20. The Service will in addition undertake some innovative recruitment drives and remain competitive with neighbouring Authorities and Independent Fostering Agencies.
2. A team development day will be an annual event to value and support the staff team and ensure specific training and development areas are actioned.
3. The Fostering Service will further consider the staffing ratio in the Permanence Team, to ensure the increase in referrals and demand for connected persons and SGO assessments can be met to avoid drift and delay. This will also include a review of the workload and capacity of the SGO Social Worker role in offering post-SGO support to families and carers.
4. The Revive Team will be reviewed in terms of staffing, workload capacity and developing a review process for evidencing that outcomes are being met and the impact of their therapeutic involvement. This will enable the Service to manage the referrals and to identify when their involvement can cease as outcomes have been achieved.
5. Foster Carer training will continue to develop led by a Fostering Team Manager. The Service will focus on the development of online training, and the overall training offer in line with Foster Carer feedback such as the addition of Parent and Child Training, and more specialist courses that will enhance carer skills. The objective is to increase engagement and attendance.

6. The management team will continue to monitor compliance with Fostering Regulations and National Minimum Standards and will increase the number of case file audits completed each month to support this.
Quarter 4 Update – The monitoring of compliance is ongoing and is central to the Team Manager role. Protocol has been updated to reflect the needs of the Service and all aspects of fostering can now be recorded on the database which will help the completion of the dataset. There is some additional training for staff required around data recording in the next Quarter.
7. Fostering Panel development – The membership list will be developed to address difficulties in sustaining the pool of independent and social work members. A Panel Member training day will be held with a focus on family and friends fostering.
Quarter 4 Update – Maintaining a healthy central list which can meet the demand for additional Panels is a challenge but the list is operating effectively at present but is in need of additional Panel members. A new Vice Chair will need to be identified by July 2019.
8. A new Participation Officer will be recruited and interviews take place in May 2019. It is proposed that this part time position will be in place no later than July 2019. Recommencing The Voice Group will also be part of this specific role and will be re-launched.

Pamela Price
Interim Service Lead - Placements
9th May 2019

EXECUTIVE BOARD DECISION



REPORT OF: Executive Member for Finance and Governance

LEAD OFFICERS: Director of Finance & Customer Services

DATE: Thursday, 13 June 2019

PORTFOLIO(S) AFFECTED: N/A

WARD/S AFFECTED: N/A

KEY DECISION: NO

SUBJECT:

Write off of Business Rates.

1. EXECUTIVE SUMMARY

The report details a Business Rate account that is deemed irrecoverable which, due to the amount, and in line with the Financial Procedure Rules within the Council's Constitution (Section 7 B.7.), requires Executive Board review and approval to write it off.

A full history of the case and the action taken has been included in Appendix A.

2. RECOMMENDATIONS

That the Executive Board:

Approves the request to write-off the Business Rates debt.

3. BACKGROUND

The Council's Financial Regulations stipulate that:

- the Director of Finance and Customer Services may authorise the write off of any individual debt up to the value of £5,000.
- for those debts above £5,000 and below £30,000, the Director of Finance and Customer Services, in conjunction with the Executive Member for Finance and Governance, can authorise the write off
- for those individual cases where the debt is over £30,000, the case must be referred to the Executive Board for authorisation.

In arriving at a decision to write off a debt, Officers must pursue a rigorous process to establish whether funds can be recovered before concluding as a last resort, that the debt is deemed to be irrecoverable.

In this specific case all statutory notices were issued promptly following occupancy of the property and commencement of the business. In addition, recovery action was instigated immediately once the ratepayer had failed to make appropriate payments.

The Enforcement Agents visited the business premises in Blackburn and the Head Office in London.

Once the business ceased to operate on the 1st December 2017, the options open to the Council to recover the money reduced significantly. Other options such as bankruptcy proceedings were deemed to be inappropriate due to the lease ending in June 2018 and the lack of assets/capital.

On the 19th March 2018, the Council was informed that the company had been dissolved, and as a consequence the debt was irrecoverable.

4. KEY ISSUES & RISKS

Business details

The company commenced a lease with the Mall effective from 12th June 2017; this was terminated on the 29th June 2018. However, the business only traded for a limited period from the 14th July 2017 to the 1st of December 2017. A significant amount of the debt was therefore accrued in respect of empty property business rates.

Every effort was made to recover the arrears, however, the Council was informed on the 19th March 2018 that the company had been dissolved, as a consequence the debt was deemed irrecoverable.

5. POLICY IMPLICATIONS

None.

6. FINANCIAL IMPLICATIONS

In accordance with recommended accounting practice, the Council maintains an accounting provision for write offs in respect of Business Rates. The adequacy of this provision is reviewed each year and is subject to audit review.

The amount for write off detailed in this report is £55,528. This can be offset against the annual provision already made and as such, does not impact on the Council's budget.

7. LEGAL IMPLICATIONS

None.

8. RESOURCE IMPLICATIONS

None.

9. EQUALITY AND HEALTH IMPLICATIONS

Please select one of the options below.

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.

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

Not applicable.

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.

CONTACT OFFICER:	Andy Ormerod, andy.ormerod@blackburn.gov.uk
DATE:	7 th May 2019
BACKGROUND PAPER:	

PART 1 Report

Appendix A

Total debt for write off: £55,528.28

Date	Account events and actions
12 th July 2017	A bill in the sum of £55,856.96 was issued.
15 th August 2017	The first instalment was not paid and a reminder notice was issued.
31 st August 2017	Failure to pay the reminder notice resulted in a summons being issued for the full financial year (plus costs).
26 th Sept 2017	The Court Hearing took place on the 26 th September and a Liability Order for the full balance was obtained.
27 th September 2017	A statutory 7 day letter requesting full payment was issued to the company.
5 th October 2017	The account was referred to the council's Enforcement Agents (Equita).
	Equita also issued correspondence to the company and visited both the Blackburn trading address and the Head Office.
31 st Jan 2017	<p>The Council received notification from the Mall that the company was no longer trading with effect from 1st December 2017.</p> <p>An amended bill was issued to reflect a 3 months empty property exemption.</p>
5 th March 2018	The annual bill was issued for the new financial year. This charge was for the empty property rates accruing at the premises.
12 th April 2018	The first instalment was not paid and a reminder notice was issued.
30 th April 2018	Failure to pay the reminder notice resulted in a summons being issued for the full financial year (plus costs).
	<p>These two documents were subsequently returned by the Royal Mail. As a consequence, due to the failure to serve the documents correctly, we were obliged to withdraw the action on the account.</p> <p>After reviewing the account details there seemed no reason for the documents not to be accepted. The decision was therefore taken to reissue the recovery notices.</p>

29 th May 2018	A reminder notice for the first and second instalment was issued.
14 th June 2018	The reminder notice was not paid and a summons was issued for the full financial year (plus costs).
	<p>These two documents were subsequently returned by the Royal Mail. As a consequence, due to the failure to serve the documents correctly, we were obliged to withdraw the action on the account.</p> <p>After reviewing the account details there seemed no reason for the documents not to be accepted. The decision was therefore taken to reissue the recovery notices.</p>
26 th June 2018	A reminder notice for the first and second instalment was issued.
12 th July 2018	The reminder notice was not paid and a summons was issued for the full financial year (plus costs)
16 th July 2018	The Business Rates Team received a notice to state that the Registered Office had changed to Companies House.
24 th July 2018	The Business Rates Team received notification that there was to be a Compulsory Strike Off from Companies House. An objection letter was issued by the Business Rates Team, stating that monies were still owed to the Council.
1 st August 2018	The case was returned from the Enforcement Agents. This stated that the Business address and the Head Office had both been visited, however, no contact was ever made with the company or their representatives.
25 th August 2018	The Business Rates Team received notification that the Compulsory Strike Off had been suspended as per our objection.
19 th March 2019	The Business Rates Team received notification that the company had been dissolved.

EXECUTIVE BOARD DECISION



REPORT OF: Executive Member for Finance and Governance

LEAD OFFICERS: Director of Finance and Customer Services

DATE: 13 June 2019

PORTFOLIO/S AFFECTED: All

WARD/S AFFECTED: All

KEY DECISION: YES NO

SUBJECT: CORPORATE REVENUE BUDGET MONITORING REPORT QUARTER 4 - 2018/19 OUTTURN POSITION

1. EXECUTIVE SUMMARY

The report details the overall revenue position of the Council for the year ended 31st March 2019, highlighting the key issues for review. It also determines the year end position with regard to portfolio under/overspends and the impact on earmarked and unallocated reserves.

2. RECOMMENDATIONS

The Executive Board is asked to approve:

- the portfolio budget adjustments outlined in Appendix 1.
- carry forward of the specific amounts shown in Appendix 1 from 2018/19 to 2019/20.
- the earmarked reserves position shown in Appendix 2
- the variations to revenue expenditure, as listed in Section 6, thereby giving rise to a revised balance of £5.902 million on the unallocated General Fund revenue reserve at 31st March 2019.

3. BACKGROUND

All portfolios are required to examine their revenue budget position on a monthly basis. Regular reports are submitted to Executive Board for review along with a final report, detailing the financial outturn position.

4. KEY ISSUES & RISKS

The actual net revenue expenditure at 31st March 2019 was £134.263 million, compared to an original budget of £131.478 million, i.e. an increase in expenditure of £2.785 million.

Portfolio controllable expenditure, including Schools & Education (DSG), was £113.894 million for the

year, which was £0.621 million less than the revised budget of £114.515 million, approved by Executive Board in February 2019.

General Fund unallocated reserves are £5.902 million at 31st March 2019, compared to £6.055 million at 31st March 2018. The decrease relates to a number of transfers both to and from unallocated reserves that were approved during the year, together with final outturn adjustments detailed in Section 6.

The Council holds earmarked reserves of £14.464 million for discretionary purposes. These include;

- £1.113 million to fund improvements to assets and infrastructure
- £2.880 million to meet the cost of downsizing and transformation in future years, including potential redundancy costs
- £4.466 million for People services, including amounts set aside to meet future demand pressures
- £0.950 million for Place and Resources services
- £0.178 million set aside in respect of welfare and local taxation reform.
- £2.540 million in respect of grants, contributions and other budgets carried forward from 2018/19 to 2019/20 to meet specific costs.
- £2.337 million set aside for specified purposes.

The Council also holds reserves of £12.143 million in relation to expenditure for Schools and Education, and £0.417 million is held in respect of joint arrangements, charitable purposes and other ring-fenced commitments.

5. POLICY IMPLICATIONS

The information contained within the report accords with the three year budget forecast within the Medium Term Financial Strategy 2018-21, as approved at Finance Council on 26th February 2018.

6. FINANCIAL IMPLICATIONS

6.1 REVENUE BUDGETS AND EXPENDITURE

6.1.1 Revenue Budget Overview

Portfolio controllable budgets were overspent by £2.805 million at 31st March 2019; this has been offset by an underspend on net interest and debt repayments, with the balance being funded through the Council's reserves. The summary of the outturn revenue position is as follows:

	Original Budget (after portfolio changes)	Revised Budget (incl outturn adjustments at Appendix 1)	Actual Outturn	Variation from Revised Budget Over/ (Under) spend
Net Expenditure	£000	£000	£000	£000
Health and adult social care	49,123	48,210	48,272	62
Children, young people and education	29,485	29,866	31,301	1,435
Environment	7,854	7,808	8,728	920
Leisure and culture	2,119	1,855	2,332	477
Neighbourhood and prevention services	864	798	786	(12)
Regeneration	8,133	6,803	6,633	(170)
Resources	15,338	16,552	16,606	54
Schools and education (DSG)	(641)	(641)	(602)	39
Net portfolio controllable expenditure	112,275	111,251	114,056	2,805
Contribution from schools for prudential borrowing	(650)	(650)	(650)	0
Contribution to capital expenditure	100	690	690	0
Interest and debt repayment	18,284	18,375	17,249	(1,126)
Amounts to be allocated / contingencies	1,286	2,897	2,897	0
Parish councils	183	183	183	0
Total net expenditure	131,478	132,746	134,425	1,679
Contribution (from)/to reserves	0	483	(1,030)	(1,513)
Total net budget	131,478	133,229	133,395	166
Financed by:				
Non-ringfenced Government grants	(61,589)	(63,340)	(63,506)	(166)
Non-domestic rates	(19,679)	(19,679)	(19,679)	0
Council tax	(50,501)	(50,501)	(50,501)	0
Net deficit on Collection Fund	291	291	291	0

Total financing	(131,478)	(133,229)	(133,395)	(166)
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6.1.2 Performance against budgets

Appendix 1 details the portfolio budgets at 31st December 2018, as approved by the Executive Board in February 2019 (totalling £114.515 million), together with the details of all adjustments recommended to Executive Board for approval in this Quarter 4 Outturn report; these result in a revised total budget allocation across the portfolios of £111.251 million, and reflect:

- transfers from earmarked reserves to support spending on specific schemes for which these reserves were established
- transfers from unallocated reserves to support budget pressures
- transfers to unallocated reserves in respect of savings
- transfers from contingencies
- transfers to earmarked or unallocated reserves in respect of grants / contributions and other budget carryover requests

The outturn position and key financial issues for each portfolio are as follows:

Health & Adult Social Care

The key points to note are;

Adult Social Care

The portfolio ended the year with an overspend of £62,000, after providing for the transfer of £500,000 into the Social Care Demand Reserve. In the main the variation reflects an overspend of £778,000 on external commissioning budgets, offset by a contribution in respect of the Disabled Facilities Grant administration fee of £186,000 together with other managed savings across the portfolio, predominantly on staffing.

Throughout the course of 2018/19 the portfolio has faced demand pressures on the commissioned services budget, however the implementation of demand management strategies have assisted in mitigating these pressures as far as possible. It is anticipated that these pressures will continue into 2019/20 and so the department has plans in place to review specific areas of the commissioning budget to try to contain costs going forward.

Public Health

The department has achieved a breakeven position at outturn, following the transfer of ring-fenced grant funding of £229,000 to the Public Health Reserve. The transfer relates to agreed and contracted expenditure, in respect of programmes that will continue into 2019/20.

Children, Young People and Education

Children's Services have reported significant cost pressures throughout the course of the year due to increased demand; this has continued to impact on the increasing social work caseloads for vulnerable children, and increasing expenditure on commissioned placements and special guardianship orders. The final position for the portfolio for the year is an overspend of £1,435,000.

The main variations arise across the Placement budgets, comprising of an overspend on externally commissioned placement costs of £965,000 on Special Guardianship Orders of £265,000 and on

Emergency payments to support families of £66,000. Placement costs have increased during the course of the year due to the increased number of looked after children and changes in the complexity of need for individual children and young people. During the year every effort has been made to contain these costs and mitigate the overspend, which has generated underspends across other areas of the portfolio, and predominantly in savings on staff costs on non-statutory services. Although the portfolio has been unable to contain all of the costs within budget, it is working to develop its budget strategy to address these shortfalls/pressures in the 2019/20 financial year.

Environment

The portfolio ended the year with an overspend of £920,000 against the allocated controllable budget, having previously forecast an overspend of £1.0 million. In the main this comprised of a shortfall against income budgets of £1.094 million, a pressure of £246,000 on waste related budgets arising from increases in waste tonnages, and also an increase in costs following the re-tender of the Household Waste Recycling contract. This is offset by savings across other budget areas within the portfolio.

Leisure and Culture

In the report to the February Executive Board, the portfolio highlighted the significant budget pressures faced of £563,000. Efforts have been made throughout the year to contain these, and at outturn the portfolio overspent by £477,200. Cost pressures prevail in respect of the Leisure Centres and pools and as such, the portfolio continues to review all budgets and to develop and implement plans to address costs going forward in the new financial year.

Neighbourhoods & Prevention

The final outturn position was an underspend of £12,000. There are a number of minor variations across the portfolio which produce this net underspend figure.

Regeneration

The portfolio had previously reported pressures in respect of highways maintenance and the markets but following action taken to mitigate these pressures, the year ended with an underspend of £170,000, which includes the write back of a provision for bad debts that is no longer required.

Resources

The portfolio has sought to contain cost pressures on the Legal Services budget, due to the increase in the number of childcare legal cases and other prosecutions, slippage in delivery of the final portfolio contributions to the workforce review savings programme and also in respect of the Mall and the corporate property portfolio. This has been achieved through underspends, most significantly due to vacancy savings, on cost centres across the portfolio. The final outturn position was an overspend of £54,000.

Dedicated Schools Grant / Schools Block

Schools & Education is funded through the Dedicated Schools Grant (DSG) and Pupil Premium. This is monitored by the Schools Forum, at which financial reports are considered on a regular basis.

The net deficit of £39,000 comprises of a deficit of £502,000 across all of the individual school budgets and a surplus of £463,000 in respect of centrally retained budgets, including High Needs spending for Special Educational Needs. These variations reduce the level of the School Balances Reserve to £5.150 million and increase the Dedicated Schools Grant Reserve to £6.993 million.

6.2 General Fund Unallocated Reserves

The table below shows the movements in unallocated reserves since the last Executive Board report in February 2019.

	£'000	£'000
Forecast unallocated reserves as per Executive Board Report February 2019		6,038
<i>Transfers to / from unallocated reserves</i>		
Net savings in respect of interest and debt repayment costs	+ 1,126	
Unused provisions written back into revenue	+ 473	
Savings as a result of the Meridien VAT Review	+ 209	
Carbon Reduction Commitment saving	+ 242	
Additional government grant income	+ 171	
Contingencies no longer required	+ 129	
Net savings on "ringfenced" budgets	+ 170	
Other net variations	+ 110	+ 2,630
Net cost of portfolio overspends (excluding Schools & Education DSG)		- 2,766
Balance on unallocated general fund reserves at 31 March 2019		5,902

6.3 Earmarked reserves

Total earmarked reserves stand at £27.024 million at 31st March 2019 comprising reserves for discretionary use by the Council of £14.464 million and other earmarked reserves of £12.560 million, which largely comprise reserves held in respect of schools.

Details of the requested application of reserves are included in Appendix 1.

Details of all earmarked reserve balances at 31st March 2019 are shown in Appendix 2. This Appendix shows all movements in the specific reserves since the February 2019 Executive Board report including:

- utilisation of the individual reserves
- increases made to these reserves from unallocated reserves or creation of new reserves
- revenue contributions made to capital that are no longer required in 2018/19
- transfers to reserves in respect of grants / contributions and other budgets for carry forward

into 2019/20

7. LEGAL IMPLICATIONS

The Council has a duty to ensure it can deliver a balanced budget. The Local Government Act 2003 imposes a duty on an authority to monitor its budgets during the year and consider what action to take if a potential deterioration is identified.

8. RESOURCE IMPLICATIONS

None.

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

Not applicable

11. STATEMENT OF COMPLIANCE

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

12. DECLARATION OF INTEREST

All Declarations of Interest of any Executive Member consulted and note of any dispensation granted by the Chief Executive will be recorded in the Summary of Decisions published on the day following the meeting.

VERSION:	0.01
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CONTACT OFFICER:	Julie Jewson (Extn 5893) Gaynor Simons (Ext 5635)
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DATE:	28th May 2019
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BACKGROUND PAPER:	N/A
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	Health & Adult Social Care £	Children, Young People & Education £	Environment £	Leisure & Culture £	Neighbourhood & Prevention Services £	Regeneration £	Resources £	Schools & Education (DSG) £	TOTAL £
Controllable Budget Approved at Executive Board February 2019	48,903,938	30,036,500	7,834,800	2,177,500	1,275,600	8,085,300	16,842,462	(641,000)	114,515,100
Transfers (to)/from earmarked reserves									
Developers Contributions (S106 income) received in year						(734,200)			(734,200)
Transfer to social care future demand earmarked reserve	(500,000.00)								(500,000)
ER/VR and Pension Strain adjustments		161,900.00	5,000.00	12,200.00	31,900	31,400	174,200		416,600
Transfer from YOT Partnership Reserve (3113)		4,600.00							4,600
Transfer to LSCB Safeguarding Partners Fund (3135)		(6,526.00)							(6,526)
Transfer to Troubled Families Reserve (3112)		(182,200.00)							(182,200)
Transfer from SEN Reform Grant Reserve		152,626.00							152,626
Transfer to Schools Improvement (SSIF) Reserve		(246,842.00)							(246,842)
Transfer to Arts Acquisition Reserve				(992.00)					(992)
Transfer to Turton Charity Reserve				(7,200.00)					(7,200)
Strengthening Communities Volunteering in Lancashire (SCVL) carried forward in earmarked reserves					(73,800)				(73,800)
Transfer from Welfare and Ctax Reform reserve Flexible Homelessness Support Grant (FHSG) BwD 18/19					51,000				51,000
Transfer back from Controlling Migration Fund carried forward in earmarked reserves					12,600				12,600
Transfer to CCTV Hub reserve					(21,170)				(21,170)
Transfer from Pennine Lancashire Building Control reserve - Joint Building Control Account						8,578			8,578
									0
Transfers (to)/from unallocated reserves									
Agreed transfer for Digital Screen on Resources						(15,000)			(15,000)
Slips and trips provision not utilised in 18-19						(244,100)			(244,100)
Bad debt provisions from previous years written back						(230,000)			(230,000)
Write back end of the Strategic Partnership funding not required						(95,000)			(95,000)
Saving as a result of the Meridien VAT Review							(209,000)		(209,000)
Ringfenced accounts:									
Benefit award payments							68,694		68,694
Benefit overpayment provision							(29,961)		(29,961)
Coroners							(129,709)		(129,709)
Flood Defence Levy							2,207		2,207
Non Distributed costs							(80,825)		(80,825)
									0
Transfers (to)/from contingency									
Allocation of budget for Apprentice Levy	35,900	75,200	21,500	21,400	14,600	26,000	42,500		237,100
Carbon Reduction Commitment							48,160		48,160
									0
Carry forward of Grants and Contributions to 2019/20									
Public Health England Grant to earmarked reserve (funds required in 2019-20 for delivery of Public Health service)	(229,373.00)								(229,373)
Pocket Parks Plus			(17,945)						(17,945)
LA Parks Improvement Funding			(25,945)						(25,945)
LCC Access Fund grant			(4,962)						(4,962)
High Street Community Clean Up			(1,671)						(1,671)

SCHEDULE OF BUDGET ADJUSTMENTS REQUESTED - QUARTER 4 2018/19

	Health & Adult Social Care	Children, Young People & Education	Environment	Leisure & Culture	Neighbourhood & Prevention Services	Regeneration	Resources	Schools & Education (DSG)	TOTAL
Arts Council funding				(12,709.00)					(12,709)
Arts Council grant funding - Museum & Arts Project				(28,900.00)					(28,900)
British Museum grant funding - Museum & Arts Project				(9,518.00)					(9,518)
Sport England grant				(297,173.00)					(297,173)
Talk English					(2,400)				(2,400)
Communities Fund/Localities					(19,760)				(19,760)
Prevent					(8,640)				(8,640)
Dovetail					(12,730)				(12,730)
Migration Fund					(75,110)				(75,110)
Trailblazer					(22,260)				(22,260)
MHCLG grants					(34,740)				(34,740)
Social Integration Year 1 monies					(297,260)				(297,260)
Reducing Reoffending Scheme					(20,000)				(20,000)
Custom Build Grant						(30,000)			(30,000)
One Public Estate grant							(85,620)		(85,620)
Corporate Place & Strategy grant							(58,640)		(58,640)
ICT Transparency grant							(13,070)		(13,070)
NCS Grant - Positive Activities		(14,000)							(14,000)
NCS Grant - Kentmere		(6,000)							(6,000)
Practitioner Training Grant		(25,100)							(25,100)
Strategic Leadership Support Grant		(15,000)							(15,000)
Early Years Professional Development Fund		(15,940)							(15,940)
									0
Other budgets to be carried forward to 2019/20									
Night Time Noise - contributions from other Local Authorities			(1,327)						(1,327)
Community Hygiene - Land charge			(1,700)						(1,700)
Corporate Accommodation underspend							(19,200)		(19,200)
Carry over re Virtual School Reserve		(30,000)							(30,000)
Transfer underspend on PFI codes to earmarked reserves		(13,450)							(13,450)
Carry over re Youth Zone Central Participation		(10,000)							(10,000)
									0
Revised Controllable Budget as at 31st March 2019	48,210,465	29,865,768	7,807,750	1,854,608	797,830	6,802,978	16,552,198	(641,000)	111,250,597

DETAILS OF GENERAL FUND EARMARKED RESERVES FOR USE BY THE COUNCIL

	Balance at 31 Dec 2018	Requested Transfers to/(from) earmarked reserves in Qtr 4		Balance at 31 Mar 2019
	As reported to Exec Board Feb 2019	Utilisation of reserves	Carry over of grants & contributions / other increase in reserves	Q4
	£000	£000	£000	£000
Welfare, council tax and business rates reforms				
Welfare and council tax reforms	229	(51)		178
Brexit Preparation				
Brexit Preparation Funding	105			105
Investment in assets and infrastructure				
Office Accommodation and property improvements	792		20	812
Highways winter maintenance	24			24
Support for the Local Plan	200			200
Flood Defence	77			77
Support for Other Resources and Transformation projects				
Legal Advice Reserve	105			105
Partnerships & Transformation	78			78
Insurance risk investment fund	43			43
Support for People Services				
Troubled Families	262		182	444
YOT partnership	154	(4)		150
Music Services	117			117
Disabled Facilities Grants	289			289
Future Demand Pressures	2,348		500	2,848
Better Care Fund	372			372
Schools Improvement (SSIF)	0		247	247
Support for Place Services				
Investment to support business rates growth	370			370
Place Shaping Investment Reserve	250			250
Contingent sums to support future downsizing and transformation programmes				
Support for future redundancy costs	1,090	(416)		674
Support for part year effect of future savings plans	1,242			1,242
Digital Programme	964			964
Amounts b/fwd from previous year(s) in respect of unspent grants and contributions				
Transformation Challenge Award	64			64
SEN / SEND Reform Grant /SEND Prep for Empl	336	(153)		183
Public Health Grant	0		229	229
Transforming Lives	37			37
One Public Estate grant	300		86	386
Electoral Grant	57			57
DCLG Transparency Code New Burdens	13			13
Migration Fund monies	32	(13)	75	94
Homelessness Reduction Act New Burdens grant	57			57
Arts Council grant funding - Museum & Arts Project	0		42	42
British Museum grant - Museum & Arts Project	0		9	9
NCS Grant - Positive Activities	0		14	14
NCS Grant - Kentmere	0		6	6
Trailblazer	0		22	22
Talk English	0		2	2
Dovetail	0		13	13
Prevent	0		9	9
Practitioner Training Grant	0		25	25
Strategic Leadership Support Grant	0		15	15
Early Years Professional Development Fund	0		16	16
Pocket Parks Plus	0		18	18
Local Authority Parks Improvement Funding	0		26	26
LCC Access Fund grant	0		5	5
High Street Community Clean Up	0		2	2
Sport England grant	0		297	297
Communities Fund/Localities	0		20	20
MHCLG grants	0		34	34
Social Integration Year 1 monies	0		297	297
Reducing Reoffending Scheme	0		20	20
Custom Build Grant	0		30	30
Corporate Place & Strategy grant	0		59	59
ICT Transparency grant	0		13	13
Adult PSS - Local Reform and Community Voices	0		108	108
Adult PSS - War Pensions Disregard	0		30	30

DETAILS OF GENERAL FUND EARMARKED RESERVES FOR USE BY THE COUNCIL

	Balance at 31 Dec 2018	Requested Transfers to/(from) earmarked reserves in Qtr 4		Balance at 31 Mar 2019
	As reported to Exec Board Feb 2019	Utilisation of reserves	Carry over of grants & contributions / other increase in reserves	Q4
	£000	£000	£000	£000
Amounts committed in future year budgets/MTFS				
Central Participation - Blackburn Youth Zone	0		10	10
Budget carry over for implementation of Concerto (Property system)	20			20
Budget carry over for Intack Depot driveway	10			10
CCTV Hub carry forward	52		21	73
Development Investment Fund (Capital)	0		54	54
Underspend on PFI codes	0		13	13
Carry over re Virtual School	0		30	30
Strengthening Communities Volunteering in Lancashire (SCVL)	0		74	74
Night Time Noise Service - contributions from other Local Authorities	0		1	1
Community Hygiene - balance of Land Charge receipt in wrong year	0		2	2
Reserves held for specified purposes				
Developers Contributions (S106 Income)	(439)	1,372		933
Future Maintenance of Wainwright Bridge	506			506
Highways claims anticipated for years up to current year but not yet received	611			611
Art Acquisitions Fund	15	1		16
W. Ferrier Bequest (for museum re Kathleen Ferrier)	20			20
Allowance for contingent liabilities (e.g. MMI)	250			250
TOTAL EARMARKED RESERVES FOR DISCRETIONARY USE	11,052	736	2,676	14,464
Other Earmarked' Reserves				
Reserves held in respect of joint arrangements and charitable bodies				
Darwen Market Traders Association	2			2
Joint Building Control Account	209		(8)	201
Turton Tower Charity	52	7		59
LSCB Safeguarding Partners Fund	148	7		155
Reserves held in relation to schools				
Dedicated Schools Grant - Surplus	6,530	463		6,993
LMS Schools Balances	5,652		(502)	5,150
TOTAL 'OTHER EARMARKED' RESERVES	12,593	477	(510)	12,560
TOTAL EARMARKED RESERVES	23,645	1,213	2,166	27,024
UNALLOCATED RESERVES	6,038	(3,020)	2,884	5,902

EXECUTIVE BOARD DECISION



REPORT OF:	Executive Member for Resources
LEAD OFFICERS:	Director of Finance and Customer Services
DATE:	13 th June 2019

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

SUBJECT: CORPORATE CAPITAL BUDGET AND BALANCE SHEET MONITORING REPORT
Quarter 4 2018/19 – as at 31st March 2019

1. EXECUTIVE SUMMARY

To report the overall financial position of the Council in respect of the capital programme as at 31st March 2019, highlighting key issues and explaining variations at the year end with regard to portfolio under/overspends and slippage since the last report to the Executive Board in February 2019.

2. RECOMMENDATIONS

The Executive Board is asked:

- to approve the revised capital programme as per Appendix 1.
- to approve the variations to the programme shown in Appendix 2.

3. BACKGROUND

All portfolios are required to examine their capital budget position on a monthly basis.

4. KEY ISSUES & RISKS

a) The total cost of the Council's capital investment programme for 2018/19 has decreased from the projection of £28.656 million, as approved by Executive Board on 14th February 2019, to £20.424 million at 31st March 2019. The net variation of £8.232 million (detailed in Appendix 2) reflects;

- variations made to reflect the approval of programmes during the fourth quarter of the year of £385,000 of expenditure in 2018/19.
- variations to the programme in respect of (under)/overspends on schemes that have completed and closed in 2018/19 of (£338,000)
- slippage and re-profiling of budgets during the fourth quarter of the year (£8.279 million).

b) Capital receipts of £2.712 million were received during 2018/19 and were used to support the Minimum Revenue Provision. This compares with the forecast reported to the Executive Board in February, of £2.3 million.

5. POLICY IMPLICATIONS

The information contained within the report accords with the Medium Term Financial Strategy 2018-21 approved at Finance Council on 26th February 2018.

6. FINANCIAL IMPLICATIONS

6.1 CAPITAL PROGRAMME

The variations in actual spend and resource availability for 2018/19 are summarised by portfolio in Appendix 1; variations in spending are set out in Appendix 2. The capital programme for 2018/19 has decreased by £8.232 million in the fourth quarter of the year. The major capital variations to note are as follows:

6.1.1 New Approved Capital Schemes

Several capital schemes were approved in the final quarter of the year and have now been added to the capital programme as follows;

Portfolio	Scheme	Amount	Approved by	Date Approved
2018/19 programme				
Leisure, Culture & Young People	Leisure Gym Equipment	£165,000	Executive Member Decision	10 May 2019
Regeneration	Pallet Farm Flood Alleviation Scheme	£9,000	Director of Environment & Operations - Grant Application	27 Feb 2019
Regeneration	Waterfall Surface Water Study	£80,000	Director Of Environment & Operations - Grant Application	11 Feb 2019
Resources	Corporate ICT Protocol Mobile Application Project	£80,000	Digital Board	10 Jan 2019
Resources	Corporate ICT Replacement Unix Servers	£51,000	Executive Member Decision	22 Jan 2019
TOTAL 2018/19		£385,000		
2019/20 programme				
Leisure, Culture & Young People	Witton 3G Pitches	£1,178,000	Executive Board Decision	14 Mar 2019
TOTAL 2018/19 and 2019/20		£1,563,000		

6.1.2 Health & Adult Social Care

Disabled Facilities Grant

Approval is requested to carry forward funding of £481,000 in respect of the Disabled Facilities Grant. The allocation has been committed to specific works/projects but due to other commitments in the final quarter of the year, the work could not be completed by the Corporate Building Team prior to 31st March 2019.

Telecare Project

A request is made to carry forward £67,000 of the Telecare Project allocation to fund expenditure on this scheme in 2019/20.

Riverside Heights Extra Care Scheme

Approval is requested to bring forward £84,000 of the programme budget for this scheme from 2019/20 into 2018/19 to cover the expenditure incurred during the year.

6.1.3 Children, Young People & Education

Disabled Facilities Grant

As reported to Executive Board in February 2019, due to capacity issues in delivery, together with planning and legal issues and outstanding information required from the families concerned, work will only start on several of the approved schemes in 2019/20. As such approval is requested to carry forward £40,000 of the allocation in to 2019/20.

Longshaw Nursery

This scheme completed during 2018/19 with an underspend against the capital budget allocation of £145,000. The Department of Education has recovered £115,000 of unspent grant on this scheme.

Capital Allocations for Schools

Additional Devolved Formula Capital Grant of £420,000 was confirmed for individual schools for 2018/19. This funding has been retained in an overarching Capital Allocation Fund within the capital programme until bids against this have been approved by the schools so that the fund can be allocated. As such, a balance remains unallocated at the year-end of £1.949 million for carry forward and utilisation in 2019/20.

As work will only commence on these schemes in 2019/20, or funds will be required to meet the costs of retention payments, approval is sought to slip the balances on individual school schemes as follows:

Schemes	Slippage To 2019/20 £
Two Year Old Grant	45,000
Audley Juniors	7,000
St Barnabas and St Pauls	254,000
Audley Junior Roofing Works	266,000
Belmont	1,000
Roe Lee Park – Classroom Works	58,000
Griffin Park Kitchen	100,000
Shadsworth Infants – Heating	100,000
Brookhouse Primary – Upgrade Fire Alarm	20,000
Longshaw Infants – Fire Alarm	20,000
Belmont Ramp	10,000
Contingency	16,000
TOTAL	897,000

The following Education schemes have completed during the year and the final underspends arising are reported as follows:

Scheme	Underspend £
St Thomas CE Primary	61,000
St Thomas Centre Phase 2	24,000
Longshaw Junior	20,000
Lower Darwen	68,000
Intack Kitchen	15,000
Ashleigh Windows	4,000
Brookhouse Primary Remodel Toilets	5,000
Daisyfield Junior Toilets	8,000
Meadowhead Junior – Safeguarding Fencing	3,000
Shadsworth Junior Boys Toilets	12,000
Total	226,000

Carry forward is requested of £13,000 across these schemes to meet the costs of retention payments due in 2019/20.

6.1.4 Environment

Old Bank Lane Car Park

Approval is requested to carry forward the slippage on this scheme of £131,000 to cover the costs for the electronic signage to the car park that will be installed in 2019/20.

Brown Street Car Park Extension

£20,000 of the Local Transport Plan Capital allocation has been utilised to cover the full costs of the extension on Brown Street.

6.1.5 Regeneration

Assistance to Industry

Slippage of £79,000 is reported in relation to grants that have been approved, but will only be paid in 2019/20.

Darwen Three Day Market

The last valuation on this scheme is expected to be reported in April 2019, when work will have completed. A request is therefore made to slip the remaining budget of £135,000 to cover both the last valuation and the retention costs for the scheme.

Blakey Moor

The 2018/19 contribution from the Local Transport Plan capital budget has reduced by £160,000 as work has not progressed as quickly as anticipated on the Public Realm works. This contribution will instead be made from the budget in 2019/20.

Approval has also been given to increase the scheme by £127,000 in future years, under delegated powers, to cover the costs of compensation claims for properties that have been compulsory purchased.

As this scheme is profiled over several years, approval is also sought to slip the unspent budget of £113,000 into 2019/20.

Local Transport Plan

A request is made to slip £830,000 of the Local Transport Plan capital budget into 2019/20. This relates to S106 contributions that have not yet been received. The spend will be incurred in the next financial year to match receipt of the S106 contribution.

The requested variation of £324,000 is broken down as follows:

Details of variation	£
Release of LTP budget re: Fabric Borders/Growth Deal 3/Darwen East Corridor (see Appendix 2)	439,000
Reduction in S106 contributions re: Roe Lee	(350,000)
Virement to Brown Street Car Park	(20,000)
Virement to Railway Road Darwen Market Scheme	(156,000)
Increased Funding from third party contributions	251,000
In-year reduction in contribution to Blakey Moor scheme (this contribution will be made to Blakey Moor via the 2019/20 LTP)	160,000
Requested Variation	324,000

Growth Deal 3 (Pennine Gateways)

A request is made to slip £586,000 on this scheme which relates to Lancashire Enterprise Partnership funding that will be incurred and claimed in 2019/20.

Granville Rd/Westland Avenue Flood Study

This scheme is now complete and an underspend of £59,000 is reported. The unspent funding will be returned to the Environment Agency.

Birch Hall Ave Diversion Appraisal

The scheme is almost complete and a request is made to slip the unspent budget of £57,000 to 2019/20 to cover the final costs incurred.

Livesey Branch Road Culvert

This scheme is now complete and an underspend of £27,000 is reported. The unspent funding will be returned to the Environment Agency.

Growth Team Housing Schemes

Approval to slip the following Growth Team Housing Scheme allocations is requested as follows, as these schemes are all on going:

Scheme	£
Bank Top and Griffin	14,000
Refurbishment Loans	90,000
Empty Homes Cluster	40,000
Other Acquisition Costs	10,000
Development Investment Fund	53,000
Capacity Funding	37,000
Land Release Fund	24,000
TOTAL	268,000

Affordable Warmth Grants

Grants to the value of £8,000 have been awarded in year, it is expected that applications for grants will increase during the winter months. Slippage of the capital allocation balance of £35,000 is requested.

Reel Cinema

Approval is sought to slip £1.751 million in to the 2019/20 programme for this scheme following reprofiling of the budget.

6.1.6 Resources

ICT Schemes

As itemised in Appendix 2, approval is sought to slip £470,000 from 2018/19 in to the 2019/20 programme in respect of ongoing ICT capital schemes.

Carbon Management Plan

A request is made to approve the slippage of £114,000 on this scheme in to 2019/20 as this will be utilised to meet the costs of the Blackburn Market replacement LED works.

Davyfield Road Bungalow Remodel

The remodel works at Davyfield Road are part of the Council's overall accommodation strategy. This element of the works is now complete and a request is made to vire £66,000 from the Accommodation Strategy Phase 2 scheme to cover the full costs of the remodel works at Davyfield.

Demolition of Higher House Farm

The demolition of buildings at Higher House Farm have completed and an underspend of £65,000 is reported on this scheme. Approval is required to transfer the unspent budget to the Corporate Property Investment earmarked scheme for this to be utilised on future schemes.

Digital Advertising Screen Blackburn Town Centre

The digital advertising screen is fully operational and the scheme is now closed. An underspend of £16,000 is reported on this scheme.

Corporate Accommodation Strategy Phase 2

As noted above it is proposed to utilise £66,000 of the budget allocation to fund the completion of the works to the Davyfield Road depot; for the balance of the 2018/19 allocation, approval is sought to carry this forward to 2019/20 to support delivery of the strategy and the work to be undertaken on Blackburn Town Hall.

Blackburn Town Centre Security

The preparation work has been completed on this scheme and the final quote for the main works have been received; works will commence in 2019/20 and therefore a request is made to slip £52,000 of the scheme allocation into 2019/20.

Blakewater Lodge

An overspend of £24,000 is reported against the capital allocation as additional costs were incurred on finding asbestos tanking in the ground during demolition. It is proposed to meet these costs by a virement of £24,000 from the Corporate Property Investment Earmarked Scheme.

6.2 CAPITAL RECEIPTS

Actual capital receipts at the end of March 2019 were £2.712 million; all of these receipts will be utilised in support of the Minimum Revenue Provision.

6.3 BALANCE SHEET POSITION

6.3.1 Overview

Good balance sheet management assists in the effective use and control over the Council's assets and liabilities. Key assets comprise of the Council's tangible fixed assets, debtors, investments and bank balances. Key liabilities include long and short-term borrowing, creditors and reserves.

6.3.2 Non-current Assets

Tangible non-current assets include property, plant and equipment held by the Council for use in the production or supply of goods and services, for rental to others or for administrative purposes. Property assets are the responsibility of the Resources portfolio. One fifth of all assets are re-valued every year, and annual reviews are undertaken to establish whether any impairment or other adjustments need to be applied. New assets and enhancements to existing assets are managed by way of the capital programme, as reported in Appendix 1.

6.3.3 Borrowing and Investments

Long term borrowing requirements flow from the capital programme. Regular dialogue and meetings take place between the Director of Finance and Customer Services, her staff and the Council's independent treasury consultants Arlingclose, and options for optimising borrowing requirements are actively reviewed.

After taking £35M of new, long term, PWLB loans in December as reported in the previous quarter, there followed a reduction in the overall levels of short term borrowing towards the end of the financial year, with limited levels of new short term loans taken in the run up to the new financial year.

The Council is a shareholder in the companies delivering the local PFI schemes for Building Schools for the Future (BSF). Following a re-financing exercise on the BSF Phase 1 Scheme, a one-off payment of £1.03M was received by the Council, reflecting the reduction in future interest costs following the interest rate swap. Re-financing of the Phase 2 Scheme is now also under consideration for 2019/20.

In addition, further net interest savings were achieved, primarily as a result of higher returns on investments and a small saving on the costs of short term borrowing.

Interest and Debt Repayments Revenue Budget

	Forecast at Qtr 3	Movement in Qtr 4	Year End Outturn
Interest and investment income	(332,700)	(61,600)	(394,300)
PFI refinancing receipt	0	(1,032,600)	(1,032,600)
Debt interest payable	12,541,900	(28,400)	12,513,500
MRP	6,166,000	(3,500)	6,162,500
Total	18,375,200	(1,126,100)	17,249,100

The gross levels of borrowing and investments, which had increased after the PWLB loans were taken out in December, had fallen by the end of the year.

	Amounts at 31/03/18 £000	Amounts at 31/03/19 £000
Short term borrowing	85,000	41,000
Long term borrowing	125,341	156,279
Transferred debt re Local Government Reorganisation	15,352	14,738
Recognition of debt re PFI arrangements	66,849	65,130
TOTAL BORROWING	292,542	277,147
Investments made by the Council	33,720	24,475

The totals include the debt recognised on the balance sheet as a result of accounting adjustments in respect of bringing the BSF school buildings in to use which are financed through PFI arrangements. These adjustments are made to ensure that the Council's effective control over, and use of, these assets is recognised with corresponding adjustments to the debt. These changes do not add to the costs faced by the Council Tax payer as the actual capital costs for these schools form part of the ongoing stream of payments made to the PFI contractor (which are in turn largely offset by PFI grant funding from the Government).

6.3.4 Debtors

The Council has a corporate debt policy as well as other specific policies for the management of debt in the key areas of council tax, business rates and housing benefit overpayments. The table below summarises the collection performance of the various debts and the total outstanding debt in the respective areas at 31st March 2019. The table also shows the corresponding level of debt at the same point in the last financial year.

	Position at 31/03/19	Position at 31/03/18
Council tax		
Current year arrears (£000)	2,980	2,556
Previous year arrears (£000)	10,934	8,027
Total Council tax arrears	13,913	10,583
Collection rates	95.1%	95.4%
Business rates		
Current year arrears (£000)	625	687
Previous year arrears (£000)	2,048	2,010
Total Business rates arrears	2,672	2,697
Collection rates	98.3%	98.5%
Housing Benefit		
Overpayments balances (£000)	3,197	2,737

Council Tax

The current year collection rate is marginally lower than the previous year, arrears continue to increase, due mainly to the inability to collect arrears from Council Tax Support claimants.

Business Rates

Business Rates continues to have legislative changes that result in a reduced level of chargeable Business Rates and as a consequence, a reduced level of collectable debt; these include changes to small business rate relief and the introduction of government reliefs and pub reliefs.

7. LEGAL IMPLICATIONS

The Council has a duty to ensure it can deliver a balanced budget. The Local Government Act 2003 imposes a duty on an authority to monitor its budgets during the year and consider what action to take if a potential deterioration is identified.

8. RESOURCE IMPLICATIONS

None.

9. EQUALITY AND HEALTH IMPLICATIONS

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

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

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

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

10. CONSULTATIONS

None

11. STATEMENT OF COMPLIANCE

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

12. DECLARATION OF INTEREST

All Declarations of Interest of any Executive Member consulted and note of any dispensation granted by the Chief Executive will be recorded in the Summary of Decisions published on the day following the meeting.

VERSION:	V1
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CONTACT OFFICER:	Gaynor Simons (Ext 5635) Julie Jewson (Ext 5893)
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DATE:	28th May 2019
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BACKGROUND PAPER:	N/A
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Overall Capital Monitoring 2018/19								
	2018/19				2019/20 and Future Years			
	Approved Programme 2018/19	Programme Approved At Executive Board February 2019	Requested Variations (See Appendix 2)	Revised 2018/19 Capital Programme As at Outturn 31st March 2019	Approved Programme 2018/19 and future Years	Programme Approved At Executive Board February 2019	Requested Variations (See Appendix 2)	Revised Future Capital Programme As At 31st March 2019
	(Finance Council) £'000	£'000	£'000	£'000	(Budget Book) £'000	£'000	£'000	£'000
Costs								
Health & Adult Social Care	2,018	2,344	(464)	1,880	5,640	4,300	464	4,764
Children, Young People & Education	2,776	5,182	(2,830)	2,352	900	2,291	2,893	5,184
Environment	300	732	(111)	621	0	0	131	131
Leisure & Culture	0	217	158	375	0	0	1,178	1,178
Neighbourhood and Prevention Services	0	0	0	0	0	0	0	0
Regeneration	17,254	17,428	(4,230)	13,198	25,041	30,261	4,085	34,346
Resources	3,496	2,753	(755)	1,998	4,550	4,582	833	5,415
Total Predicted Expenditure	25,844	28,656	(8,232)	20,424	36,131	41,434	9,584	51,018
Resources								
- Department for Communities & Local Government	0	37	(37)	0	0	700	37	737
- Department for Education	2,426	4,945	(2,728)	2,217	0	1,252	2,853	4,105
- Department for Energy & Climate Change	0	20	0	20	0	0	12	12
- Department for Transport	3,799	4,709	0	4,709	8,098	8,098	0	8,098
- Disabled Facilities Grants	1,661	2,149	(448)	1,701	4,983	5,183	448	5,631
- Other Grants	855	518	0	518	813	1,526	1,045	2,571
Government Grants	8,741	12,378	(3,213)	9,165	13,894	16,759	4,395	21,154
Unsupported Borrowing	9,889	9,618	0	9,618	11,266	13,121	3,463	16,584
External Contributions	6,714	5,278	0	5,278	10,971	11,254	1,533	12,787
Revenue Contributions	500	1,382	0	1,382	0	300	193	493
Total Resources	25,844	28,656	(3,213)	25,443	36,131	41,434	9,584	51,018
Difference	0	0	(5,019)	(5,019)	0	0	0	0
Earmarked Schemes								
Corporate ICT	3,000	0	0	0	3,500	3,393	(134)	3,259
Corporate Property Investment	1,500	1,294	(1,294)	0	2,000	2,000	1,214	3,214
Phase 2 Accommodation strategy	0	0	0	0	0	0	0	0
Vehicles (funded from capital or leased)	700	700	(700)	0	250	250	0	250
	5,200	1,994	(1,994)	0	5,750	5,643	1,080	6,723

Scheme variations to 2018/19 Capital Programme

	Capital Programme Schemes Approved by Executive Board on the February 2019 £ 000	Slippage (to)/from future years/Reprofiling of Budget £ 000	Requested Variations £ 000	Total Capital Programme at 31 March 2019 £ 000	Approved Programme 19/20 and Future Years Finance Council £'000	Portfolio Changes £'000	Slippage to/from future years/Reprofiling of Budget £'000	Requested Variations £'000	Total Programme 19/20 and Future Years £'000
Health & Adult Social Care									
Disabled Facilities Grant	1,946	(481)	0	1,465	3,714	0	481	0	4,195
Telecare Project	168	(67)	0	101	480	0	67	0	547
Riverside Heights Extra Care Scheme Site (formerly Shorey Bank)	80	84	0	164	106	0	(84)	0	22
Blakewater Lodge Demolition Trfd to resources	0	0	0	0	0	0	0	0	0
	2,194	(464)	0	1,730	4,300	0	464	0	4,764
Children's Services									
Disabled Facilities Grant	175	(40)	0	135	989	0	40	0	1,029
Two Year Old Grant	77	(45)	0	32	186	0	45	0	231
Audley Children's Centre Early Years	0	0	0	0	0	0	0	0	0
Little Harwood Children's Centre	0	0	0	0	0	0	0	0	0
Longshaw Nursery School	189	0	(145)	44	0	0	0	0	0
Capital allocations	1,529	(1,949)	420	0	0	0	1,949	0	1,949
Audley Juniors	9	(7)	0	2	0	0	7	0	7
Cedars Primary	18	0	22	40	0	0	0	0	0
St Barnabas and St St Pauls	270	(254)	0	16	452	0	254	0	706
St Thomas CE Primary School	110	(1)	(61)	48	0	0	1	0	1
St Thomas Centre Phase 2	453	0	(24)	429	0	0	0	0	0
Newfield ASD Demolition	697	0	53	750	0	0	0	0	0
Turton/Edgworth Primary School	96	0	8	104	0	0	0	0	0
Audley Infant and Junior - New Heating System	0	3	0	3	450	0	(3)	0	447
Audley Junior - Roofing Works	320	(266)	0	54	0	0	266	0	266
Audley Steps	0	0	1	1	0	0	0	0	0
Belmont	18	(1)	6	23	0	0	1	0	1
Longshaw Junior	94	(2)	(20)	72	0	0	2	0	2
Lower Darwen	273	(5)	(68)	200	0	0	5	0	5
Roe Lee Park - Classroom Works	136	(58)	0	78	0	0	58	0	58
Shadsworth Juniors	0	0	0	0	14	0	0	0	14
Avondale Kitchen	0	0	0	0	100	0	0	0	100
Feniscowles	0	3	0	3	100	0	(3)	0	97
Griffin Park - Kitchen	100	(100)	0	0	0	0	100	0	100
Intack - Kitchen	150	(3)	(15)	132	0	0	3	0	3
Shadsworth Infants - Heating	100	(100)	0	0	0	0	100	0	100
Belmont - Send Provision	20	0	3	23	0	0	0	0	0
Ashleigh - Windows	15	0	(4)	11	0	0	0	0	0
Brookhouse Primary - Remodel Toilets	45	(1)	(5)	39	0	0	1	0	1
Brookhouse Primary - Upgrade Fire Alarm	20	(20)	0	0	0	0	20	0	20
Daisyfield - Junior Toilets	40	(1)	(8)	31	0	0	1	0	1
Longshaw Infants - Fire Alarm	20	(20)	0	0	0	0	20	0	20
Meadowhead Juniors - Safeguarding Fencing	20	0	(3)	17	0	0	0	0	0
Longshaw Juniors - Car Park	0	0	0	0	0	0	0	0	0
Belmont - Roof Repairs	0	0	0	0	0	0	0	0	0
Shadsworth Junior Boys Toilets	40	0	(12)	28	0	0	0	0	0
Wensley Fold	8	0	1	9	0	0	0	0	0
Feniscowles Disabled Changing Facilities	25	0	1	26	0	0	0	0	0
Belmont Ramp	10	(10)	0	0	0	0	10	0	10
Longshaw Infants	0	0	2	2	0	0	0	0	0
Contingency	55	(16)	(39)	0	0	0	16	0	16
Project Management Fee	50	0	(50)	0	0	0	0	0	0
	5,182	(2,893)	63	2,352	2,291	0	2,893	0	5,184
Environment									

Scheme variations to 2018/19 Capital Programme

	Capital Programme Schemes Approved by Executive Board on the February 2019 £'000	Slippage (to)/from future years/Reprofiling of Budget £'000	Requested Variations £'000	Total Capital Programme at 31 March 2019 £'000	Approved Programme 19/20 and Future Years Finance Council £'000	Portfolio Changes £'000	Slippage to/from future years/Reprofiling of Budget £'000	Requested Variations £'000	Total Programme 19/20 and Future Years £'000
Old Bank Lane Car Park	569	(131)	0	438	0	0	131	0	131
Pleasington Cemetery	3	0	0	3	0	0	0	0	0
Brown street Car Park Extension	160	0	20	180	0	0	0	0	0
	732	(131)	20	621	0	0	131	0	131
Leisure & Culture									
Darwen Leisure Centre	9	0	(9)	0	0	0	0	0	0
Waves Demolition	2	0	0	2	0	0	0	0	0
Woodridge Playing Fields	37	0	0	37	0	0	0	0	0
Blakeys Air Conditioning	129	0	2	131	0	0	0	0	0
Witton Park Arena - Car Park Lighting	40	0	0	40	0	0	0	0	0
Leisure Gym Equipment	0	0	165	165	0	0	0	0	0
Witton 3G Pitches	0	0	0	0	0	0	0	1,178	1,178
	217	0	158	375	0	0	0	1,178	1,178
Regeneration									
Assistance to Industry	179	(79)	0	100	450	0	79	0	529
Cathedral Quarter Development	100	0	0	100	0	0	0	0	0
Cathedral Quarter Office Block Fit Out	0	0	0	0	51	0	0	0	51
Darwen 3 Day Market	1,454	(135)	0	1,319	0	0	135	0	135
Blakey Moor	463	(113)	(160)	190	3,119	0	113	287	3,519
Local Transport Plan	4,208	(830)	324	3,702	5,812	0	830	(599)	6,043
National Productivity Investment Fund - Fabric Borders	721	0	(125)	596	2,179	0	125	0	2,304
Growth Deal 3 (Pennine Gateways)	3,257	(586)	(345)	2,326	9,921	0	586	345	10,852
Darwen East Corridor	2,399	0	31	2,430	176	0	0	(31)	145
Bury Fold Brook	15	(14)	0	1	0	0	14	0	14
Granville Rd/Westland Ave Flood Study	183	0	(59)	124	0	0	0	0	0
Birch Hall Ave diversion appraisal	82	(57)	0	25	0	0	57	0	57
Livesey Branch Rd Culvert	27	0	(27)	0	0	0	0	0	0
Pottery Farm Alleviation	10	(10)	0	0	0	0	10	0	10
Pallet Farm Environment Grant	0	(9)	9	0	0	0	9	0	9
Waterfall Study	0	(75)	80	5	0	0	75	0	75
Bank Top and Griffin Clearance	245	(14)	0	231	200	0	14	0	214
Group Repair (Inner NW/InnerSE/Darwen)	0	0	0	0	3	0	0	0	3
Insulation for Hard to Treat Properties	0	0	0	0	0	0	0	0	0
Neighbourhood Intervention Fund	36	4	0	40	500	0	(4)	100	596
Refurbishment Loans	100	(90)	0	10	0	0	90	0	90
Equity Loans	0	0	0	0	150	0	0	0	150
Empty Homes Cluster	40	(40)	0	0	420	0	40	(100)	360
Other Acquisition costs	10	(10)	0	0	0	0	10	0	10
DECC Central Heating Fund	0	0	0	0	0	0	0	0	0
Affordable Homes Funding	0	0	0	0	0	0	0	0	0
Development Investment Fund	101	(53)	0	48	0	0	53	0	53
Capacity Funding	86	(37)	0	49	0	0	37	0	37
Affordable Warmth Grants	43	(35)	0	8	0	0	35	0	35
Reel Cinema	3,132	(1,751)	0	1,381	6,580	0	1,751	0	8,331
Milking Lane	500	0	0	500	0	0	0	0	0
Land Release Fund	37	(24)	0	13	700	13	24	0	724
	17,428	(3,958)	(272)	13,198	30,261	0	3,958	127	34,346
Resources									
Corporate ICT - Montr & Mgmt, service systems & op	43	(43)	0	0	0	0	43	0	43
Corporate ICT - Public Access	49	(26)	0	23	0	0	26	0	26
Corporate ICT - WAN Connectivity	0	0	0	0	90	0	0	0	90

Scheme variations to 2018/19 Capital Programme

	Capital Programme Schemes Approved by Executive Board on the February 2019	Slippage (to)/from future years/Reprofiling of Budget	Requested Variations	Total Capital Programme at 31 March 2019	Approved Programme 19/20 and Future Years Finance Council	Portfolio Changes	Slippage to/from future years/Reprofiling of Budget	Requested Variations	Total Programme 19/20 and Future Years
	£ 000	£ 000	£ 000	£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
Corporate ICT - Digitisation of Planning Service	41	(3)	0	38	0	0	3	0	3
Corporate ICT - Finance System	38	(23)	0	15	0	0	23	0	23
Corporate ICT - Microsoft EA	113	4	0	117	106	0	(4)	0	102
Corporate ICT - Digitisation of Registrars	29	0	0	29	0	0	0	0	0
Corporate ICT - Desktop Refresh	1,380	(174)	0	1,206	495	0	174	0	669
Corporate ICT - Core Infrastructure Programme	160	(44)	0	116	790	0	44	0	834
Corporate ICT - Ticketing System KGH/DLT	0	0	0	0	27	0	0	0	27
Corporate ICT - Legal Services Case Management System	100	(49)	0	51	68	0	49	0	117
Corporate ICT - Corporate Website	50	(38)	0	12	92	0	38	0	130
Corporate ICT - Replacement Committee Management	20	0	3	23	0	0	0	0	0
Corporate ICT - Protocol Mobile App Project	0	(64)	80	16	0	0	64	0	64
Corporate ICT - Replacement Unix Servers	0	(10)	51	41	0	0	10	0	10
Carbon Management Plan	160	(114)	0	46	0	0	114	0	114
Land Remediation Schemes	9	4	0	13	195	0	(4)	0	191
Corporate DDA Work	0	0	0	0	169	0	0	0	169
Griffin Lodge	0	0	0	0	300	0	0	0	300
Davyfield Road Bungalow Remodel	85	0	66	151	0	0	0	0	0
Demolition of higher house	89	0	(65)	24	0	0	0	0	0
Digital Advertising Screen Blackburn Town Centre	52	0	(16)	36	0	0	0	0	0
Corporate Accommodation Strategy Phase 2	280	(201)	(66)	13	2,250	0	201	0	2,451
Blackburn Town Centre Security	55	(52)	0	3	0	0	52	0	52
Blakewater lodge	150	0	24	174	0	0	0	0	0
Fishmoor Drive Demolition	0	0	1	1	0	0	0	0	0
	2,903	(833)	78	2,148	4,582	0	833	0	5,415
Portfolios Total	28,656	(8,279)	47	20,424	41,434	0	8,279	1,305	51,018
Earmarked schemes:									
Corporate ICT	0	134	(134)	0	3,393	0	(134)	0	3,259
Corporate Property Investment	1,294	(1,341)	47	0	2,000	0	1,341	(127)	3,214
Phase 2 Accommodation Strategy	0	0	0	0	0	0	0	0	0
Vehicles (funded from capital or leased)	700	0	(700)	0	250	0	0	0	250
Total	1,994	(1,207)	(787)	0	5,643	0	1,207	0	6,723

EXECUTIVE BOARD DECISION



REPORT OF:	Leader
LEAD OFFICERS:	Chief Executive
DATE:	13 th June 2019

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 2018/2019 for six months to Year-end (October 2018 to March 2019).

1. EXECUTIVE SUMMARY

To provide Executive Board the opportunity to review progress against the Council's strategic priorities documented within the Corporate Plan (2016-19) 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 the 2016-19 Corporate priorities which are giving cause for concern, as outlined in Appendix Two.

3. BACKGROUND

In 2015 Policy Council adopted the Corporate Plan which sets out the council's aims and ambitions up to 2019. Policy Council 2018 agreed to develop a new Corporate Plan 2019-2023. The Plan and its eight new priorities were agreed at Council Forum in March 2019. The final version will be published soon which is underpinned by a new performance framework that will be reported later in the year. In addition, there has been a change to Executive Member Portfolios.

This is therefore the final performance report for the Corporate Plan 2016-19 which reflects the previous portfolios and Executive Members agreed prior to Annual Council in May 2019. As in 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.

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. 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. Information on all Corporate Plan (2016-19) 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 (2016-19) 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.
2. Appendix Two provides exception reports for priorities which are considered to be off track.

4. KEY ISSUES & RISKS

4.1 Performance summary

There are 106 measures within the Corporate Plan (2016-19) linked to the Council's priority objectives.

Of the 106 measures, information for the period is as follows:

- 9% (9 actual) have been forecast as "red" where performance is, or is likely to be off track
- 25% (27 actual) have been forecast "amber" where delivery is on track and currently being managed
- 61% (65 actual) have been forecast "green" or on track
- 5% (5 actual) of the measures a RAG rating is not available

The table below shows a breakdown of the measures across the portfolios:

Portfolio	Total	Red	Amber	Green	Awaiting data
Leader's Cllr Mohammed Khan	11	0	0	9	2
Resources Cllr Andy Kay	10	3	2	5	0
Regeneration Cllr Phil Riley	20	0	6	14	0
Environment Cllr Jim Smith	8	1	1	6	0
Leisure & Culture Cllr Damian Talbot	8	0	3	5	0
Neighbourhoods and Prevention Services Cllr Shaukat Hussain	12	2	4	6	0
Adults Social Care Cllr Brian Taylor	7	1	2	3	1
Health Cllr Brian Taylor	6	1	2	2	1
Children's Services, Young People & Education Cllr Maureen Bateson	24	1	7	15	1
Total	106	9	27	65	5

Each portfolio has been asked to allocate a red, amber or 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.

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 2016-19.

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 Members.

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:	1.1
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CONTACT OFFICER:	Denise Park
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DATE:	29/05/2019
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BACKGROUND PAPER:	
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Appendix One: Corporate Plan 2018/2019:
Performance Report Year-end (October 2018 – March 2019)

<p><u>The Leaders Portfolio</u> Councillor Mohammed Khan</p> 	<p>Performance measures</p>	<p>Good Performance is</p>	<p>Baseline</p>	<p>2018/2019 target</p>	<p>Half year performance and rating (Q1 & Q2 Apr to Sept 18)</p>	<p>Year-end performance and rating (Q3 & Q4 Oct 18 to Mar 19 & Cumulative for 18/19)</p> <div style="text-align: center;"> <div style="background-color: red; color: white; padding: 2px; margin-bottom: 2px;">(RED)</div> <div style="background-color: yellow; color: black; padding: 2px; margin-bottom: 2px;">(AMBER)</div> <div style="background-color: green; color: white; padding: 2px;">(GREEN)</div> </div>
<p>1. Your Call</p> <ul style="list-style-type: none"> • Improvements to make Blackburn with Darwen cleaner and greener • Improvements to health and wellbeing • Improving community togetherness and belonging/neighbourliness 	<p>Delivery of work programme to expand the scope and delivery of Your Call by ensuring all those with ideas are supported. <i>(Your Call)</i></p>	<p>Delivery</p>	<p>On-going delivery</p>	<p>90 Your Call Clean ups 150 other Your Call Activity</p>	<p>Q1 & Q2: 56 Your Call Clean ups 509 other Your Call Activity</p> <p align="center">(GREEN)</p>	<p>Q3 & Q4: 45 Your Call Clean ups 692 other Your Call activity</p> <p align="center">Cumulative 2018/19: 101 Your Call Clean ups 1,201 other Your Call activity</p> <p align="center">(GREEN)</p>
	<p>Growth of volunteers supporting council services <i>(Your Call)</i></p>	<p>Delivery</p>	<p>On-going delivery</p>	<p>Update on progress</p>	<p>Q1 & Q2: 711 volunteers supporting council services</p>	<p>Q3 & Q4: 583 volunteers supporting council services</p>

						Cumulative 2018/19: 1,294 volunteers supporting council services
					(GREEN)	(GREEN)
	Delivery of work programme to facilitate and build resilient communities who are more capable of doing things for themselves. <i>(Your Call)</i>	Delivery	On-going delivery	Update on progress	Q1 & Q2: 4,192 people attending capacity building activities	Q3 &Q4: 5,093 people engaged in capacity building activities Cumulative 2018/19: 9,285 people engaged in capacity building activities
					(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 <i>(Community Togetherness)</i> <i>(Support community cohesion)</i>	Maintain annual activity	18 Civic participation & community events (2016/17)	Increase on 2017/18 performance - 25 Community events	Q1 & Q2: 14 Civic participation and community events	Q3 &Q4 10 Civic participation and community events Cumulative: 24 Civic


					(GREEN)	participation and community events (GREEN)
	% of people who meet and talk to people from different ethnic groups <i>(CSP Perception Survey)</i> <i>(Support community cohesion)</i>	Higher	Survey data is not comparable with previous year's surveys due to methodology. Baseline to be developed in year.	Update on progress	Integrated Communities Programme New baseline 2018 / 2019	Integrated Communities Programme New baseline 2018 / 2019
	% of people who agree that the borough is a place where people from different backgrounds get on well together <i>(CSP Perception Survey)</i> <i>(Support community cohesion)</i>	Higher	Survey data is not comparable with previous year's surveys due to methodology. Baseline to be developed in year.	Update on progress	Integrated Communities Programme New baseline 2018 / 2019	Integrated Communities Programme New baseline 2018 / 2019
	Delivery of Equalities Work programme (Social Integration Strategy) <i>(Support community cohesion)</i>	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	Delivery	On-going delivery	Update on progress	(GREEN)	(GREEN)

	refreshed Joint Health and Well-being Strategy 2018-2021					
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Resources Portfolio Councillor Andy Kay 	Performance measures	Good Performance is	Baseline	2018/2019 target	Half year performance and rating (Q1 & Q2 Apr to Sept 18)	Year-end performance and rating (Q3 & Q4 Oct 18 to Mar 19 & Cumulative for 18/19) <div style="text-align: center;"> (RED) (AMBER) (GREEN) </div>
1. Deliver a balanced budget year on year with the resources available.	Achieve a breakeven or underspend against overall cash limit.	Higher		Overall 1% tolerance	(AMBER)	2.46% (RED)
	Percentage of undisputed and valid supplier invoices paid within 30 days	Higher	New measure	100%	Q1 = 83% Q2 = 86% YTD = 85% (AMBER)	Annual performance 85% (AMBER)
	Council Tax collection rates	Higher	New measure	27.8% at Q1 53.6% at Q2 78.1% at Q3 95.5% at Q4	Q1 = 27.7% Q2 = 53.4% (AMBER)	Q3 = 79.2% Q4 = 95.1% (AMBER)
	Business Rates collection rates	Higher	New measure	26.4% at Q1 56.4% at Q2 81.6% at Q3 98.5% at Q4	Q1 = 31.61% Q2 = 55.63% (GREEN)	Q3 = 80.3% Q4 = 98.3% (GREEN)

2. Transforming our systems to offer digital solutions.	% of user activity through digital and automated channels	Higher	New measure	Increase in % use against 17/18 data	Baseline data still being collated. (AMBER)	Digital forms submitted by the public increased by 12% over the period. (GREEN)
3. Implement Council capital projects to deliver updated ICT infrastructure and replacement computer devices for staff.	To plan, procure and begin implementation against agreed project milestones: <ul style="list-style-type: none"> • Delivery against agreed quality, time and budget measures. 	Within agreed tolerance of project plans	New measure	Started projects and completed relevant phases in line with agreed plans.	Projects started and programme currently to plan and budget (GREEN)	Programme ongoing to plan. Some projects completed (GREEN)
4. Developing the organisation and its people. Page 70	Reduction in employee absence through sickness	Higher	New measure	To be an upper quartile performer across North West LA's	4.65 days Annual data for similar NW Authorities 2018/19 is not available until after Q4 2018/19. (AMBER)	8.81 days Annual data for similar NW Authorities 2018/19 is not available until after Q4 2018/19 (RED)
5. Developing the organisation and improving employee well-being.	Information relating to RIDDORS	Lower		Quarterly update to be lower than previous equivalent quarter	Q1 & Q2: 9 RIDDOR (RED)	Q3 & Q4: 4 RIDDOR Cumulative 2018/19: 13 RIDDOR (RED)
6. Improving citizen engagement	Information relating to management and progress of stage 1 complaints to show improved performance timescales	Lower	New measure	Average response time to be lower than previous equivalent	90% of stage 1 corporate complaints responded within	85% of stage 1 corporate complaints responded within

				quarter	15 working days (GREEN)	15 working days (GREEN)
7. Improving the appearance of the borough and maintaining service standards	Performance of investment estate portfolio: a. Occupancy rate	Higher	Baseline: 95.6% (14/15)	96%	98% (GREEN)	97% (GREEN)

<u>Regeneration Portfolio</u> Councillor Phil Riley 	Performance measures	Good Performance is	Baseline	2018/2019 target	Half year performance and rating (Q1 & Q2 Apr to Sept 18)	Year-end performance and rating (Q3 & Q4 Oct 18 to Mar 19 & Cumulative for 18/19) <div style="display: flex; justify-content: center; gap: 5px;"> <div style="background-color: red; color: white; padding: 2px;">(RED)</div> <div style="background-color: yellow; color: black; padding: 2px;">(AMBER)</div> <div style="background-color: green; color: white; padding: 2px;">(GREEN)</div> </div>
Page 71 1. Accelerating the Growth Agenda.	Housing: a) Number of Housing Completions	Higher	427 (2017/18)	550 housing completions	422 completions in Q1 and Q2 (GREEN)	334 Completions in Q3 and Q4 756 Cumulative Total for 18/19 (incl. new build, conversions, empties and net of demolitions) (GREEN)


Housing: b) Number of empty properties brought back into use	Higher		200 empty properties brought back into use	148 empty properties brought back into use in Q1 and Q2 (GREEN)	123 empty properties brought back into use in Q3 and Q4 271 Cumulative Total for 2018/19 (all figures based on long-term empties) (GREEN)
Sq. m of commercial floorspace developed	Higher		10,000 Sq.m	4,753 Sq.m from Apr 18 – Sep18 (GREEN)	4,965 Sq.m from Oct 18 – Mar 19 9,718 Sq.m Cumulative Total for 18/19 (GREEN)
Town centre vitality: a) Vacancy rates in Blackburn town centre	Lower	Baseline: Blackburn 21.0% (12/13)	Blackburn 17%	Blackburn 16.95% (AMBER)	Blackburn 18% (AMBER)
Town centre vitality: b) Vacancy rates in Darwen town centre	Lower	Baseline: Darwen 16.6% (12/13)	Darwen 11%	Darwen 10.3% (GREEN)	Darwen 10.7% (GREEN)
Evening economy: a) Blackburn town centre	Higher		Blackburn 4 new openings	Blackburn 3 (GREEN)	Blackburn 1 Cumulative: 4 (GREEN)

	Evening economy: b) Darwen town centre	Higher		Darwen 2 new openings	Darwen 1 (AMBER)	Darwen 2 Cumulative: 3 (GREEN)
2. Delivering the capital projects - Securing the outcomes from capital investment	Development and completion of Transport Capital projects: <ul style="list-style-type: none">Local Transport Plan (LTP)Department for Transport – National Productivity Investment Fund (DfT NPIF)Local Growth Deal	Delivery on time and to budget	Annual spend	2018/19 DfT, LTP and Capital Programme. Total funding = £8.896m	LTP spend currently stands at £3.123m at the end of 2018/19 Q2. (AMBER)	LTP end of year spend @ £9.270m. 100% spend achieved at the end of 2018/19 Q4. (GREEN)
	Darwen Market Square	Delivery	Programme delivery	On site July 2018. Completion end January 2019	On Site July 2018 (AMBER)	Completion due end of May 2019 (AMBER)
	Blakey Moor Townscape Heritage Project (Year 2)	Delivery	New measure 2018/19	Public realm on site October 2019. Completion March 2019. 3 property grants awarded March 2019. Vacant possession of Blakey Moor Terrace October 2018.	1 property grant awarded to 35 Northgate. Last tenant remaining in Blakey Moor Terrace. Vacant possession expected by end of 2018	Public realm on site. 35 Northgate works complete end of April 2019. Grants awarded to 48, 50 Northgate planning are in for approval. 29 Northgate & Lord Street West schemes being worked up for planning. Vacant possession expected of Blakey Moor Terrace in 2019.

					(AMBER)	(AMBER)
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 – 2 year rolling period)	80%	100% (GREEN)	Qtr 3 = 100% Qtr 4 = 100% Cumulative: 100% (GREEN)
	Monitoring against national planning performance targets 2018: b) Non-major projects decided in 8 weeks	Higher	Baseline: 68% (14/16 – 2 year rolling period)	90%	97% (GREEN)	Qtr 3 = 97% Qtr 4 = 93% Cumulative: 96% (GREEN)
	Appeals: a) Major applications allowed preceding 2 years	Lower	Baseline: 0% (14/16 – 2 year rolling period)	2%	No major applications subject to appeal (GREEN)	No major applications subject to appeal (GREEN)
	Appeals: b) Non-major applications allowed preceding 2 years	Lower	Baseline: 1.43% (14/16 – 2 year rolling period)	2%	0.97% (GREEN)	Qtr 3 = 0.56% Qtr 4 = 0.59% Cumulative: 0.77% (GREEN)
	To deliver whole network inspections. All named roads: Measure routine inspections of all adopted roads within the inspection frequency	Higher		>95%	100% (GREEN)	100% (GREEN)


	Response to dangerous structures	Higher	100% (2017/18)	100% response within 24 hours	100% (GREEN)	100% (GREEN)
4. Local jobs for local people.	Average weekly pay rating (Earnings by place of residence)	Higher	£460.20 (2017)	Increase on 2017 Average weekly pay rating	£460.20 (2017 Gross weekly pay – all full time workers) Latest available data (AMBER)	£453.20 (2018 Gross weekly pay – all full time workers) Latest available data (AMBER)
	Economic activity rate (% of working age people in employment and/or seeking employment)	Higher		70%	68.7% (Jul 17-Jun 18) Latest available data (AMBER)	70.7% (Jan 18-Dec18) Latest available data (GREEN)
	Apprenticeship starts: <ul style="list-style-type: none">• Age 19-24• 25+	Higher	New measure	Increase on 2017 Apprenticeship starts for Age 19-24 & 25+	Age 19-24: 250 Age 25+: 330 (Aug 17 to Apr 18) Latest available data (AMBER)	Age 19-24: 250 Age 25+: 330 (Aug 17 to Apr 18) Latest available data (AMBER)
	% of residents with level 4 or above qualifications	Higher	28.9% (Jan 17 – Dec 17)	30%	28.9% (Jan 17 – Dec 17) Latest available data	29.3% (Jan 18 – Dec 18) Latest available data

					(AMBER)	(AMBER)
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<p>Environment Portfolio Councillor Jim Smith</p> 	<p>Performance measures</p>	<p>Good Performance is</p>	<p>Baseline</p>	<p>2018/2019 target</p>	<p>Half year performance and rating (Q1 & Q2 Apr to Sept 18)</p>	<p>Year-end performance and rating (Q3 & Q4 Oct 18 to Mar 19 & Cumulative for 18/19)</p> <div style="text-align: center;"> (RED) (AMBER) (GREEN) </div>
<p>1. Improving the appearance of the borough and maintaining service standards</p>	<p>Number of Your Call clean up events held.</p>	<p>Higher</p>	<p>2016/17: Events : 144 Volunteers : 2,759</p>	<p>10 events per month April to September (60 events), 4 per month October to March (24 events). Culminating in 3,000 volunteers</p>	<p>80 events, 1,328 volunteers Plus support to 450+ volunteers & 2 Facebook groups (Keep Blackburn Tidy & Keep Darwen Tidy) (AMBER)</p>	<p>110 events, 2,063 volunteers, plus support to 700+ volunteers & 2 Facebook groups (Keep Blackburn Tidy & Keep Darwen Tidy) (AMBER)</p>
<p>2. Reducing fly tipping, landfill waste and maximising recycling.</p>	<p>Reduce the amount of waste going to landfill.</p>	<p>Lower</p>	<p>2016/17 : 7,596 tonnes</p>	<p>7,700 tonnes</p>	<p>Q1 & Q2: 12,968 tonnes</p>	<p>Q3 & Q4: 9,652 Tonnes Cumulative 2018/19:</p>

					(RED)	22,620 Tonnes (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	18 camera locations in first 6 months (GREEN)	Q3 & Q4: 18 camera locations Cumulative 2018/19: 36 camera locations (GREEN)
	Quantity of illicit tobacco seized.	Higher	≥ 6000 cigarettes and / or 4.6kg tobacco	≥ 6000 cigarettes and / or 4.6kg tobacco	460 cigarettes 2.65kg tobacco 348 packs of chewing tobacco (GREEN)	80,800 cigarettes 3.9kg tobacco 3.65kg of chewing tobacco (GREEN)
	% of alcohol retailers compliant with licensing conditions.	Higher		≥95%	98.5% (GREEN)	99% (GREEN)
	% of food businesses achieving 3 Star and above rating on the National Food Hygiene Rating Scheme.	Higher		≥90%	91.7% (GREEN)	91.7% (GREEN)
	We will continue to commit resources to shisha enforcement: • Number of formal interventions for smoking in enclosed premises (related to shisha).	Higher		≥4	1 (AMBER)	4 (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)
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Leisure & Culture Portfolio Councillor Damian Talbot 	Performance measures	Good Performance is	Baseline	2018/2019 target	Half year performance and rating (Q1 & Q2 Apr to Sept 18)	Year-end performance and rating (Q3 & Q4 Oct 18 to Mar 19 & Cumulative for 18/19) (RED) (AMBER) (GREEN)
Page 28 Increasing the participation and engagement of young people.	Number of junior visits generated through CLS&YP services <i>* Revised figure</i>	Higher		330,400 junior visits	Q1 & Q2 LIS: 17,100* Leisure: 109,874 Venues: 4,144 Arts: 1,200 Heritage: 3,495 Q1 & Q2 Cumulative: 135,913* junior visits (GREEN)	Q3 & Q4 LIS: 21,613 Leisure: 70,506 Venues: 24,250 Arts: 612 Heritage: 8,317 Q3 & Q4 Cumulative: 125,298 junior visits 2018/19 Cumulative: 261,211 junior visits (AMBER)

2. Providing opportunities for people to be active and make healthy lifestyle choices.	Number of volunteer hours supporting Culture and Leisure services delivery	Higher		24,670 volunteer hours	Q1 & Q2 LIS: 6,426 Leisure: 2,461 Venues: 89.50 Arts & Heritage: 5,598 Q1 & Q2 Cumulative: 14,574.5 volunteer hours	Q3 & Q4 LIS: 7,360 Leisure: 2,339 Venues: 276 Arts & Heritage: 10,317 Q3 & Q4 Cumulative: 20,292 volunteer hours Year Total 34,866.5
	Number of Leisure attendances (including pitches) <i>* Revised figure</i>	Higher		1,055,754 attendances	Q1 & Q2 517,505* attendances	Q3 & Q4 399,178 attendances 2018/19 Cumulative: 916,683
	Number of contacts and referrals to health and wellbeing hub	Higher		4,866 contacts & referrals	Q1 & Q2 4,270 contacts and referrals to health and wellbeing hub	Q3 & Q4 4,650 contacts and referrals to health and wellbeing hub 2018/19 Cumulative: 8,920
					(GREEN)	(GREEN)
					(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		132,000 attendances	KGH 34,816 DLT 6,038 TOTAL 40,854 attendances (RED)	KGH 69,838 DLT 11,869 Cumulative 2018/19: 122,561 attendances (AMBER)
	Number of art organisations and programmes supported	Higher		30 art organisations & programmes supported	Q1 & Q2 21 Art organisations and programmes supported (GREEN)	Q3 & Q4 24 Art organisations and programmes supported 2018/19 Cumulative: 45 (GREEN)
	Number of LIS cultural and self-directed learning events and activities	Higher		800 events & activities	Q1 & Q2 412 events & activities (GREEN)	Q3 & Q4 454 events & activities 2018/19 Cumulative: 866 (GREEN)
	Number of cultural events and activities across arts and heritage services	Higher		150 cultural events & activities	Q1 & Q2 LIS: 8 Arts & Heritage: 72 Cumulative:	Q3 & Q4 LIS: 11 Arts & Heritage: 91 Cumulative: 102 cultural events


					80 cultural events and activities across arts and heritage services	and activities across arts and heritage services
					(GREEN)	2018/19 Cumulative: 182 (GREEN)

<p>Neighbourhoods & Prevention Services Portfolio Councillor Shaukat Hussain</p>  <p>Page 81</p>	Performance measures	Good Performance is	Baseline	2018/2019 target	Half year performance and rating (Q1 & Q2 Apr to Sept 18)	Year-end performance and rating (Q3 & Q4 Oct 18 to Mar 19 & Cumulative for 18/19)
1. Improving the quality of housing.	Reduction in number of privately run HMO bed spaces	Higher		20	Q1 & Q2: 5 HMO bed spaces (AMBER)	<div style="text-align: center;"> (RED) (AMBER) (GREEN) </div> Q3 & Q4: 1 HMO bed space Cumulative 2018/19: 6 HMO bed spaces (RED)


	HMOs subject to enforcement	Higher		26 HMOs	Q1 & Q2: 24 HMO's	Q3 & Q4: 11 HMO's Cumulative 2018/19: 35 HMO's (GREEN)
	Properties licensed and inspected in Selective Licensing areas	Higher		300 licences 200 inspected	Q1 & Q2: 242 licences issued 75 inspected	Q3 & Q4: 128 licences issued 69 inspected Cumulative 2018/19: 370 licences issued 144 inspected (AMBER)
	Increasing the number of private sector homes that have hazards (category 1 & 2) removed	Higher		295 category 1 & 2 hazards removed	Q1 & Q2: 187 category 1 & 2 hazards removed	Q3 & Q4: 184 category 1 & 2 hazards removed Cumulative 2018/19: 371 category 1 & 2 hazards removed (GREEN)

2. Demand management and prevention.	Households prevented from becoming homeless	Higher		350	Q1 & Q2: 209	Q3 & Q4: 290
						Cumulative 2018/19: 499
					(GREEN)	(GREEN)
	Number of people who have had their homelessness relieved	Higher		220	Q1 & Q2: 90	Q3 & Q4: 35
					Cumulative 2018/19: 125	
					(AMBER)	(AMBER)
Number of people engaged in capacity building activities	Higher		3,600 people engaged in capacity building events	Q1 & Q2: 4,192 people attending capacity building activities	Q3 & Q4: 5,093 people engaged in capacity building activities	
					Cumulative 2018/19: 9,285 people engaged in capacity building activities	
					(GREEN)	(GREEN)
Number of Your Call Volunteer hours	Higher		6,400 hours	Q1 & Q2: 9,591 hours	Q3 & Q4: 10,086 hours	
					Cumulative 2018/19:	

					(GREEN)	19,677 hours (GREEN)
3. Community Safety / Lifelong Learning	Total crime figures <i>* Revised figure</i>	Lower	14,338 (2017/18)	Reduce total crime: within +/-10% of the 2016/17	10,290* +43% (RED)	20,580 +43% (RED)
	Number of people on skills programmes	Higher		2,679 people on skills programmes	193 (AMBER)	1,636 people on skills programme up to end of March 2019 (Adult Learning contract runs from August 2018 to July 2019) (AMBER)
	Number of people achieving a qualification	Higher		700 people achieving a qualification	Q1 & Q2: 326 (AMBER)	Q2 & Q3: 315 Cumulative 2018/19: 641 (AMBER)
	Number of people supported through National Careers Service Contract into higher level skills or employment.	Higher		1,200 people supported	1,445 (GREEN)	2,889 Cumulative (GREEN)

<p>Adult Social Care Portfolio Councillor Brian Taylor</p> 	<p>Performance measures</p>	<p>Good Performance is</p>	<p>Baseline</p>	<p>2018/2019 target</p>	<p>Half year performance and rating</p> <p>(Q1 & Q2 Apr to Sept 18)</p>	<p>Year-end performance and rating</p> <p>(Q3 & Q4 Oct 18 to Mar 19 & Cumulative for 18/19)</p> <div style="text-align: center;"> (RED) (AMBER) (GREEN) </div>
<p>Overarching Priority: To fulfil the council’s statutory and regulatory duties to improve and protect the health and wellbeing of the population through innovation and engagement</p>						
<p>1. Safeguarding vulnerable adults and developing the Service User voice.</p>	<p>‘Percentage of individuals with a safeguarding concern that proceeded to a section 42 enquiry’. Measure SGA3 in the new Safeguarding Adults Collection (SAC). <i>(Monitored on number of people)</i></p>	<p>Within a range</p>	<p>49.9% (572/1,146) people (2016/17)</p>	<p>Within the range of 45-55%</p>	<p>46.1% (260/564) (GREEN)</p>	<p>Data available June 2019</p>
	<p>User experience and user voice: to <u>achieve</u> ‘silver status’ in Making Safeguarding Personal (MSP) by March 2019.</p>	<p>Achieve</p>		<p>Extend Silver Status - User experience and user voice</p>	<p>(GREEN)</p>	<p>(GREEN)</p>
<p>2. Managing demand and budget pressures through prevention, early intervention and self-help.</p>	<p>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></p>	<p>Lower</p>	<p>838.9 per 100,000 pop 65+ (2016/17)</p>	<p>Lower than 2017/18</p>	<p>460.3 per 100,000 pop 65+ (Cumulative figure) (GREEN)</p>	<p>930 per 100,000 pop 65+ (Cumulative figure) (RED)</p>


	<p>Demand Management Tracker:</p> <ul style="list-style-type: none"> % of total contacts signposted to alternative sources of support. 	Higher	2017/18 baseline year	35%	49% (GREEN)	45% (GREEN)
3. Integration and partnership working with key partners across the public and voluntary sectors.	Delayed transfers of care (DTOC) from hospital that are attributable to adult social care, per 100,000 population. (Ascof 2C2)	Lower	4.56 days per 100,000 population (2017/18)	2.62 days per 100,000 population	4.7 days per 100,000 population (AMBER)	4 days per 100,000 population (AMBER)
	Number of referrals from the Social Work Teams that have been supported by volunteers	Higher	17 (2017-18)	Increase on 2017/18	Q1 & Q2: 6 (GREEN)	Q3 & Q4: 10 Cumulative 2018/19: 16 (AMBER)
	Number of referrals from the Social Work Teams to the Neighbourhood Service for Community Connectors	Higher	46 (2017-18)	Increase on 2017/18	Q1 & Q2: 45 (GREEN)	Q3 & Q4: 61 Cumulative 2018/19: 106 (GREEN)

Health Portfolio Councillor Brian Taylor 	Performance measures	Good Performance is	Baseline	2018/2019 target	Half year performance and rating (Q1 & Q2 Apr to Sept 18)	Year-end performance and rating (Q3 & Q4 Oct 18 to Mar 19 & Cumulative for 18/19) <div style="text-align: center;"> (RED) (AMBER) (GREEN) </div>
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Overarching Priority: Providing the best services possible to fulfil the council’s statutory and regulatory duties towards the borough’s children, young people and their families.

1. Help residents to live longer and healthier lives. Page 87	a) Reduce differences in life expectancy between BwD and the national average year on year.	Lower	Baseline year 2008-10	7% reduction in local life expectancy gap on the 2008-10 baseline	New annual data will be released in Q3. (AMBER)	4.5% males -22.4% females (RED)
	b) Increase BwD citizen life expectancy year on year.	Higher	Baseline year 2008-10	0.7 year increase in average local life expectancy on 2008-10 baseline	New annual data will be released in Q3. (AMBER)	1.3yrs males 0.2yrs females (AMBER)
2. Improve life chances for residents by offering improved and joined up health and wellbeing services.	a) Reduce smoking in adults	Lower	Baseline year 2017 – adult smoking prevalence 16.7%	Adult smoking prevalence 16%	(AMBER)	New annual data for 2018 will be published in July 2019
	b) Better outcomes in Successful drug treatment: Proportion of all in treatment, who successfully completed treatment and did not re-present within	Higher	2017/18 25.2% (End of Jan 2018)	All Adults - 24%	End of Aug 2018 24.6%	End of Dec 2018 21.0%

	6 months.				(GREEN)	(AMBER)
3. Effectively manage public sector demand and put more resources into preventative services.	a) To implement the Prevention at Scale – Making Every Contact Count Healthy Heart across neighbourhoods within Blackburn with Darwen	Monitor progress	New initiative	By end March 2019 - GP practices in all 4 localities are participating in Phase 1 – Valuing NHS Health Checks	(GREEN)	(GREEN)
	b) To review the Council’s Health and Wellbeing investment across the council in line with public health outcomes (SDoH)	Monitor progress	Position of financial allocation and outcomes 17/18	To develop a 2-year plan to grow a ‘Public Health Council’ Offer, delivered from the Public Health Grant, ensuring a shift to Primary Prevention	(GREEN)	(GREEN)

<u>Children's Services,</u> <u>Young People &</u> <u>Education Portfolio</u> Councillor Maureen Bateson 	Performance measures	Good Performance is	Baseline	2018/2019 target	Half year performance and rating (Q1 & Q2 Apr to Sept 18)	Year-end performance and rating (Q3 & Q4 Oct 18 to Mar 19 & Cumulative for 18/19) <div style="text-align: center;"> (RED) (AMBER) (GREEN) </div>
Overarching Priority: Providing the best services possible to fulfil the council's statutory and regulatory duties towards the borough's children, young people and their families.						
1. Work effectively with partners to safeguard children and young people including those vulnerable to exploitation, radicalisation or offending.	Youth Offending: a) First time entrants to the youth justice system (rate per 100,000 – rolling 12 months)	Lower	246 per 100,000 (Apr 15 – Mar 16)	Beneath the regional and national average	175 per 100,000 (April 17 – March 18) (GREEN)	180 per 100,000 (October 17 – September 18) (GREEN)
	Youth Offending: b) Proven rate of Re-offending by Young Offenders	Lower	33.3% - 9 out of 27 young people reoffended (Jul 14 - Sept 14)	Beneath the regional and national average	41.2% - 7 out of 17 young people reoffended (July 16 – September 16) (GREEN)	46.2% - 12 out of 26 young people reoffended (January 17 – March 17) (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)	400-500	605 (AMBER)	664 (AMBER)

	Exploitation measure: Proportion of young people worked with by Engage where risk is successfully reduced	Higher	75% (2016/17)	90%	95% (GREEN)	93% (GREEN)
2. Intervene early at the right time to avoid costly intervention wherever possible, including supporting those children with additional needs.	Increase the number of families receiving help through the CAF process and Early Help offer to reduce number of child in need cases open to social care	Within a band	250	500+	630 (GREEN)	734 (GREEN)
	Number of commissioned residential placements for Looked After Children as a total of all Looked After Children placements.	Maintain	15 (Oct 2015)	15-25	27 (RED)	29 (RED)
	% of children offered a package of care at Apple Trees within 28 days of the referral panel decision being made	Higher	100% (2016/17)	100%	100% (GREEN)	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 (79)	118 (GREEN)	168 (Cumulative) (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)	435 (AMBER)	427 (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)	165 (AMBER)	166 (AMBER)
	% 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 2018/19	68% (107 of 158 C&YP included in the	55% (91 of 166 C&YP included in the

					measure) (GREEN)	measure) (AMBER)
4. Increasing the participation and engagement of young people.	Number of cases managed by the Targeted Youth Support Team	Higher		100 cases managed	115 (GREEN)	102 (GREEN)
	% of children & young people who have improved outcomes following Targeted Youth Support intervention	Higher		Baseline Year	Cases stepped down Sept 18 5.20%	Cases stepped down Oct 18 – Mar 19 56%
	No of children & young people accessing respite activities <i>via Young Peoples Service</i> .	Higher	Baseline Year 2017/18 134	Maintain Baseline 134	127 (GREEN)	139 (GREEN)
5. 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 2018/19	Provisional 2018 Results: Reading -0.34 Writing -1.16 Maths +0.32	2018 Results: Reading -0.34 Writing -1.16 Maths +0.32 National: Reading -1.40 Writing -2.20 Maths – 1.40 (GREEN)
	Average Progress 8 score at GCSE for students with identified SEN	Higher	2016/17: -0.34	Achieve at or above national average for 2018/19	Results for 2018 not available at this point in the year	2018 results BwD -0.39 National -0.61 (GREEN)
6. Continue to work with schools and develop local	% of learners attending schools judged good or better by Ofsted	Higher	85% (2015/16)	Achieve at or above national average for	76% National (85%), NW	81% National (85%)

partnerships to improve learning, training and employment outcomes for children and young people.				2018/19	(83%) (RED)	NW (83%) (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) Dec 16 -Feb 17 counting period	Achieve at or below national average for 2018/19	Apr-Aug 2018 NEET Average: 3.5% Not Known: 2.5% Combined: 6.0% (NW combined: 8.0% England combined: 7.5%) (GREEN)	Sept 18 –Jan 19 NEET Average: 2.7% Not Known: 4.6% Combined: 7.3% (NW combined: 12.4% England combined: 13.1%) (GREEN)
	Increase apprenticeship take up: Under 19 apprenticeship starts *Students in academic years 12 and 13 are tracked and reported to the DfE. This will include young people between the ages of 16 and 18.	Higher	2017/18 final figures available Nov 18.	Increase on 2017/18	Q1 & Q2 2018/19 Apr-Aug 2018: An average of 278 (7.3% of cohort*) were engaged in an apprenticeship (GREEN)	Q1 & Q2 2018/19 Sept – Jan 2019 Over the above 5 months an average of 200 (5.1% of cohort*) were engaged in an apprenticeship (AMBER)
	% of care leavers aged 19, 20 & 21 in Education, Employment or Training (EET)	Higher		Achieve at or above national average for 2018/19	52% (GREEN)	47% (GREEN)
7. Continue to narrow the gap in academic attainment for children from our	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	Provisional 2018 result:	BwD: R/W/M 53%

more vulnerable groups by removing barriers to success.				average for 2018/19	52.6%	Reading 65.4 Writing 66.4 Maths 69.4 National: R/W/M 51% Reading 64.3 Writing 67.5 Maths 63.9
					(GREEN)	(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, Physics, Biology, Chemistry, Science, Modern Foreign Languages	Higher	2016/17: -0.23	Achieve at or above national average for 2018/19	Results for 2018 not available at this point in the year	2018 Average Progress 8: BwD: -0.34 National: -0.44 (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 2018/19	Provisional 2018 result: 38% (GREEN)	2018 result: 42% (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 2018/19	Results for 2018 not available at this point in the year	2018: -1.40 National: -1.24 (AMBER)	

Appendix Two: Corporate Plan 2018/2019: Performance Report
Year-end (October 2018 to March 2019) Exception Reports

Resources:

- Achieve a breakeven or underspend against overall cash limit.
- Reduction in employee absence through sickness
- Information relating to RIDDOR

Environment:

- Reduce the amount of waste going to landfill

Neighbourhoods and Prevention Services:

- Reduction in number of privately run HMO bed spaces
- Total crime figures

Adults Social Care:

- Permanent admissions to residential and nursing care homes for older people (65 and over), per 100,000 population

Public Health

- Reduce differences in life expectancy between BwD and the national average year on year.

Children, Young People & Education:

- 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: Deliver a balanced budget year on year with the resources available.		
Performance Measure: Achieve a breakeven or underspend against overall cash limit.		Good performance is: Higher
Target: Overall 1% tolerance		Baseline:
Quarterly performance	Half year performance and RAG rating (AMBER)	Year-end performance and RAG rating 2.46% (RED)
<p>What is the reason for the performance? At the time of writing this exception report, the final accounts for 2018-19 are not yet closed but early indications are for an overspend of £2.805mill across the portfolio budgets, i.e. 2.46% of the total Qtr 4 provisional portfolio budgets. The reasons for the overspend have been documented and reported to the Executive Board in the quarterly Corporate Revenue Monitoring Reports during 2018/19; at this point in the closedown process, the key components of the overspend are:</p> <ul style="list-style-type: none"> • £1.4million overspend – Children, Young People and Education • £0.9million overspend – Environment • £0.5million overspend – Leisure and Culture <p>which are offset by the net over and underspends across the other portfolios. In addition to this, the total overspend has been reduced further, at a corporate</p>		

level, by the savings identified following the refinancing of one of our Private Finance Initiative (PFI) schemes.

What is the likely impact of continued performance? If the Portfolios overspend against their budgets, Council reserves will need to be utilised to address the gap. This is not sustainable in the longer term and would need to be addressed through the budget setting and the in-year monitoring processes.

What activities have been or are being put in place to address these issues? The budget strategy for 2019-22 was approved at Finance Council in February 2019 and presented a balanced budget for 2019/20. However, for the last 2 years of the strategy, it was clearly articulated in the report that given the lack of information provided by central government on the funding mechanism beyond 31st March 2020, (i.e. the date for the introduction of a new mechanism for Business Rates Retention together with the implementation of the outcome of the Fair Funding Review and the resulting funding distribution formula across all authorities), it is impossible to forecast income streams, and therefore to formulate service and expenditure plans, with any accuracy. For 2019/20 the key area of risk is Children’s Services with escalating demand for services and high costs in relation to complex cases.

Are there any decisions likely to be required of Executive Members in the future, in relation to this issue? Finance Council approves the budget for each financial year and the budget position for the Council is reported to Executive Board on a regular basis.

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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 days	Baseline:	9.24 previous year end
Quarterly performance	Half year performance and RAG rating 4.65 days (AMBER)	Year-end performance and RAG rating 8.81 days (RED)	

What is the reason for the performance? Overall direction is positive compared to 2016/17 (9.37 days), 2017/18 (9.24) and the support and proactive work will need to continue this year.

The Council continues to monitor closely the reasons for sickness absence across the different departments and takes action as appropriate.

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;

- Review MSK absences, are controls in place to support employees i.e. workstation assessments, are regular breaks being taken, are employees working

from laptops for more than 1 hours per day.

- Staff to ensure they are storing / heating their food correctly, handwashing is important to reduce the spread of Norovirus
- How is absence being managed? Have welfare reviews been carried out to review high levels of absence?
- Is flexible / agile working in place to address colds and / or stomach related issues where employees may be able to work from home?
- What support is being offered to those experiencing mental health related absences? Has regular contact been agreed? Is the EAP service being utilised?
- How is Long Term Absence being managed? What support is in place? Have welfare reviews been completed? Contact HR for advice.
- Managers must ensure that absences are reported as soon as employee is absent and closed off on date of return to work, as there may be a potential of over/under payment.

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.

Managers receive emails from HR, advising them of trends in absence, absences giving cause for concern and asking how absences are being managed to ensure a consistent management of absence throughout the Council. It is however essential that all managers adhere to the council's Improving attendance policy and provide absence information to HR in a timely manner. They must ensure they fulfil their responsibilities under the Improving attendance policy if the positive performance trend is to be maintained. HR consultants are available to support managers should they require assistance in managing employees who have absences that are a cause for concern.

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.

What is the likely impact of continued performance? A few sick days a year might not seem like too much of an issue to an employee, but when combined it has a huge impact on staff morale and engagement and in turn increase absence within that area and impact on service delivery. Two of the main reasons for absence (musculoskeletal and stress), if early intervention does not take place when these are the reasons it can lead onto long term sick absence and associated high staffing costs.

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

What activities have been or are being put in place to address these issues? The commitment to all employees' health and wellbeing is to foster and promote a

culture that increases awareness of ways to improve health, decreases high levels of stress, though monitoring the working environment, protecting employees where possible from workplace injury, offering job satisfaction and flexible working options and supporting employees through having in place, health and wellbeing medical, physical and mental health support and guidance available from a range of practitioners.

There have been a number of initiatives undertaken that have included:

- Part of the HR objectives is to continually review our policies and guidance in order to support Line managers with HR issues.
- 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 2018, the national Wellbeing week. The week was organised by the Council’s health, safety and wellbeing team in HR and the Council’s Wellbeing Service.
- Committed to changing employee perceptions and behaviours towards mental health.

Following on from the success of the 2017 and 2018 Health & Wellbeing weeks, there has been 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.

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

Portfolio: RESOURCES		
Priority: Developing the organisation and improving employee well-being.		
Performance Measure: Information relating to RIDDOR		Good performance is: Lower
Target: Annual update to be lower than previous year.		Baseline:
Quarterly performance	Half year performance and RAG rating Q1 & Q2: 9 RIDDOR (RED)	Year-end performance and RAG rating Q3 & Q4: 4 RIDDOR Cumulative 2018/19: 13 RIDDOR (RED)

What is the reason for the performance? In 2017/18 there were 8 RIDDORS. The 13 RIDDORS above were reportable due to either being a 7 day over injury or an injury which was classed as a 'specified injury' fracture/break.

There has been focus on the above RIDDORS to establish how they occurred and how they may be prevented. A lot of proactive work has been undertaken to address causes.

What is the likely impact of continued performance? The impact of the performance continuing may result in a visit from the HSE or we may see further RIDDORS occurring if action is not taken.

What activities have been or are being put in place to address these issues? The health, safety & wellbeing team have undertaken a programme of training across the Council, and bespoke training has been arranged for the Emergency Duty team (EDT).

Each of the RIDDORS has been or is currently being investigated and at the conclusion of each investigation recommendations and actions are being shared with management.

There continues to be training taking place for service staff. The health, safety and wellbeing team will also communicate the importance of near miss reporting to avoid accidents in the future.

All incidents of this nature are fully evaluated to ensure lessons are learnt.

Are there any decisions likely to be required of Executive Members in the future, in relation to this issue? The Executive Member for Resources is regularly briefed on the number of RIDDOR and the activities to manage RIDDOR are discussed at DMT meetings and at the Resources six monthly performance challenge meeting.

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: 7,700 tonnes		Baseline: 7,596 tonnes during 2016/17
Quarterly performance	Half year performance and RAG rating Q1 & Q2: 12,968 tonnes (RED)	Year-end performance and RAG rating Q3 & Q4: 9,652 tonnes Cumulative 2018/19: 22,620 tonnes (RED)

What is the reason for the performance? The amount of waste landfilled is a result of burgundy bin waste, fly tipped waste, bulky waste removals and waste going through the household waste recycling centres. The new treatment agreement with Suez, which started in April 2018, aimed to shred this material prior to

it being sent to energy from waste processing, thereby making it suitable for waste to energy and so divert away from landfill. Regrettably, the work on shredding the material initially and then finding suitable outlets was hampered by problems at the waste to energy facilities, with unexpected down time seeing tonnages landfilled instead of processed via energy from waste treatment. However, tonnage sent to energy from waste has increased over the year, meaning less has been sent to landfill.

Explanation against target - The year-end figure for waste sent to landfill is markedly higher than that of the historically developed target. The target was set when the Council had an agreement with Greater Manchester Waste Disposal Authority (GMWDA) for our waste to go to the energy from waste plant in Bolton, but that agreement ended in March 2018, due to the facility setting on fire and being unusable. As a result, a waste solution had to be sourced in line with procurement guidance, which sees the present arrangement and extension to an existing waste disposal contract the council has with Suez, to urgently allow for energy from waste to be a short term solution for some, but not all of the waste generated by the council.

Comparisons / trends - The trend this year cannot be compared to previous years, as the energy from waste solution is not available on the same terms as the GMWDA agreement

The policy of the council remains the same, in that landfill is to be avoided where possible, although the opportunity to provide a similar agreement to that with GMWDA is not possible, so a tendering exercise is due to commence to provide a landfill avoidance solution.

Service delivery: More waste is sent to landfill as there are no fixed contracts in place for the material to go to an energy from waste facility at present.

What is the likely impact of continued performance? There is limited direct impact on residents. However, the impact on the portfolio is an increase in cost, as landfill is some £7 per tonne more expensive than energy from waste disposal.

The performance was higher at year-end than the historically developed target due to the reasons mentioned above.

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

The council is due to embark on a tendering exercise in Q1 2019/20 for energy from waste treatment up to 2026. This will provide an alternative from landfill and has been market tested with companies in October and November 2018.

A further strategy is being developed to align the Council's waste treatment to avoid landfill to be tendered as one package, with Lancashire County Council (LCC), whose landfill contract runs until 2025, so the tender for Blackburn with Darwen Borough Council for up to 6 years will provide this solution. Additionally, there is a proposal to develop an energy from waste facility at Darwen, by Suez, that could provide a 20-year landfill avoidance solution.

The government has released a strategy in December 2018, stating their preference is for energy from waste for the future. This strategy also is intended to increase recycling rates.

Are there any decisions likely to be required of Executive Members in the future, in relation to this issue? The award of any tender for energy from waste will be an Exec Board decision.

There is a Waste Programme Board set up comprising of the Chief Executive, the Exec Member Resources, Exec Member Environment, the Director of Environment and Operations, plus the Head of Environment that is reviewing all waste related issues within the borough. There are also regular updates going to the Exec Member Environment on waste and recycling at SPT.

Discussion with Members will follow decisions determined by the Waste Programme Board, although suggestions for the introduction of a further recycling bin, to achieve the government's recent waste strategy aspirations that are at present out for national consultation has been discussed already and covered at a recent council Scrutiny meeting.

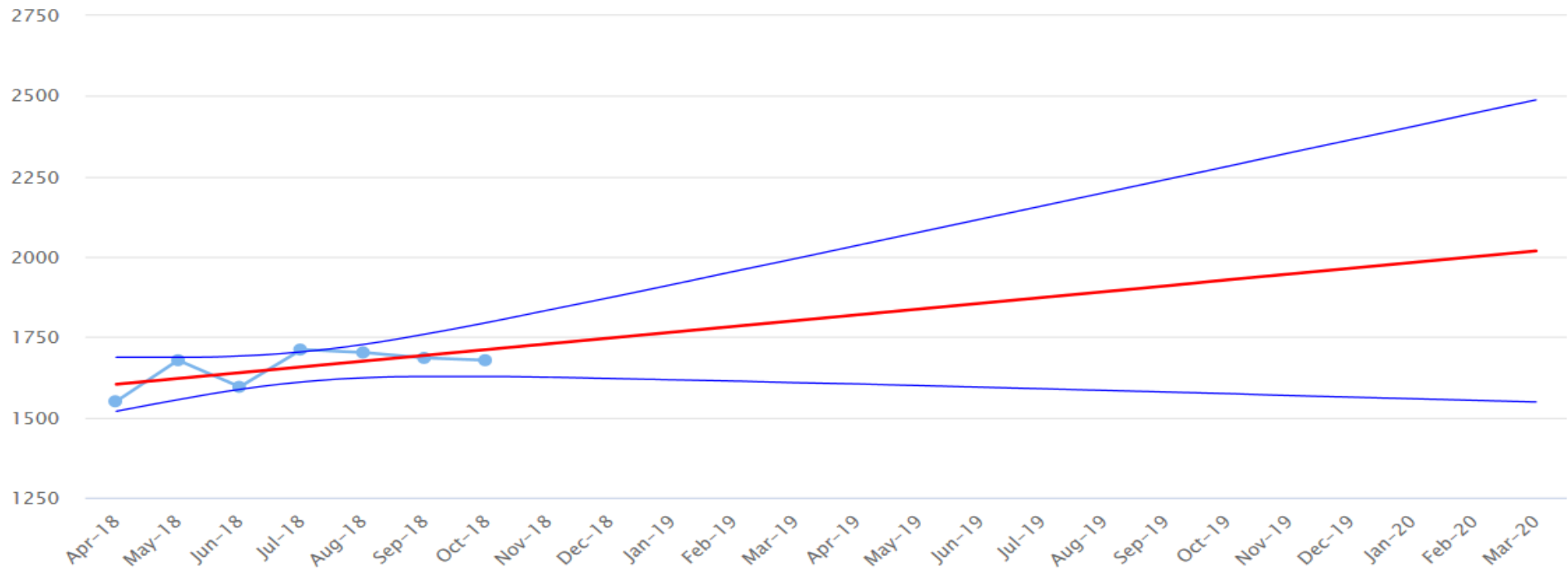
Portfolio: Neighbourhoods and Prevention		
Priority: Improving the Quality of Housing		
Performance Measure: Reduction in number of privately run HMO bed spaces		Good performance is: Higher
Target: 20 HMO bed spaces		Baseline: N/A
Quarterly performance	<p>Half year performance and RAG rating Q1 & Q2: 5 HMO bed spaces</p> <p>(AMBER)</p>	<p>Year-end performance and RAG rating Q3 & Q4: 1 HMO bed space</p> <p>Cumulative 2018/19: 6 HMO bed spaces (RED)</p>
<p>What is the reason for the performance? This performance measure assesses the number of unfit bed spaces which have been removed from privately run HMO's. generally speaking, Housing Standards Team can take action where it finds that an HMO is overcrowded, or where a room is found not be comply with legislation.</p> <p>Complaints relating to overcrowding or unfit premises are always acted on, and there has been no change in policy for dealing with these complaints. However, as HMO's are relatively regularly inspected, it is unusual now to identify rooms which are unfit or too small for occupancy during inspection visits (although it does occasionally happen). Therefore, the Team is increasingly reliant on receiving complaints from residents or intelligence from partners to direct it to check on a property. There has been no change to relationships with partner organisations, which are still strong, but information regarding unfit accommodation or overcrowded premises has slowed down in year.</p>		
<p>What is the likely impact of continued performance? The Housing Standards Team always acts on information relating to unfit accommodation and overcrowded properties, so there has been no reduction in service provision. It is simply the case that instances of overcrowding and unfit accommodation reported to the Team have reduced this year; where information has been supplied; it has been investigated but not led to offences being identified.</p>		
<p>What activities have been or are being put in place to address these issues? There have been no material changes to lines of communication between the Team and its partners in relation to the reporting of potentially hazardous accommodation, and there has been no change to the ways complainants can get in touch.</p>		

There is no realistic prospect of being able to self-generate leads on overcrowded properties other than ensuring that lines of communication are in place.

Are there any decisions likely to be required of Executive Members in the future, in relation to this issue? The Executive Member for Neighbourhoods and Prevention Services is regularly briefed and the activities to manage the number of privately run HMO bed spaces are discussed at DMT meetings and the six monthly year-end People performance challenge meeting.

Portfolio: Neighbourhoods & Prevention		
Priority: Maintaining Low Crime Levels		
Performance Measure: Total crime figures		Good performance is: Same or lower
Target: Within 10% of baseline year.		Baseline: 14,338 crimes recorded.
Quarterly performance	Half year performance and RAG rating	Year-end performance and RAG rating
<i>* Revised figure</i>	10,290*	20,580
	+43%	+43%
	(RED)	(RED)
What is the reason for the performance?		
Explanation of the performance measure – The Performance measure is the total number of crimes reported to the constabulary by residents, businesses and or visitors to the borough. This is an indicative figure at this stage as we are awaiting a fix for the MADE (Multi Agency Data Exchange) system. The figures above are based on trend analysis to November as detailed on the below chart.		
Explanation against target – The target is set at within plus or minus 5% of the 2017-18 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.		
Comparisons / trends compared to previous quarters, previous years – The below chart gives an overview of crime trends over the last 3 years. While individual crime categories can be affected by changes in recording practice which can and do occur, the overall number of crimes being reported is lesser affected, hence a good overall indicator of the actual levels of crime we can supplement with feedback from residents via local and national crime survey data.		
What the chart shows is an increasing volume of crimes being reported to the police at an increasing rate from an average of circa 800 crimes a month to over 1000; the rate of increase has moderated over the full year but has not improved. It is also worthy of note that both Anti-Social Behaviour, Crime and Road Safety are the predominant issues at the majority of community meetings, town centre and business engagement events and ward solutions meetings reflecting the impact on residents and businesses.		

Blackburn with Darwen, Total crimes



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Has policy, delivery changed - Policy has developed in many areas; the work around early action, vulnerable adults and transforming lives 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 2019-20 i.e. remaining around the 20,000 crimes per annum.

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 2019-22 Community Safety Strategy. 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.

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Portfolio: Adult Social Care		
Priority: Managing demand and budget pressures through prevention, early intervention and self-help.		
Performance Measure: Permanent admissions to residential and nursing care homes for older people (65 and over), per 100,000 population		Good performance is: Lower
Target: Lower than 2017/18 (910 per 100,000 population)		Baseline: (2016/17): 838.9 per 100,000 pop 65+
Quarterly performance	Half year performance and RAG rating 460.3 per 100,000 pop 65+ (GREEN)	Year-end performance and RAG rating 930 per 100,000 pop 65+ (Cumulative figure) (RED)
What is the reason for the performance? The high use of residential care reflects both the complexity of need of our older adult population plus the ongoing limitations in housing stock. In quarters 1 & 2 there were 118 admissions, followed by 80 admissions in quarters 3 & 4. Therefore, with 198 admissions in the full year and a population of 21,291 for people aged 65+, gives 930 admissions per 100,000 population.		
What is the likely impact of continued performance? Continuing to address housing stock will help enable residents with more complex needs and multiple conditions to be supported within a range of settings.		

The current use of residential care is high compared to the regional and national average.

What activities have been or are being put in place to address these issues? BwD Adult Social Care continues to provide Reablement in reach, dedicated social work support, assistive technology and access to therapy services to maximise the opportunity for service users to return home. This is provided either following a period of short term care or to avoid admission altogether. Nursing care for people with dementia continues to be an area of increasing demand. Extra care schemes are in place for people with both frailty and dementia needs, with a new scheme being commissioned for 2020 which will further drive a reduction in admissions into long term placements. There is continual monitoring of all admissions to ensure that this is the optimum pathway given the level of need and risk the person experiences. This includes an analysis of those service users who have not been in receipt of community services prior to a residential placement. Without these interventions we anticipate the risk of a higher admission rate.

Are there any decisions likely to be required of Executive Members in the future, in relation to this issue? None.

Portfolio: Health & Adult Social Care		
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: Lower
Target: 7% reduction in local life expectancy gap on the 2008-10 baseline		Baseline: Baseline year 2008-10
Quarterly performance	Half year performance and RAG rating New annual data will be released in Q3. (AMBER)	Year-end performance and RAG rating 4.5% males -22.4% females (RED)
<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 Cambridge 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.</p> <p>Over the last two years, about 20% of Local Authorities have seen 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.</p>		

Locally we examined further the causes of the decline in old age mortality. We found that:

- Most of the ‘excess deaths’ are in those over 70 years
- There are no new diseases causing this decline – 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.

What activities have been or are being put in place to address these issues? Our plan to deal with this is focussed on the 4 Primary Care Neighbourhoods, 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.

Are there any decisions likely to be required of Executive Members in the future, in relation to this issue? No. The Executive Member for Health & Adult Social Care is regularly briefed on life expectancy and the activities put in place to address any issues. Life expectancy is also discussed at DMT meetings and at the People six monthly performance challenge meetings.

Portfolio: Children, Young People & Education

Priority: Intervene early at the right time to avoid costly intervention 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: Within a target range

Target: 15-25

Baseline: 15 (Oct 15)

Quarterly performance

Half year performance and rating

**27
(RED)**

Year-end performance and rating

**29
(RED)**

What is the reason for the performance? Of the 29 commissioned residential placements, 5 are for severely autistic children for whom there is no possible internal provision and one is a very costly secure placement. However, a piece of work as regards the costings of the placements versus considering creating in-house provision is to be scoped out. The remaining children and young people in residential placements have such levels of risk present in their lives that intensive residential support is the only appropriate option, often distant from the Borough.

Looked at over the past 18 months we have seen a significant recent growth in our use of residential placements, it needs to be noted that the proportion of children and young people in our care that are placed in residential provision is 9% which is beneath the national average of 12%.

The target range for performance possibly needs reconsidering in the light of 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 37 children and young people in children’s homes or residential schools. Therefore, this pressure reflects the norm in terms of the proportion in residential care.

The wider context around commissioned placements in the region is that there is insufficient capacity to meet the need for residential placements. It is anticipated that the authority can work towards dealing with those children who need to achieve early permanency outside of their immediate family at an early stage in order to support a decrease in some of our more complex children in adolescence – as a long term strategy.

However, at the present time there has been a rising demand and in more children with greater vulnerability and 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.

What is the likely impact of continued performance? Careful management of placements through weekly commissioning panel meetings to consider each individual young person is leading to prompt and effective care planning to avoid drift and delay.

The current average weekly cost of each commissioned residential placements is £3,622 which amounts to a total average cost of £105,038 per week, and the annualised cost would be £5.5m.

An analysis of the children within the commissioned placements indicates a mix of complex needs; foster care breakdowns in adolescence; an inability of in-house provision being able to meet need due to both limited numbers of beds and considering viable matching; the care plans determining a need for residential provision with a view to the young person moving on to a family setting or supported lodgings. The LA also currently has two young people in welfare secure accommodation at a cost of £6,250 as an average cost per week.

Our child looked after total population is currently 408 with 29 in commissioned residential placements – this amounts to 7.1% of our children looked after population.

The above is very much a national picture where there is a shortage of both foster care provision and residential provision which limits our choices of placements and matching and placement stability have to be given a high level of consideration. Therefore, investing in our in-house foster care provision is a high priority and prevention of placement breakdowns is also a high priority. Use of our adolescent support unit and our Revive service to divert young people on the edge of care from becoming looked after is an area which the LA values and is committed to maintaining and strengthening.

What activities have been or are being put in place to address these issues? Very tight monitoring of external residential placements is in place and this will continue - a weekly panel to discuss any placement changes, chaired by a Head of Service, with a quarterly review of all children in commissioned placements - chaired by the Director of Children's Services. Where required, children are also considered at our complex needs panel for joint funding as appropriate to include both education and health accountability, with work ongoing with the CCG to ensure effective joint commissioning arrangements are in place. One of our strategic commitments is in place to ensure prompt and robust care planning within PLO and care proceedings in order to achieve early legal permanency for those children who are able to remain within their families or, indeed be adopted. A dedicated permanence team has been created to undertake family and friends' assessments to support in achieving this. The adolescent support unit is able to provide support to foster carers and to those children at home, but on the edge of care. Intervention from this service is well-received and has a positive impact on maintaining home placements and foster placements. The Revive team also supports in this area.

A legal gateway panel is to be set up consisting of senior managers and legal representatives to ensure that decisions to initiate care proceedings are shared and common thresholds are agreed and maintained. A shared strategy around ensuring the right children enter care will be developed to ensure that our intervention is proportionate and that the impact of becoming looked after serves to safeguard and plan for each young person according to their assessed need.

Children and young people are placed in commissioned residential placements where there are no appropriate alternatives and where it is clearly the only means of meeting that child or young person's needs or managing the acute risks in that young person's life.

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.

EXECUTIVE BOARD DECISION



REPORT OF: Executive Member for Children, Young People and Education, Executive Member for Public Health and Wellbeing and Executive Member for Adult Services & Prevention

LEAD OFFICERS: Director of Adults and Prevention, Director of Children's Services, Director of Public Health & Wellbeing

DATE: 13 June 2019

PORTFOLIO/S AFFECTED: Adult Services & Prevention Children, Young People & Education, Public Health & Wellbeing

WARD/S AFFECTED: All

KEY DECISION: YES NO

SUBJECT: Voluntary, Community and Faith Sector Core Offer Contract

1. EXECUTIVE SUMMARY
To update the Executive Board on the current position regarding the procurement of a new Voluntary, Community and Faith Sector Core Offer and make recommendations for the new commission commencing 1 October 2019.

2. RECOMMENDATIONS

That the Executive Board:

1. Note the contents of the report of 7 May 2019 to the Blackburn with Darwen Clinical Commissioning Group's (CCG) Joint Commissioning Recommendations Group (JCRG) to go out to tender for new service provision from 1st October 2019.
2. Agree a 10% efficiency saving for Adult Social Care, Children and Young People, and CCG to be applied to the contributions to the current cost of the contract in line with the Council's budget recovery plans. Efficiencies will be shared proportionately across the funding providers for reinvestment or to take as savings.
3. Agree a £129,415 infrastructure support cost to be delivered in-house.
4. Note that the service offer would sit under the Director of Adults and Prevention, and be managed by the Head of Service Prevention, Learning and Neighbourhood Services as part of the wider prevention offer. Joint management and oversight of the contributions, delivery and outcomes by the Children's, Young People and Education Directorate, Public Health and Wellbeing Directorate and the CCG will ensure that statutory accountability and responsibilities are maintained.
5. Approve the procurement approach set out in the report and in the attached timetable
6. Agree to delegate authority to the Director for Adults and Prevention to enter into contract with

the successful tenderers. This to be done in consultation with the relevant Executive Members within the council

7. Notes the Director for Adults and Prevention shall consult the Blackburn with Darwen Clinical Commissioning Group in relation to the tender process and contract awards.

3. BACKGROUND

The Council and Blackburn with Darwen CCG jointly invested £1,258,033 in 2018/19 into this contract which is delivered by a number of voluntary, community and faith sector (VCFS) services. The services include: information advice and guidance, carers services; engaging vulnerable groups and emotional wellbeing services. The service offer is funded at varying levels from the CCG via the Better Care Fund, the Adult Social Care budget, Children's Services and the Public Health Grant.

Current Services under this contract include:

1. **Age UK - Age Well/Befriending:** *Befriending/buddying*
2. **Age UK - Here to Help:** *To improve resilience, wellbeing and self-care of residents with significant health and social care needs, supporting residents to stay out of statutory health and social care.*
3. **Care Network Helpdesk/Safe Trader Scheme:** *One point of access for support and advice in Blackburn Town Centre*
4. **YSYC / Care Network:** *One point of access for support and advice in Blackburn Town Centre.*
5. **CANW - Young Carer:** *To support young carers and their families*
6. **Child Action NW – MEAM (Making Every Adult Matter):** *MEAM will work with the most chaotic and excluded MALE adults in the Borough*
7. **Lancashire Women's Centre – MEAM (Same as above for FEMALES)**
8. **Lancashire Mind:** *To improve resilience, wellbeing and self-care of residents with significant health and social care needs, supporting residents to stay out of statutory health and social care.*
9. **Older People's Forum: acting as a voice for people over 50 – acting as a voice for people over 50 in the Borough.**
10. **CVS - Coordinated Substance Misuse:** *The Project will recruit, train and develop a bank of Recovery Support Volunteers to work in the Substance Misuse Sector*
11. **Newground - Engaging Vulnerable Young People:** *targeted interventions for young people in partnership with other agencies as part of an integrated neighbourhood team response to address the root cause of young people's behaviours.*
12. **East Lancs Deaf Society (ELDS):** *Mentoring, 1-1 support and advice and social activities for the Deaf and hearing impaired community*
13. **Bootstrap Enterprises:** *Development of specialist volunteers to support staff and clients to support accessing and maintaining employment.*
14. **Carers Service:** *To deliver information, advice and guidance to carers who live in Blackburn with Darwen, or (by arrangement) who care for someone who does.*
15. **FHWB Consortia:** *The Consortia manage the IAG service and co-ordinate all the reports, gathering of data and attend all reviews.*

Coordination and performance management is currently provided via a consortium based approach, funded via a small base cost, but augmented by a percentage financial contribution from each of the

commissions detailed above.

It should be noted that there are many other specific contracts and commissions in the borough that sit with the VCFS that are provided outside of this contract e.g. delivery of day services to older people which are outside the scope of this report. The commissions within this VCFS contract have been reviewed in the light of the new NHS long term plan and the Council's strategic priorities. The report outlines a new approach to service provision based on a review started in 2017.

The review has included:

- Service provider engagement
- Further understanding of health and social care needs within the wider Primary Care Neighbourhood developments
- Alignment of Council, CCG and NHS developing strategic priorities including social prescribing

A key recommendation from the review has been the need for greater transparency, coordination and a new overarching outcomes based performance management framework to ensure that delivery is targeted, makes a sustainable difference to individuals and families, reduces the demand on statutory services and provides value for money.

4. KEY ISSUES & RISKS

The overall aim of the new offer is to develop co-ordinated pathways to preventative services and self-care opportunities to enable people to stay happier and healthier in their own homes for longer. Importantly, the emerging support themes from the review which will form the basis of the contract, are all based around need and not structured by existing or historical service provision. That said, specific elements of support e.g. carers, information advice and guidance, mental health, support for older people, and supporting "hard to reach" and vulnerable adults and young people will still be delivered within the themes.

It is proposed that the funding for coordinated substance misuse provided by Public Health does not form part of this VCFS contract going forward, and instead is aligned to support services being developed as part of the Vulnerable People's Strategy.

The delivery of carers services will be redesigned to provide a distinct offer for young carers.

The Themes of the new contract will cover: Health and Wellbeing; Work and Money; Safety and Managing Risk and Carers. The themes will also form the 'lots' in the procurement process for which the sector can bid.

In terms of delivery, the model of provision consists of a tiered approach to supporting individuals and families. Approaches will include:

- Self-help, information and guidance, to support access to appropriate services
- Action planning for those facing multiple challenges – which includes support for people to develop their own tailor-made action plans and direct service provision where appropriate
- More sustained individual co-ordination and case management (in-house support)
- Coordination to ensure that the social prescribing pathway is robust and effective

Providers will be required to demonstrate their adoption of nationally recognised making every Adult Matter (MEAM) and Adverse Childhood Experiences (ACE) informed approaches.

Service providers will need to develop a joined up offer with wider health and social care services. This will enable more effective pathways, especially for hard to reach individuals, families and communities. In each themed area, bidders will need to demonstrate how they will add value to an integrated approach to support people with the help they need. All 'lots' will require bidders to

demonstrate how they will operate within an emerging Primary Care Neighbourhood model.

The proposed outcomes-based performance management framework will measure the impact of the commission against these areas of need. Commissioning outcomes as opposed to commissioning services will enable innovative practice, financial efficiencies and economies, reduction of duplication and identification of gaps which need to be addressed via future service development.

It is proposed to replace the current consortium arrangements with robust capacity within the council. Details of proposals to bring performance management in house were included in the report submitted to the JCRG on 7 May 2019 (Appendix 1) – including the integration of commissioned activity with the wider strategic direction of the Integrated Health and Care Partnership. This will give extra capacity to integrate the VCFS activity with wider strategic developments including Primary Care Neighbourhoods, the NHS Personalised Care model including social prescribing and community based support. Bringing programme management “in house” will also integrate VCFS activity with corporate delivery around prevention, health and wellbeing and support the sector to maximise outcomes and attract other complementary funding streams.

Following feedback from JCRG, agreement has been reached to provide £129,415 from the available budget for infrastructure. This will fund a strategic lead role, a performance and quality officer and engagement support. The function will be managed through the Head of Service Prevention, Learning and Neighbourhood Services as part of the wider prevention offer.

Whilst the arrangements provide a single strategic approach with VCFS investments that are aligned and integrated, the VCFS allocations emanating from the public health budget will need to remain managed and accountable to the Director of Public Health as this is a statutory requirement under the Public Health Grant. The JCRG will continue to provide a forum for joint decision-making in respect of the new contracts.

The shift of funding from consortium arrangements to the in-house coordination function will provide greater transparency, alignment and flexibility in responding to need at a neighbourhood level and integrate the delivery of social prescribing which is a key element of the new primary care contract.

Contracts will be issued for up to four years. The exact contract details will be developed as part of the specification with appropriate break clauses introduced to ensure performance and value for money is maintained.

Bids will be evaluated on a basis of 30% financial cost and 70% quality. The number of contracts issued per theme will be determined by the specifications that are being developed.

Efficiency savings have been identified and are required as part of the council’s agreed savings plans, however, the review has demonstrated that there is considerable scope to enhance rather than reduce the offer to vulnerable people in the Borough. Current and historic arrangements have led to inefficiencies through duplication of services outside of this contract, a lack of effective coordination and transparency, and an underdeveloped opportunity to support to grass roots organisations working in neighbourhoods.

Efficiencies identified on re-procurement will be available pro-rata to existing funding contributors for re-investment or to offset other cost pressures in service delivery.

5. POLICY IMPLICATIONS

There are no current policy implications changes and services have been operating in a Care Act compliant manner since 2014. Any mandatory policy change will be implemented during lifetime of this contract as and when required.

6. FINANCIAL IMPLICATIONS

The budget consists of funding from the Council, and the CCG via the Better Care Fund. In line with other Council efficiencies a 10% efficiency saving for Adult Social Care, Children and Young People, and CCG will be applied to their contribution to the current cost of the contract in line with the Council's agreed budget recovery plans.

The new budget available will be aligned to themes in terms of need identified through the JSNA and the council and CCG priorities. There has been some indicative allocations for each theme, however as the service specifications are developed for each lot, these may be slightly adjusted within the overall VCFS budget available to ensure efficient service delivery. Efficiencies identified on re-procurement will be available pro-rata to existing funding contributors for re-investment or to offset other cost pressures in service delivery.

The budget available for the new contract is shown in the table below:

VCFS Commissions 2018-19	Total across funders
Phase 1	£499,014
Phase 2	£546,538
Phase 3	£212,481
Total	£1,258,033
Less PH CVS Coordinated Substance Misuse (out of scope for new contract)	£42,800
Less PH grant reductions of 4% applied on Care Network contract only)	£3,200
Less 10% efficiency/savings	£100,267
Less proposed Infrastructure cost	£129,415
Total for commissioning contract from October 2019	£982,351

7. LEGAL IMPLICATIONS

The tender process will need to comply with the EU procurement rules and the Councils Contract and procurement procedure rules.

The Contract will be in a form approved by Legal Officers in the Council's legal team.

Application of the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) will need to be considered as part of the process including whether the in-house support results in a transfer to the Council.

8. RESOURCE IMPLICATIONS

This area of work will fall under the Head of Service Prevention, Learning and Neighbourhood Services and the in-house infrastructure described above.

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

A significant amount of consultation has been undertaken with both internal and external stakeholders/service providers. at events during 2018 and 2019. These events have included provider events and World Café style consultation. Service users have also been consulted as part of the quarterly and annually service monitoring during 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

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:	6
CONTACT OFFICER:	Mike Banks
DATE:	4 June 2019
BACKGROUND PAPER:	Appendix 1 Extract from JCRG Report: Voluntary, Community and Faith Sector Commission 7 May 2019 Appendix 2 VCFS Commission Timetable

Appendix 1

Extract

Joint Commissioning and Recommendations Group

7th May 2019

Voluntary, Community and Faith Sector Commission

1. Introduction

A review of the commission and analysis of need was included in the last report to JCRG on the 1st April 2019. This report is to update JCRG on the results of the Provider Engagement Event held in April and to make recommendations for the new commission commencing from the 1 October 2019. The report includes a review of the outcomes the commission will address, outlines the lots that will be tendered, and considers how to bring performance management “in house”. A project plan timeline and a draft budget are included in the Appendix.

2. Provider Engagement Event, 1 April 2019

2.1 The event was led by Sayyed Osman and 24 people attended representing 14 service providers. Sayyed gave a strategic overview of health and social care need in the Borough. The presentation also covered finite resources and increasing demand, the NHS Long Term Plan, the STP, the Integrated Health and Care Partnership, place based leadership, and social prescribing. Sayyed also emphasised the need for person centred, strength based care and to ensure the commission makes a sustainable difference to our communities. A copy of the presentation is included at Appendix 3.

2.2 Providers were consulted on the need to commission for outcomes, as opposed to services. The Commission’s key themes were discussed, including outcomes required and the dual approach for delivery through:

- self-help, information and guidance,
- action planning for people facing multiple challenges (support for people to develop their own tailor made action plans and direct service provision where appropriate).

Providers agreed with the outcomes and requested further clarity on how performance could be measured. There was agreement that specifications should not be too prescriptive in case innovation and creativity be stifled. It was suggested that the tender process enable providers by asking them to consider their own solutions to deliver outcomes – including collaborative working.

3. Outcomes and “Lots”

3.1 Outcomes to be commissioned will include:

- Improved mental health and wellbeing - including Children and Young People (CYP)
- Vulnerable CYP – better able to meet their aspirations (improving engagement and opportunities)
- Carers/young carers – enhanced quality of life
- People being able to connect with others in their own community and take part in activities

- Accessible services (including information advice and guidance) for vulnerable and disadvantaged people

The key themes for the commission will make up the “Lots” for the tender. These will be Health and Wellbeing, Work and Money and Safety and Managing Risk. Indicative budget allocations for each theme are included in the draft budget at Appendix 2.

4. Bringing performance management “in house”

- 4.1 Feedback from the provider engagement event confirmed the need to support VCFS providers in the collaborative development of an outcomes and performance management framework.
- 4.2 Details of proposals to bring performance management in house were included in the report submitted to JCRG in April – including the integration of commissioned activity with the wider strategic direction of the Integrated Health and Care Partnership. This will give extra capacity to integrate the VCFS activity with wider strategic developments including Primary Care Neighbourhoods, the NHS Personalised Care model including social prescribing and community based support. Bringing programme management “in house” will also integrate VCFS activity with corporate delivery around prevention, health and wellbeing and support the sector to maximise outcomes and other complementary funding streams.

Recommendations

JCRG members are asked to note the content of the report and approve:

- 7.1 the key themes and outcomes considered at the April Provider Engagement Event
- 7.2 the development of a programme to support VCFS providers in the collaborative development of an outcomes and performance management framework
- 7.3 investing £129,415 to deliver the outcomes and performance management framework, manage the programme and support the integration of commissioned activity with the wider strategic direction of the Integrated Health and Care Partnership
- 7.4 the indicative financial allocations for each theme area

VCFS Commission Timetable 2019

	Activity	Date
1	Engagement Event with Providers	9 April
2	Report to Joint Commissioning Recommendations Group	7 May
3	Post decision notice onto Forward Plan	8 May
4	Executive Board Report (13 June) submitted through Modern.Gov gateway	13 May
5	Tender Specifications Workshop (internal)	21 May
6	BwDBC Executive Board consider report	13 June
7	Tender Process Workshop for Providers	TBC
8	Submit Invitation to Tender on to Community Chest	WC 24 June
9	Evaluation Panels	WC 29 July
10	Allocation of contracts	August
11	New VCFS services operational	1 st October

EXECUTIVE BOARD DECISION



REPORT OF: Executive Member for Growth and Development

LEAD OFFICERS: Director of Environment and Operations

DATE: 13th June 2019

PORTFOLIO/S AFFECTED: Growth and Development

WARD/S AFFECTED: Billinge and Beardwood

KEY DECISION: YES NO

SUBJECT: Petition requesting the resurfacing of Hudson Close, Blackburn.

1. EXECUTIVE SUMMARY

A petition signed by 18 residents of 17 properties from a total of 21 properties on Hudson Close, Blackburn, has been submitted to the Council requesting that their road be resurfaced.

2. RECOMMENDATIONS

That the Executive Board:

- Notes the petition.
- Supports the Officers' recommendation that the request for resurfacing be refused but that a large patch repair be carried out to the area of worst condition.
- Request that Officers inform the Lead Petitioner of the decision.

3. BACKGROUND

Hudson Close is an adopted 142m long cul-de-sac off St Lawrence Avenue giving access to 21 homes. The residents believe that it has been over 30 years since the road was last resurfaced and "that only temporary, unsatisfactory, patched repairs have been carried out". They claim that the "road is hazardous for vehicles, especially after heavy rainfall (deep puddles) and dangerous for pedestrians because of the uneven nature of the road surface". The petition erroneously cites East Park Avenue as being resurfaced after five years, this road, which benefits St Mary's College and local shops, was surfaced dressed five years after it was resurfaced. Surface dressing is not suitable for Hudson Close.

In 2018 the Council commissioned a condition survey of its entire highway network, the results of which categorised carriageways and footways as follows:

Red	Grade 5	Structurally impaired
Amber	Grade 4	Functionally impaired
Yellow	Grade 3	Mid life
Green	Grade 2	Signs of surface wear
Blue	Grade 1	Free from defects

The footways of Hudson Close were shown as approximately 60% Blue and 40% Yellow whereas the carriageway was almost entirely classed as Red, i.e. structurally impaired.

In accordance with the Council's Safety Inspection Procedure for Highways this road is inspected annually and any defects which exceed the intervention levels are repaired. The table below identifies this repair history since 1st January 2015.

Year	Number of defects		
	Carriageway	Footway	Other
2015			1
2016	9		
2017	3	1	
2018	9		
Total	21	1	1

This defect history supports the results of the condition survey that the major issues lie with the carriageway with the footways generally being acceptable.

An individual resident wrote to the Council last August regarding the condition of the road and was informed that there were no plans to resurface the road. The Council response explained that resurfacing is prioritised across the Borough taking into account not only the condition of the road but also the volume of traffic using it and facilities, such as schools, hospitals & health centres that are accessed via it. Cul-de-sacs such as Hudson Close, which only provide access to a limited number of homes, are, therefore a lower priority for scarce resurfacing monies.

4. KEY ISSUES & RISKS

The previous long term plan for highway work, approved by the Executive Member for Regeneration and published on 3th February 2017 described the authority's approach and commitment to highway maintenance. Funding for capital highway maintenance is now in the region of £540,000 pa.

Present funding levels, both revenue and capital, effectively restrict consideration of only the Borough's major classified roads for the foreseeable future. It would be unrealistic to expect or anticipate routine, planned resurfacing of any side streets or cul-de-sacs in the foreseeable future. Unfortunately, the structural condition and visual appearance of these roads will continue to deteriorate, however the authority will continue to inspect them to ensure that safety defects are identified and repaired.

Notwithstanding the above, a visual inspection shows that the major area of concern on Hudson Close is an approximately 75 metre length of carriageway just over a metre wide along the southern side of the cul-de-sac. It is this area that has been the subject of safety defect repairs over the years. The condition of this area is such that it will continue to deteriorate more rapidly than the rest of the carriageway resulting in an increasing maintenance liability going forward.

Therefore, whilst it may not be realistic to resurface the entire carriageway of Hudson Close, officers recommend that a 'large patch' repair be carried out to this area at an estimated cost of £7,500.

5. POLICY IMPLICATIONS

None

6. FINANCIAL IMPLICATIONS

The proposed repair at an estimated cost of £7,500 be financed from the highway revenue budget. The capital maintenance budget is committed to the long term plan for highway work which effectively precludes resurfacing roads such as Hudson Close.

7. LEGAL IMPLICATIONS

The Council has a duty to maintain the adopted highway under the Highways Act 1980.

This is an ordinary petition as defined in the Council's constitution as being one signed by at least 6 people and submitted by people who live, work or study in the Borough. Part 7 of the Constitution outlines the possible mechanisms for petitions and this report and response is one such type of valid response.

8. RESOURCE IMPLICATIONS

None

9. EQUALITY AND HEALTH IMPLICATIONS

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

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

10. CONSULTATIONS

None

11. STATEMENT OF COMPLIANCE

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

12. DECLARATION OF INTEREST

All Declarations of Interest of any Executive Member consulted and note of any dispensation granted by the Chief Executive will be recorded in the Summary of Decisions published on the day following the meeting.

VERSION:	1
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CONTACT OFFICER:	George Bell
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DATE:	25 th April 2019
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BACKGROUND PAPER:	Petition
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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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

Document is Restricted