

Public Document Pack

Executive Board

Thursday, 9 December 2021

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**
Executive Board Minutes November 2021 **3 - 6**
3. **Declarations of Interest**
DECLARATIONS OF INTEREST FORM **7**
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 & Prevention

Children, Young People & Education

- | | | |
|-----|------------------------------------|---------|
| 8.1 | Teacher's Pay Policy | |
| | Pay Policy | 8 - 32 |
| | Appendix1 Payscales2021 | |
| | Appendix2 ProcessFlow | |
| | Appendix3 PayPolicy schools2021 | |
| 8.2 | Quarter 1 Fostering Report 2021/22 | |
| 9. | Fostering Qrr1 | |
| | Fostering Qrr1 | 33 - 54 |
| | Fostering Appendix 1 | |

Environmental Services

Public Health & Wellbeing

Digital & Customer Services

Growth & Development

- | | | |
|-----|---|---------|
| 9.1 | Climate Change Emergency Progress Report | |
| | EB_Climate Emergency Progress Report | 55 - 78 |
| | Appendix 1 for EB_Climate Emergency Progress Report | |

Finance & Governance

- | | | |
|-----|---|--|
| 10. | Corporate Issues | |
| 11. | Matters referred to the Executive Board | |

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

Date Published: Wednesday, 01 December 2021
Denise Park, Chief Executive

EXECUTIVE BOARD Thursday 11th November 2021

PRESENT

COUNCILLOR:

Councillor Mohammed Khan CBE
Councillor Julie Gunn
Councillor Vicky McGurk
Councillor Phil Riley
Councillor Damian Talbot
Councillor Quesir Mahmood

PORTFOLIO:

Leader of the Council
Children, Young People and Education
Finance and Governance
Growth and Development
Public Health and Wellbeing
Digital and Customer Services

EXECUTIVE MEMBER

Councillor John Slater

NON PORTFOLIO

Leader of the Conservative Group

ALL IN ATTENDANCE:

Zara Hyaat
Zainab Dassu
Muhammed Bapu

Youth MP
Deputy Youth MP
Deputy Youth MP

	Item	Action
1	<u>Welcome and Apologies</u> The Leader of the Council, Councillor Mohammed Khan, welcomed all to the meeting. Apologies were received from Councillors Jim Smith and Mustafa Desai.	
2	<u>Minutes of the Previous Meeting</u> The Minutes of the Meeting held on 14 th October 2021 were agreed as a correct record.	Agreed
3	<u>Declarations of Interest</u> There were no Declarations of Interest submitted.	
4	<u>Equality Implications</u> The Chair asked Members to confirm that they had considered and understood any Equality Impact Assessments associated with reports on the agenda ahead of making any decisions.	Confirmed
5	<u>Public Forum</u> No questions from members of the public had been received.	
6	<u>Questions by Non-Executive Members</u> No questions from Non-Executive Members had been received.	

	Item	Action
7	<p><u>Youth MPs Update</u></p> <p>The Youth MPs verbally reported on recent events and activities including :</p> <ul style="list-style-type: none"> • Attendance at the 100 year anniversary of King George's Hall celebration • Work with officers on concerns relating to Mental Health and also the PHSE curriculum and Sexual Harrassment • Attendance on Sunday at Corporation Park for Remembrance Sunday • Youth Forum Engagement • The Knife Angel statue and event • Work with Nightsafe • Continuing work relating to the Young Inspectors Programme <p>Executive Board Members reflected on the excellent ongoing work of the Youth MPs and Youth Forum.</p>	Noted
8	<p><u>Executive Member Reports.</u></p> <p><u>Leader's Update</u></p> <p>Councillor Khan verbally reported on the excellent turnout at the Armistice Day two minute silence earlier in the day in both Blackburn and Darwen, and also reflected on the importance of people taking up Covid vaccinations and booster jabs.</p> <p>In terms of an update for Adult Services & Prevention, the Leader noted the recent announcements relating to Covid jabs for Care Workers and NHS staff and also noted the recent handover of Albion Mill site by the Contractors.</p> <p><u>Children, Young People & Education</u></p> <p>Councillor Julie Gunn verbally reported that the Council was participating in an Ofsted pilot relating to SEND inspection methodology and also reflected on continuing good attendance figures across the Borough's schools.</p>	
8.1	<p><u>Eat Well, Move More, Shape-Up Strategy Refresh 2022-2025</u></p> <p>Members received a report and associated appendices, providing the Executive Board with an update on the refresh of the 'Eat Well Move More Shape Up Strategy 2017-2020' which had made significant progress in embedding the three key work streams of the strategy through the development of the Active BwD Network, Blackburn with Darwen's Food Resilience Alliance and the Healthy Weight Declaration. The strategy brought together key people and organisations with a shared purpose of getting Blackburn with Darwen moving more, eating well and aiming for a healthy weight.</p>	

	Item	Action
	<p>With the refresh of the strategy, there was now an opportunity to shift from a delivery focussed approach to a strategic approach, which advocated for sustainable change across the whole system.</p> <p>The eleven 'Guiding Principles' within the refreshed strategy gave a framework for this and encouraged an evidence based, intelligence led and community focussed way of working to improve the health and wellbeing of residents and to tackle health inequalities.</p> <p>The refreshed and rebranded 'Eat Well Move More' strategy would support the recovery from the COVID-19 pandemic and build on the opportunities presented during this time and the partnerships developed during the last 18 months and there was an ambition to embed Eat Well Move More guiding principles through the Borough's recovery plans.</p> <p>RESOLVED –</p> <p>That the Executive Board:</p> <ul style="list-style-type: none"> • Note the key issues and challenges related to access to good food and physical activity across Blackburn with Darwen and acknowledge the opportunities to support COVID recovery and tackle health inequalities. • Acknowledge and support the need for wider system change and cross sector leadership buy in and continue to champion the collaborative work already in place. • Approve the refreshed, three year 'Eat Well Move More' Strategy. 	<p>Noted</p> <p>Approved</p> <p>Approved</p>
8.2	<p><u>Transition to the Cloud</u></p> <p>A report was submitted which requested support for the funding required to deploy a Microsoft Azure Cloud Platform and Cloud backup solution which was needed to underpin the Council's new approach to Information Technology and Digital Strategy delivery.</p> <p>This investment would enable the Council to begin the process of replacing its ageing, inflexible, legacy systems and facilities with a next generation digital platform that will support the transformation of its public services, alleviating the current risks that the Council faced.</p> <p>Moving to a Cloud first model would allow staff and citizens to connect directly with services over the internet without reliance on BwD maintained datacentres or BwD broadband connections. Reliability and connection speed would therefore be improved, utilising the vast speed of Microsoft's network. This would also go a long way into helping troubleshoot end user issues whilst adopting the hybrid home/office working model.</p> <p style="text-align: center;">Page 5</p>	

	Item	Action
	<p>RESOLVED –</p> <p>That the Executive Board:</p> <ul style="list-style-type: none"> • Approves for inclusion in the Council's Capital Programme for 2021/22, a capital budget of £248k to fund the transition costs of moving to the cloud to be funded through prudential borrowing. • Approves the use of the digital transformation programme contingent revenue reserves of £447k to fund one off non-recurrent revenue expenditure to cover dual running costs and post transition assistance. 	<p>Approved</p> <p>Approved</p>

Signed at a meeting of the Board

on 9th December 2021

(being the ensuing meeting on the Board)

Chair of the meeting at which the Minutes were confirmed

DECLARATIONS OF INTEREST IN ITEMS ON THIS AGENDA

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

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

MEETING: EXECUTIVE BOARD

DATE: 9TH DECEMBER 2021

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, Young People and Education
LEAD OFFICERS:	Strategic Director of Children's & Education (DCS)
DATE:	Thursday, 9 December 2021

PORTFOLIO(S) AFFECTED:	Children, Young People and Education
WARD/S AFFECTED:	(All Wards);
KEY DECISION:	Y

SUBJECT:

EB Teacher's Pay Policy 2021-22

1. EXECUTIVE SUMMARY

The School Teacher's Pay and Conditions Document 2021 ("the STPCD") has been issued, and therefore Blackburn with Darwen Borough Council's Teachers' Pay Policy has been updated as required to implement the new STPCD. This policy (attached as Appendix 3) also includes the two other appendices attached to this paper (Appendix 1 is Payscales for 2021-22 and Appendix 2 is the Process Flowchart).

2. RECOMMENDATIONS

That the Executive Board approve the Teachers' Pay Policy for 2021-22

3. BACKGROUND

Maintained schools and Local Authorities must comply with the statutory requirements for teachers' pay and conditions set out in the STPCD annually, and must also have regard to the statutory guidance issued within the STPCD. The Local Authority and maintained schools in Blackburn with Darwen should adopt this updated policy which takes into account the 2021 STPCD. It is also commended to all other schools in the borough.

The STPCD 2021 makes provision for the September 2021 pay award, introduces an advisory pay point structure for the unqualified teacher pay range, and reflects the change to the hours and days teachers must be available to work in the 2021-22 academic year as a result of the additional Bank Holiday on Friday 3rd June 2021 to mark the Queen's Platinum Jubilee.

4. KEY ISSUES & RISKS

Failure to adopt the Teachers' Pay Policy 2021 could lead employers to breach the statutory requirements mandated by the STPCD 2021 and lead to school staff not be treated correctly in relation to the additional bank holiday that will occur in June 2022.

5. POLICY IMPLICATIONS

6. FINANCIAL IMPLICATIONS

The STPCD gives an increase of £250 for 3 scale points (on the unqualified teachers' pay scale) and the inclusion of an additional bank holiday for all school staff. As usual, staff who are not yet at the top of their respective scales may progress further up their pay scale or move to a higher pay scale as a result of pay decisions following this Appraisal round. The cost of the changes to the Pay Policy will be funded by Schools from within their own funding allocations.

7. LEGAL IMPLICATIONS

The STPCD 2021 has retrospective effect from 1st September 2021 in accordance with the School Teachers' Pay and Conditions (England) Order 2021. When pay decisions are made, any pay increases awarded to teachers will be backdated to 1st September 2021 (as noted in the STPCD). This STPCD has maintained the advisory pay points (introduced last year) for the main and upper pay scales and introduced them for the unqualified teachers' pay scale also.

In addition, the STPCD specifically amends the number of days/hours teachers are required to work in the 2021-22 academic year. This is to ensure that irrespective of when school take their half-term break during the summer term in 2022, teachers will still effectively receive the additional bank holiday which is due to occur in June 2022 to mark the Queen's Platinum Jubilee in 2022.

8. RESOURCE IMPLICATIONS

For those schools who purchase payroll services from Blackburn with Darwen Borough Council, any movement up pay scales following the 2021 appraisal round will be applied in January 2022 (following approval of this report by Executive Board) and backdated to 1st September 2021.

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

This policy has been approved by Trade Unions through the Schools' Policy Development Group Meeting (SPDG) and Local Joint Negotiating Consultative Committee (LJNCC) for Schools in autumn 2021 and is subject to adoption by Governing Bodies following Executive Board approval,

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:	Gillian Shaw, , gillian.shaw@blackburn.gov.uk
DATE:	3/11/21
BACKGROUND PAPER:	Appendix 1 – Payscales 2021-22 Appendix 2 – appeals process flowchart Appendix 3 – Blackburn with Darwen Teachers’ Pay Policy 2021

Appendix 1a – Pay Scales (Effective 1st September 2020)

Unqualified Teacher Pay Range

	2014	2015	2016	2017	2018	2019	2020	2021
	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.
Unqualified Teacher Point 1 (Minimum)	16136	16298	16461	16626	17208	17682	18169	18419
Unqualified Teacher Point 2	18013	18193	18376	18560	19210	19739	20282	20532
Unqualified Teacher Point 3	19889	20087	20289	20492	21210	21794	22394	22644
Unqualified Teacher Point 4	21766	21983	22204	22427	23212	23851	24507	24507
Unqualified Teacher Point 5	23644	23880	24120	24362	25215	25909	26622	26622
Unqualified Teacher Point 6 (Maximum)	25520	25776	26034	26295	27216	27965	28735	28735

Main Pay Range

	2014	2015	2016	2017	2018	2019	2020	2021
	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.
Main Reference Point 1 (Minimum)	22023	22244	22467	22917	23720	24373	25714	25714
Main Reference Point 2	23764	24001	24243	24728	25594	26298	27600	27600
Main Reference Point 3	25675	25931	26192	26716	27652	28413	29664	29664
Main Reference Point 4	27650	27926	28207	28772	29780	30599	31778	31778
Main Reference Point 5	29829	30127	30430	31039	32126	33010	34100	34100
Main Reference Point 6 (Maximum)	32187	32831	33160	33824	35008	35971	36961	36961

Upper Pay Range

	2014	2015	2016	2017	2018	2019	2020	2021
	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.
Upper Reference Point 1 (Minimum)	34869	35218	35571	35927	36646	37654	38690	38690
Upper Reference Point 2	36161	36522	36889	37258	38004	39050	40124	40124
Upper Reference Point 3 (Maximum)	37496	37871	38250	38633	39406	40490	41604	41604

Teaching and Learning Responsibility Payments

	2014	2015	2016	2017	2018	2019	2020	2021
	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.
Fixed Term TLR 3 (Minimum)	511	517	523	529	540	555	571	571
Fixed Term TLR 3 (Maximum)	2551	2577	2603	2630	2683	2757	2833	2833
TLR 2 A (Minimum)*	2587	2613	2640	2667	2720	2796	2873	2873
TLR 2 C (Maximum)	6322	6386	6450	6515	6645	6829	7017	7017
TLR 1 A (Minimum)*	7471	7546	7622	7699	7853	8069	8291	8291
TLR 1 D (Maximum)	12643	12770	12898	13027	13288	13654	14030	14030

Special Educational Needs Allowances

	2014	2015	2016	2017	2018	2019	2020	2020	2021
	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.
SEN Point 1 (Minimum)	2043	2064	2085	2106	2148	2209	2270	2270	2270
SEN Point 2	4034	4075	4116	4158	4241	4359	4479	4479	4479

Leading Practitioners - The overall pay range for Leading Practitioners is:

	2014	2015	2016	2017	2018	2019	2020	2021
	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.
Leading Practitioner Point 1	38215	38598	38984	39374	40162	41267	42402	42402
Leading Practitioner Point 2	39172	39564	39960	40360	41167	42300	43464	43464
Leading Practitioner Point 3	40150	40552	40958	41368	42195	43356	44549	44549
Leading Practitioner Point 4	41150	41562	41978	42398	43246	44436	45658	45658
Leading Practitioner Point 5	42175	42597	43023	43454	44323	45542	46795	46795
Leading Practitioner Point 6	43232	43664	44102	44544	45435	46685	47969	47969
Leading Practitioner Point 7	44397	44841	45290	45743	46658	47942	49261	49261
Leading Practitioner Point 8	45421	45875	46335	46799	47735	49048	50397	50397
Leading Practitioner Point 9	46555	47021	47492	47967	48926	50272	51655	51655
Leading Practitioner Point 10	47750	48228	48711	49199	50183	51564	52983	52983
Leading Practitioner Point 11	48991	49481	49976	50476	51486	52902	54357	54357
Leading Practitioner Point 12	50118	50619	51127	51639	52672	54121	55610	55610
Leading Practitioner Point 13	51372	51886	52405	52930	53989	55474	57000	57000
Leading Practitioner Point 14	52653	53180	53712	54250	55335	56857	58421	58421
Leading Practitioner Point 15	53963	54503	55049	55600	56712	58272	59875	59875
Leading Practitioner Point 16	55397	55951	56511	57077	58219	59821	61467	61467
Leading Practitioner Point 17	56670	57237	57810	58389	59557	61195	62878	62878
Leading Practitioner Point 18	58096	58677	59264	59857	61055	62735	64461	64461

Leadership Pay Range - The overall pay range for Leadership is:

Group 0	2014	2015	2016	2017	2018	2019	2020	2021
	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.
Leadership Point 1	38215	38597	38984	39374	39965	41065	42195	42195
Leadership Point 2	39172	39564	39960	40360	40966	42093	43251	43251
Leadership Point 3	40150	40552	40958	41368	41989	43144	44331	44331
Leadership Point 4	41150	41562	41978	42398	43034	44218	45434	45434
Leadership Point 5	42175	42597	43023	43454	44106	45319	46566	46566

Group 1	2014	2015	2016	2017	2018	2019	2020	2021
	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.
Leadership Point 6	43232	43665	44102	44544	45213	46457	47735	47735
Leadership Point 7	44397	44841	45290	45743	46430	47707	49019	49019
Leadership Point 8	45421	45876	46335	46799	47501	48808	50151	50151
Leadership Point 9	46555	47021	47492	47967	48687	50026	51402	51402
Leadership Point 10	47750	48228	48711	49199	49937	51311	52723	52723
Leadership Point 11	48991	49481	49976	50476	51234	52643	54091	54091
Leadership Point 12	50118	50619	51127	51639	52414	53856	55338	55338
Leadership Point 13	51372	51886	52405	52930	53724	55202	56721	56721
Leadership Point 14	52653	53180	53712	54250	55064	56579	58135	58135
Leadership Point 15	53963	54503	55049	55600	56434	57986	59581	59581
Leadership Point 16	55397	55951	56511	57077	57934	59528	61166	61166
Leadership Point 17	56670	57237	57810	58389	59265	60895	62570	62570
Leadership Point 18	58096	58096	58677	59857	60755	61808	63508	63508

Group 2	2014	2015	2016	2017	2018	2019	2020	2021
	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.
Leadership Point 8	45421	45876	46335	46799	47501	48808	50151	50151
Leadership Point 9	46555	47021	47492	47967	48687	50026	51402	51402
Leadership Point 10	47750	48228	48711	49199	49937	51311	52723	52723
Leadership Point 11	48991	49481	49976	50476	51234	52643	54091	54091
Leadership Point 12	50118	50619	51127	51639	52414	53856	55338	55338
Leadership Point 13	51372	51886	52405	52930	53724	55202	56721	56721
Leadership Point 14	52653	53180	53712	54250	55064	56579	58135	58135
Leadership Point 15	53963	54503	55049	55600	56434	57986	59581	59581
Leadership Point 16	55397	55951	56511	57077	57934	59528	61166	61166
Leadership Point 17	56670	57237	57810	58389	59265	60895	62570	62570
Leadership Point 18	58096	58677	59264	59857	60755	62426	64143	64143
Leadership Point 19	59535	60130	60733	61341	62262	63975	65735	65735
Leadership Point 20	61012	61622	62240	62863	63806	65561	67364	67364
Leadership Point 21	62521	62521	63147	64417	65384	66517	68347	68347
Group 3	2014	2015	2016	2017	2018	2019	2020	2021
	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.
Leadership Point 11	48991	49481	49976	50476	51234	52643	54091	54091
Leadership Point 12	50118	50619	51127	51639	52414	53856	55338	55338
Leadership Point 13	51372	51886	52405	52930	53724	55202	56721	56721
Leadership Point 14	52653	53180	53712	54250	55064	56579	58135	58135
Leadership Point 15	53963	54503	55049	55600	56434	57986	59581	59581
Leadership Point 16	55397	55951	56511	57077	57934	59528	61166	61166
Leadership Point 17	56670	57237	57810	58389	59265	60895	62570	62570
Leadership Point 18	5896	58677	59264	59857	60755	62426	64143	64143
Leadership Point 19	59535	60130	60733	61341	62262	63975	65735	65735
Leadership Point 20	61012	61622	62240	62863	63806	65561	67364	67364
Leadership Point 21	62521	63146	63779	64417	65384	67183	69031	69031
Leadership Point 22	64074	64715	65363	66017	67008	68851	70745	70745
Leadership Point 23	65661	66318	66982	67652	68667	70556	72497	72497
Leadership Point 24	67290	67290	67963	69330	70370	71590	73559	73559
Group 4	2014	2015	2016	2017	2018	2019	2020	2021
	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.
Leadership Point 14	52653	53180	53712	54250	55064	56579	58135	58135
Leadership Point 15	53963	54503	55049	55600	56434	57986	59581	59581
Leadership Point 16	55397	55951	56511	57077	57934	59528	61166	61166
Leadership Point 17	56670	57237	57810	58389	59265	60895	62570	62570
Leadership Point 18	58096	58677	59264	59857	60755	62426	64143	64143
Leadership Point 19	59535	60130	60733	61341	62262	63975	65735	65735
Leadership Point 20	61012	61622	62240	62863	63806	65561	67364	67364
Leadership Point 21	62521	63146	63779	64417	65384	67183	69031	69031
Leadership Point 22	64074	64715	65363	66017	67008	68851	70745	70745
Leadership Point 23	65661	66318	66982	67652	68667	70556	72497	72497
Leadership Point 24	67290	67963	68643	69330	70370	72306	74295	74295
Leadership Point 25	68962	69652	70349	71053	72119	74103	76141	76141
Leadership Point 26	70668	71375	72089	72810	73903	75936	78025	78025
Leadership Point 27	72419	72419	73144	74615	75735	77048	79167	79167

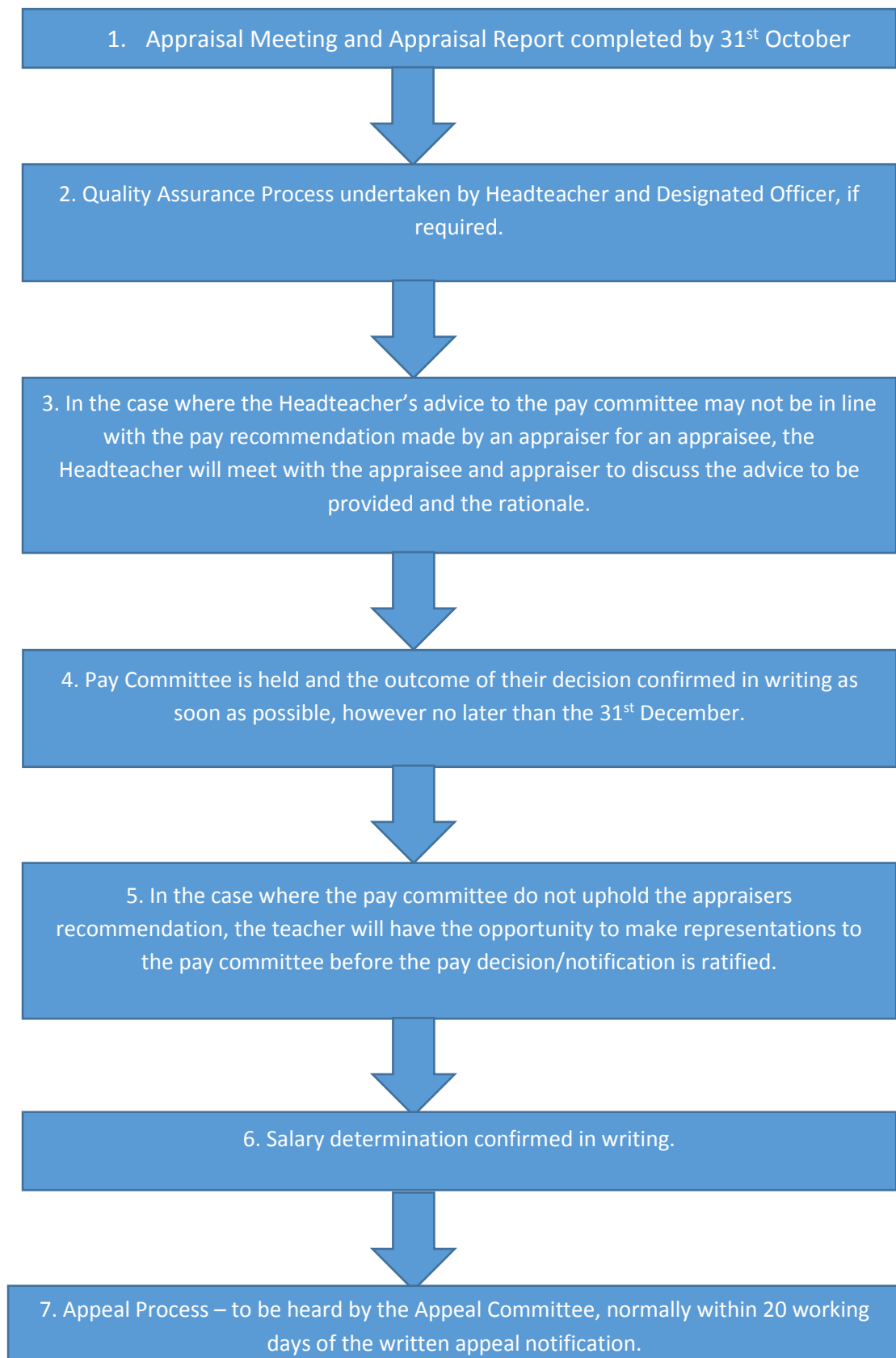
<u>Group 5</u>	2014	2015	2016	2017	2018	2019	2020	2021
	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.
Leadership Point 18	5896	58677	59264	59857	60755	62426	64143	64143
Leadership Point 19	59535	60130	60733	61341	62262	63975	65735	65735
Leadership Point 20	61012	61622	62240	62863	63806	65561	67364	67364
Leadership Point 21	62521	63146	63779	64417	65384	67183	69031	69031
Leadership Point 22	64074	64715	65363	66017	67008	68851	70745	70745
Leadership Point 23	65661	66318	66982	67652	68667	70556	72497	72497
Leadership Point 24	67290	67963	68643	69330	70370	72306	74295	74295
Leadership Point 25	68962	69652	70349	71053	72119	74103	76141	76141
Leadership Point 26	70668	71375	72089	72810	73903	75936	78025	78025
Leadership Point 27	72419	73143	73876	74615	75735	77818	79958	79958
Leadership Point 28	74215	74957	75708	76466	77613	79748	81942	81942
Leadership Point 29	76053	76814	77583	78359	79535	81723	83971	83971
Leadership Point 30	77946	78725	79514	80310	81515	83757	86061	86061
Leadership Point 31	79872	79872	80671	82293	83528	84976	87313	87313
<u>Group 6</u>	2014	2015	2016	2017	2018	2019	2020	2021
	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.
Leadership Point 21	62521	63147	63779	64417	65384	67183	69031	69031
Leadership Point 22	64074	64715	65363	66017	67008	68851	70745	70745
Leadership Point 23	65661	66318	66982	67652	68667	70556	72497	72497
Leadership Point 24	67290	67963	68643	69330	70370	72306	74295	74295
Leadership Point 25	68962	69652	70349	71053	72119	74103	76141	76141
Leadership Point 26	70668	71375	72089	72810	73903	75936	78025	78025
Leadership Point 27	72419	73143	73876	74615	75735	77818	79958	79958
Leadership Point 28	74215	74957	75708	76466	77613	79748	81942	81942
Leadership Point 29	76053	76814	77583	78359	79535	81723	83971	83971
Leadership Point 30	77946	78725	79514	80310	81515	83757	86061	86061
Leadership Point 31	79872	80671	81478	82293	83528	85826	88187	88187
Leadership Point 32	81857	82676	83503	84339	85605	87960	90379	90379
Leadership Point 33	83892	84731	85579	86435	87732	90145	92624	92624
Leadership Point 34	85965	86825	87694	88571	89900	92373	94914	94914
Leadership Point 35	88102	88102	88984	90773	92135	93732	96310	96310
<u>Group 7</u>	2014	2015	2016	2017	2018	2019	2020	2021
	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.
Leadership Point 24	67290	67963	68643	69330	70370	72306	74295	74295
Leadership Point 25	68962	69652	70349	71053	72119	74103	76141	76141
Leadership Point 26	70668	71375	72089	72810	73903	75936	78025	78025
Leadership Point 27	72419	73143	73876	74615	75735	77818	79958	79958
Leadership Point 28	74215	74957	75708	76466	77613	79748	81942	81942
Leadership Point 29	76053	76814	77583	78359	79535	81723	83971	83971
Leadership Point 30	77946	78725	79514	80310	81515	83757	86061	86061
Leadership Point 31	79872	80671	81478	82293	83528	85826	88187	88187
Leadership Point 32	81857	82676	83503	84339	85605	87960	90379	90379
Leadership Point 33	83892	84731	85579	86435	87732	90145	92624	92624
Leadership Point 34	85965	86825	87694	88571	89900	92373	94914	94914
Leadership Point 35	88102	88983	89874	90773	92135	94669	97273	97273
Leadership Point 36	90284	91187	92099	93020	94416	97013	99681	99681
Leadership Point 37	92528	93453	94389	95333	96763	99424	102159	102159
Leadership Point 38	94817	95765	96724	97692	99158	101885	104687	104687
Leadership Point 39	97128	97128	98100	100072	101574	103334	106176	106176

Group 8	2014	2015	2016	2017	2018	2019	2020	2021	
	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	£ p.a.	
Leadership Point 28	74215	74958	75708	76466	77613	79748	81942	81942	
Leadership Point 29	76053	76814	77583	78359	79535	81723	83971	83971	
Leadership Point 30	77946	78725	79514	80310	81515	83757	86061	86061	
Leadership Point 31	79872	80671	81478	82293	83528	85826	88187	88187	
Leadership Point 32	81857	82676	83503	84339	85605	87960	90379	90379	
Leadership Point 33	83892	84731	85579	86435	87732	90145	92624	92624	
Leadership Point 34	85965	86825	87694	88571	89900	92373	94914	94914	
Leadership Point 35	88102	88983	89874	90773	92135	94669	97273	97273	
Leadership Point 36	90284	91187	92099	93020	94416	97013	99681	99681	
Leadership Point 37	92528	93453	94389	95333	96763	99424	102159	102159	
Leadership Point 38	94817	95765	96724	97692	99158	101885	104687	104687	
Leadership Point 39	97128	98099	99081	100072	101574	104368	107239	107239	
Leadership Point 40	99552	100548	101554	102570	104109	106972	109914	109914	
Leadership Point 41	102039	103059	104091	105132	106709	109644	112660	112660	
Leadership Point 42	104596	105642	106699	107766	109383	112392	115483	115483	
Leadership Point 43	107210	107210	108283	110459	111007	114060	117197	117197	

* please refer to your payroll provider for guidance on mid-range TLR points

Appendix 2

Teachers' Pay Policy – Process Flowchart





Pay Policy - Teachers

1. Introduction

This policy sets out the framework for making decisions on teachers' pay and clarifies the basis on which this will be achieved. It outlines the date by which the teachers' annual pay review will be determined and also sets out procedures for dealing with appeals. It has been developed to comply with current legislation and the requirements of the School Teachers' Pay and Conditions Document 2021 (the STPCD) and has been consulted on with key stakeholders and/or recognised Trade Unions/Professional Associations.

In adopting this pay policy the aim is to:

- maximise the quality of teaching and learning at the school;
- support the recruitment and retention of a high quality teacher workforce;
- enable the school to recognise and reward teachers appropriately for their contribution to the school;
- help to ensure that decisions on pay are managed in a fair, just and transparent way.

Throughout the policy reference is made to the Pay Committee; however, it is recognised that for some schools this function may be carried out by another committee of the Governing Body.

For those teachers employed centrally by the Local Authority (LA), where reference is made throughout the policy to the Governing Body, the appropriate service manager will take responsibility for dealing with pay matters in line with the STPCD.

2. Scope

This policy applies to teaching staff in community and voluntary controlled schools and those employed centrally by the LA under the STPCD. It is also commended to all other schools in the borough.

3. Principles Governing Application of the Policy

The Governing Body will ensure the application of the policy using fair, transparent and objective criteria in order to secure consistency and fairness in pay decisions and to comply with the school's commitment to equal opportunities.

The Governing Body recognises that it is bound by the terms of the STPCD; the National Conditions of Service for School Teachers in England and Wales ('the Burgundy Book'); and relevant local collective agreements on conditions of service. These documents are available from the Headteacher of the school or the School's HR provider.

The Governing Body will also ensure compliance with the following legislation:

- The Employment Relations Act 1999;
- The Equality Act 2010;
- Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000;
- Fixed-Term Employees (Prevention of Less Favourable Treatment) Regulations 2002.

The Governing Body will, at all times, have regard to the terms of statutory guidance and other advice and guidance issued by the LA, and where applicable Diocesan/Church Authorities.

The Governing Body will have regard to the outcomes of performance management under the Teachers' Appraisal Policy.

The school staffing structure, setting out the number of teaching posts, allocation of responsibilities to each post and any Teaching and Learning Responsibility Payment (TLR) attached to each post should be available from the Headteacher on request.

4. Responsibility for Application of the Policy

The Governing Body should delegate responsibility in relation to this policy to a committee (referred to in this policy as "the Pay Committee"). The Pay Committee shall be responsible for the establishment and review of the policy, subject to the approval of the full Governing Body, and shall have full authority to take decisions on behalf of the Governing Body on pay matters in accordance with the policy.

The Pay Committee will comprise of at least three governors. Headteachers and staff governors cannot be on this committee. Any other governors with an interest in the pay proceedings should declare an interest and not take part in discussions or sit on the committee.

Establishment and Application of the Policy The Pay Committee is responsible for:

- establishing the policy, in consultation with the Headteacher, employees and recognised trade union representatives, and submitting it to the Governing Body for approval;
- considering an annual report, including statistical information, on decisions taken in accordance with the terms of the policy;
- taking decisions regarding the pay of the Deputy and Assistant Headteacher(s) and classroom teachers following consideration of the recommendations of appraisers and the advice of the Headteacher;
- taking decisions regarding the pay of the Headteacher following consideration of the recommendations of the governors responsible for the Headteacher's performance review;
- submitting reports of these decisions to the Governing Body;
- ensuring the Headteacher is informed of the outcome of all pay decisions made by the Pay Committee and of the right of appeal;
- taking decisions on applications for movement to the upper pay range.

The Governing Body is responsible for:

- formal approval of a policy that sets out the basis on which it determines teachers' pay and the date by which it will determine the teachers' annual pay review;
- ensuring that this policy also provides a procedure for pay review hearings and appeals, to deal with all grievances, reviews and appeals in relation to pay;
- ensure that appraisers/pay committee and appeal committee members are appropriately trained and have the adequate skills/knowledge;
- determining the starting salaries for all new appointments;
- making decisions with regard to Teaching and Learning Responsibility Payments (TLRs), SEN Allowances, and CPD, ITT and out of hours learning activities;
- considering the Pay Committee's decisions and ensure that appropriate funding is allocated for pay progression at all levels;
- formally approving the decisions of the Pay Committee.

The Headteacher is responsible for:

- developing clear arrangements for linking appraisal to pay progression and consulting with employees and their recognised trade union representatives on the appraisal and pay policies;
- ensuring that effective appraisal arrangements are in place and that any appraisers have the knowledge and skills to apply procedures fairly;
- ensuring that pay recommendations for the Deputy and Assistant Headteacher(s) and classroom teachers are made and submitted to the Pay Committee in accordance with the terms of the policy;
- advising and supporting the Pay Committee on its decisions;
- ensuring that employees are informed of the outcome of decisions of the Pay Committee and of the right of appeal;
- using fair, transparent and objective criteria in order to secure consistency and fairness in pay decisions and to comply with the school's commitment to equal opportunities.

Teachers' obligations are to:

- engage with appraisal; this includes working with their appraiser to ensure that there is a secure evidence base in order for an annual pay determination to be made;
- keep records of their objectives and review them throughout the appraisal process;
- share any evidence they consider relevant with their appraiser;
- ensure they have an annual review of their performance.

The Appeals Committee of the Governing Body is responsible for:

- taking decisions on appeals with regard to the decisions of the Pay Committee in accordance with the terms of the appeals procedure within the policy.

Any teacher employed centrally by the LA who wishes to appeal the pay decision of the service manager should submit their appeal in writing to the appropriate Head of Service.

5. Pay Reviews

The Governing Body will ensure that each teacher's salary is reviewed annually, with

effect from 1 September and no later than 31 October each year or, in the case of the Headteacher, 31 December each year, and that all teachers are given a written statement setting out their salary and any other financial benefits to which they are entitled. Additional information is available from the Headteacher.

Where a teacher is absent on maternity leave or long term sick leave, their pay review may be deferred until after their return to work, depending on the effect of the timing and length of the absence on the ability to carry out a performance review.

The Headteacher will ensure that each employee is provided with a job description in accordance with the staffing structure agreed by the Governing Body. Job descriptions may be reviewed, in consultation with the employee(s) concerned, in order to make reasonable changes in light of the changing needs of the school. Job descriptions will identify key areas of responsibility. All job descriptions will be reviewed annually as part of the appraisal process.

Pay reviews may take place at other times of the year to reflect any changes in circumstances or job description that lead to a change in the basis for calculating an individual's pay. A written statement will be given after any review and where applicable will give information about the basis on which the decision was made.

Where a pay determination leads or may lead to the start of a period of pay safeguarding (in accordance with the STPCD), the Governing Body will give the required notification as soon as possible and no later than one month after the date of the determination.

The Governing Body will formally approve all decisions taken by the Pay Committee in respect of payments in accordance with the statutory provisions of the STPCD.

6. Leadership Group

The Governing Body must determine a pay range for Headteachers, Deputy Headteachers and/or Assistant Headteachers.

Determinations of leadership pay under this policy should only be applied to individuals appointed to a leadership post on or after 1 September 2014, or whose responsibilities have significantly changed on or after that date.

There is no automatic requirement to review the pay of existing leadership teachers in accordance with the new arrangements introduced in the 2014 Document. However, the Governing Body may choose to review the pay of all their leadership posts in accordance with those new arrangements if they determine that this is required to maintain consistency either with pay arrangements for new appointments to the leadership group made on or after 1 September 2014 or with pay arrangements for a member or members of the leadership group whose responsibilities have significantly changed on or after that date.

When determining an individual pay range, the Governing Body must take into account all of the permanent responsibilities of the role, any challenges that are specific to the role, and all other relevant considerations.

The Governing Body must also ensure that there is appropriate scope within the range to allow for performance related progress over time.

Governing Bodies will be entitled to determine appropriate pay differentials between leadership posts and classroom teacher posts, reflecting relative responsibilities within the school.

6.1 Headteachers

The Governing Body must assign its school to a Headteacher Group in accordance with the requirements of the STPCD 2021.

Pay ranges for Headteachers will cover a range of seven consecutive points on the Leadership Pay Range and should not normally exceed the maximum for the Headteacher group. However, the Headteacher's pay range may exceed the maximum where the relevant body determines that circumstances specific to the role or candidate warrant a higher than normal payment.

The Governing Body must ensure the maximum of the Headteacher's pay range and any additional payments made does not exceed the maximum of the Headteacher group by more than 25% other than in exceptional circumstances; in such cases, the Governing Body must seek external independent advice before providing such agreement and support its decision with a business case.

Please see **Appendix 1** for the full Leadership pay range.

Pay on Appointment of Headteacher

The Governing Body will determine the pay range to be advertised and agree starting salary on appointment, taking account of the full role of the Headteacher.

Determination of Discretionary Payments to Headteachers

Subject to the STPCD, the Governing Body/Pay Committee may determine that additional payments be made to a Headteacher for clearly additional temporary responsibilities or duties that are in addition to the post for which their salary has been determined. In each case the relevant body must not have previously taken such reason or circumstance into account when determining the Headteacher's pay range.

However, the total sum of the temporary payments must not exceed 25% of the Headteacher's annual salary, and the total sum of salary and other payments made to a Headteacher must not exceed 25% above the maximum of the Headteacher group other than in exceptional circumstances. If the Pay Committee determines that additional payments should be made to a Headteacher which exceed the limit stated above, they must obtain the agreement of the Governing Body. The Governing Body must seek external independent advice before producing a business case, seeking such agreement.

It will also consider the salary and workload of other teachers where such payments are made for responsibilities undertaken by the Headteacher in respect of other schools.

6.2 Deputy/Assistant Headteachers

Pay on Appointment of Deputy/Assistant Headteachers

The Governing Body will, when a new appointment needs to be made, determine the pay range to be advertised and agree pay on appointment as follows:

- the Governing Body will determine a pay range in accordance with the STPCD, taking account of the role of the Deputy/Assistant Headteacher;
- Pay ranges for Deputy/Assistant Headteachers will cover a range of five consecutive points on the Leadership Pay Range;
- The maximum of the Deputy or Assistant Headteacher pay range must not exceed the maximum of the Headteacher Group for the school. The pay range for a Deputy or Assistant Headteacher should only overlap the Headteacher's Pay Range in exceptional circumstances.

Please see **Appendix 1** for the full Leadership pay range

6.3 Pay Progression based on Performance – Leadership Group

The Pay Committee must consider annually whether or not to increase the salary of members of the Leadership Group (Headteachers, Deputy Headteachers and Assistant Headteachers) who have completed a year of employment since the previous pay determination and, if so to what salary within the relevant pay range.

- The decision whether or not to award pay progression must be related to an individual's performance, as assessed through the school's appraisal arrangements.
- A recommendation on pay must be made in writing as part of the individual's appraisal report, and the Pay Committee must have regard to this recommendation.
- The decision made by the relevant decision-making body will be based on the objectives set, the statutory criteria and guidance set out in the STPCD and the relevant Teachers' Standards.
- Where it is clear from the evidence that the individual's performance is exceptional, the Pay Committee may award enhanced pay progression of a performance point on the leadership pay range.

6.4 Acting Allowances

Where classroom teachers agree to act as Headteacher, Deputy Headteacher or Assistant Headteacher for a period in excess of four weeks, they will receive additional allowances. They will be paid at an appropriate point of the Headteacher's range, Deputy Headteacher's range or Assistant Headteacher's range, as determined by the Pay Committee.

Payment of acting allowances will be backdated to the day the teachers assumed those duties.

In the event of a planned and prolonged absence, an acting allowance will be agreed in advance and paid from the first day of absence.

7. Teachers

7.1 Pay on Appointment – Teachers

On appointment the Governing Body will determine the starting salary within the pay range to be offered to the successful candidate.

In making such determinations, the Governing Body may take into account a range of factors, including:

- the nature of the post;
- the level of qualifications, skills and experience required;
- the wider school context;
- the DfE guidance on equalities.

The Governing Body will consider the current pay point of teachers within the scale when appointing teachers to vacancies and will match their current salary.

Please see **Appendix 1** for the pay scale for main pay range teachers.

7.2 Pay Progression Based on Performance - Teachers

All teachers can expect to receive regular, constructive feedback on their performance and are subject to annual appraisal that recognises their strengths, informs plans for their future development, and helps to enhance their professional practice. The arrangements for teacher appraisal are set out in the Teachers' Appraisal Policy.

Decisions regarding pay progression will be made in relation to the teachers' appraisal reports and the pay recommendations they contain. A recommendation on pay must be made in writing as part of the individual's appraisal report, and the Pay Committee must have regard to this recommendation (and any advice from the Headteacher).

In the case of Early Career Teachers (ECNQTs), whose appraisal arrangements are different, pay decisions will be made by means of the statutory induction process.

To move up the main pay range, one annual point at a time, teachers will need to have made good progress towards their objectives. The decision made by the relevant decision-making body will be based on the objectives set, the statutory criteria and guidance set out in the STPCD and the relevant Teachers' Standards.

It will be possible for a "no progression" determination to be made without recourse to the capability procedure.

Where it is clear from the evidence that the teacher's performance is exceptional, the Pay Committee may award enhanced pay progression of a performance point.

8. Unqualified Teachers

8.1 Pay on Appointment – Unqualified Teachers

The Pay Committee will pay any unqualified teacher in accordance with the STPCD. The

Pay Committee will determine where a newly appointed unqualified teacher will enter the scale, having regard to any qualifications or experience s/he may have, which they consider to be of value.

8.2 Pay Progression Based on Performance – Unqualified Teachers

In order to progress up the unqualified teacher range, unqualified teachers will need to show that they have made good progress towards their objectives.

If the evidence shows that a teacher has exceptional performance (in line with DfE guidance), the Pay Committee may award enhanced pay progression of a performance point.

Judgments will be properly rooted in evidence. As unqualified teachers move up the scale, this evidence should show:

- an improvement in teaching skills
- an increasing positive impact on pupil progress;
- an increasing impact on wider outcomes for pupils;
- improvements in specific elements of practice identified to the teacher;
- an increasing contribution to the work of the school;
- an increasing impact on the effectiveness of staff and colleagues.

The Pay Committee will be advised by the Headteacher in making all such decisions. Pay progression on the unqualified teacher range will be clearly attributable to the performance of the individual teacher. The Pay Committee will be able to objectively justify its decisions.

Please see **Appendix 1** for the pay scale for unqualified teachers

9. Teaching and Learning Responsibility Payment (TLRs)

The Governing Body will allocate TLR payments to classroom teachers who occupy posts of additional responsibility in accordance with the statutory provisions of the STPCD and the provisions of the school's staffing structure. The school's staffing structure will identify those posts to which TLR payments are attached and the levels and values of those payments. Unqualified teachers may not be awarded TLRs.

The Governing Body will determine the levels and values of the TLR payments attached to individual posts, as appropriate to the defined and sustained additional duties and responsibilities of those posts, using the statutory framework within the STPCD, for the purposes of ensuring the continued delivery of high quality teaching and learning.

These values will be increased as required by the STPCD or, where any discretion is permitted to governing bodies, at least by the level of any increases in the value of the Main and Upper Pay Scales.

The Governing Body may award a TLR3 for clearly time-limited school improvement projects, or one-off externally driven responsibilities. The Governing Body will set out in writing to the teacher the duration of the fixed term, and the amount of the award. No salary safeguarding will apply in relation to an award of a TLR3. Although a teacher cannot hold a TLR1 and a TLR2 concurrently, a teacher in receipt of either TLR1 or TLR2 may

also hold a concurrent temporary TLR3. Where a TLR3 is awarded to a part-time teacher, the value should not be amended to reflect the part time hours of the individual.

The Governing Body will ensure that decisions on the allocation of TLR payments, as with other allowances, are made in the context of the Governing Body's whole school approach to pay policy principles of equal pay.

Please see **Appendix 1** for details of the TLR Payment Scales

10. Special Educational Needs

The Governing Body will allocate an SEN allowance in accordance with the STPCD to all teachers who satisfy the statutory criteria and the teacher's written notification should specify the amount, and the reason for the award. Should the amount or eligibility change under the STPCD then any allowances will be paid in accordance with those changes. When deciding on the amount of the allowance to be paid, the Governing Body will take into account the structure of the school's SEN provision, whether any mandatory qualifications are required for the post, the qualifications or expertise of the teacher relevant to the post; and the relative demands of the post.

The Governing Body will also establish differential values in relation to SEN roles in the school in order to reflect significant differences in the nature and challenge of the work entailed so that the different payment levels can be objectively justified. The Governing Body will take account of the STPCD guidance.

Please see **Appendix 1** for details of SEN Allowances.

11. Additional Payments

The Governing Body may make payments to teachers, including those on the Leadership Spine and Lead Practitioners, in respect of:

- (a) continuing professional development (CPD) undertaken outside the school day;
- (b) activities relating to the provision of initial teacher training (ITT) as part of the ordinary conduct of the school;
- (c) participation in out-of-school hours learning activity that has been agreed between the teacher and head or between the Headteacher and the Governing Body;

Additional payments will not be used to reward additional hours worked or to recognise regular work (this should be incorporated into the person's job description), nor should they be used to recognise long service or performance within the person's main job. It is a basic assumption that all staff perform well and work hard, so to differentiate in this way would be unfair to the majority of staff who do not receive such payments.

Payments must be authorised by either the Headteacher or the Chair of Governors and all such payments must be recorded in the Governing Body minutes, which should be kept available at the school for audit purposes. In all cases schools should identify whether the payment is for CPD, ITT or OSLA.

The Governing Body will decide:

- which CPD activities teachers may be paid for and set an appropriate level of payment in their pay policy.

- whether to make additional payments to any teacher for activities related to providing initial teacher training (ITT). Such payments may be made only for ITT which is provided as an ordinary incident in the conduct of the school
- whether to make payments to teachers who agree to participate in out-of-school hours learning.

The Governing Body should set an appropriate level of payment for ITT activities in their pay policy. Payments to full time classroom teachers should only be made in respect of those activities undertaken outside the 1,265 hours of directed time.

Some teachers may not wish, or be able, to attend training courses in the evenings, at weekends or during holidays. Headteachers and School Governors should respect the right of individuals to make their own choice and take proper account of equal opportunities and contractual requirements for reasonable work-life balance.

The Governing Body must record their formal decision (as to whether or not they will make any Additional payments and set appropriate levels for any such payments they agree will be made) in the Governing Body meeting where they adopt a pay policy.

Please see **Appendix 1** for the Governing Body's decision regarding such payments (and the levels of such payment where relevant).

12. Movement to the Upper Pay Range

12.1 Application and Evidence

Any qualified teacher may apply to be paid on the upper pay range and any such application must be assessed in line with this policy. It is the responsibility of the teacher to decide whether or not they wish to apply to be paid on the upper pay range. One application may be made annually.

If a teacher is simultaneously employed at another school(s), they may submit separate applications if they wish to apply to be paid on the upper range in that school or schools. This school will not be bound by any pay decision made by another school.

All applications should include the results of reviews or appraisals under the Appraisal Regulations 2012, including any recommendation on pay (or, where that information is not applicable or available, a statement and summary of evidence designed to demonstrate that the applicant has met the assessment criteria).

In order for the assessment to be robust and transparent, it will be an evidence based process only. Teachers therefore should ensure that they can support their application. Those teachers who are not subject to the Appraisal Regulations 2012, or who have been absent, through sickness, disability or maternity/paternity/adoption leave, may cite written evidence for a 3 year period before the date of application in support of their application.

12.2 Process

The process for applications is as follows:

1. Complete the school's application form.
2. Submit the application form and supporting evidence (as above) to the Headteacher by the cut-off date of 31 October.
3. The teacher will receive notification of the name of the assessor of their application within 5 working days.
4. The assessor will assess the application, which will include a recommendation to the Pay Committee.
5. The application, evidence and recommendation will be passed to the Headteacher for moderation purposes, if the Headteacher is not the assessor.
6. The Pay Committee will make the final decision, advised by the Headteacher.
7. Teachers will receive written notification of the outcome of their application by 31 December, including confirmation of the right of appeal. Where the application is unsuccessful, the written notification will include the areas where it was felt that the teacher's performance did not satisfy the relevant criteria set out in this policy (see 'The Threshold Assessment' below).
8. If requested, oral feedback which will be provided by the assessor. Oral feedback will be given within 10 school working days of the date of notification of the outcome of the application. Feedback will be given in a positive and encouraging environment and will include advice and support on areas for improvement in order to meet the relevant criteria.
9. Successful applicants will move to the minimum of the Upper Pay Range on 1 September of the academic year in which the 31 October deadline lies.
10. Unsuccessful applicants can appeal the decision.

12.3 The Threshold Assessment

An application from a qualified teacher will be successful where the Governing Body is satisfied that:

- the teacher is highly competent in all elements of the relevant standards; and
- the teacher's achievements and contributions to an educational setting(s) are substantial and sustained.

For the purposes of this pay policy:

- "highly competent" means - performance which is not only good but also good enough to provide coaching and mentoring to other teachers, give advice to them and demonstrate to them effective teaching practice and how to make a wider contribution to the work of the school, in order to support them as they aim to meet the relevant standards and develop their teaching practice.
- "substantial" means - of real importance, validity or value to the school; play a critical role in the life of the school; provide a role model for teaching and learning; make a distinctive contribution to the raising of pupil standards; take advantage of appropriate opportunities for professional development and use the outcomes effectively to improve pupils' learning; and
- "sustained" means - maintained over a long period i.e. two consecutive successful appraisal cycles.

12.4 Movement through the Upper Pay Range (UPR)

The pay scale for Upper Pay Range is outlined in **Appendix 1**.

All teachers are entitled to an annual pay review. The Pay Committee will determine whether there should be any movement for a teacher on the Upper Pay Range, in accordance with the STPCD). In making such a determination, it will take into account:

- the evidence base, which should show that the teacher has had a successful appraisal and has made good progress towards objectives;
- evidence that the teacher has maintained the criteria set out in the STPCD, namely that the teacher is highly competent in all elements of the relevant standards; and that the teacher's achievements and contribution to the school are substantial and sustained;
- pay progression on the Upper Pay Range will be clearly attributable to the performance of the individual teacher. The Pay Committee will be able to objectively justify its decisions.

Where it is clear that the evidence shows the teacher has made good progress, i.e. they continue to maintain the criteria set out above, and have made good progress towards their objectives, the teacher will move to the next point on the Upper Pay Range; or if already on the mid-point, will move to the top of the Upper Pay Range.

Where it is clear from the evidence that the teacher's performance is exceptional, in relation to the criteria set out above (see 'Applications to be Paid on the Upper Pay Range'), and where the teacher has met or exceeded their objectives, the Pay Committee will use its flexibility to decide on enhanced pay progression from the minimum to the maximum of UPR.

The Pay Committee will be advised by the Headteacher in making all such decisions.

13. Leading Practitioners

The Governing Body will take account of the STPCD when determining the role of leading practitioner in this school. Additional duties will be set out in the job description of the leading practitioner and will include:

- a leadership role in developing, implementing and evaluating policies and practices in the school that contribute to school improvement;
- the improvement of teaching schools within school [and within the wider school community] which impact significantly on pupil progress;
- improving the effectiveness of staff and colleagues.

13.1 Pay on Appointment – Leading Practitioner

The Leading Practitioner Pay Range is only applicable to qualified teachers who are employed in posts that the school has determined have the primary purpose of modelling and leading improvements of teaching skills.

On appointment the Governing Body will determine the starting salary for each leading practitioner post within the pay range to be offered to the successful candidate.

The individual pay range for each post will cover a range of 3 consecutive points and need to be determined within the minimum and maximum of the Leading Practitioner

Pay Range (which is set out in the STPCD). The overall pay range for Leading Practitioners is detailed in **Appendix 1**

The individual post ranges should be determined separately for each post and need not be identical, in line with the overall range detailed in Appendix 1.

13.2 Movement through the Leading Practitioner Pay Range

The Headteacher will agree appraisal objectives for the leading practitioner.

The Pay Committee shall have regard to the results of the leading practitioner's appraisal, including the pay recommendation, when considering their pay.

The Pay Committee will take account of other evidence. The evidence should show the leading practitioner:

- has made good progress towards their objectives;
- is an exemplar of teaching skills, which should impact significantly on pupil progress, within school and within the wider school community, if relevant;
- has made a substantial impact on the effectiveness of staff and colleagues, including any specific elements of practice that have been highlighted as in need of improvement;
- is highly competent in all aspects of the Teachers' Standards;
- has shown strong leadership in developing, implementing and evaluating policies and practice in their workplace that contribute to school improvement.

The Pay Committee will determine pay progression such that the amount is clearly attributable to the performance of the leading practitioner. The Pay Committee will be able to objectively justify its decision.

Where it is clear from the evidence that the leading practitioner's performance is exceptional, the Pay Committee will award enhanced pay progression of a performance point.

The Pay Committee will be advised by the Headteacher in making all such decisions.

14. Appeals Against Pay Decisions

Appeals against decisions made by the Pay (or other nominated) Committee will be referred to the Governing Body's Appeals Committee for resolution under the terms of the following procedure. Where the teacher is employed centrally by the LA, appeals against decisions made by the service manager will be considered by the appropriate LA Head of Service.

Teachers may appeal against any determinations in relation to their pay or any other decision taken by the Governing Body that affects their pay. The grounds for appeal are that the person or committee by whom the decision was made:

- incorrectly applied the school's pay policy;
- incorrectly applied any provision of the STPCD;
- failed to have proper regard for statutory guidance;
- failed to take proper account of relevant evidence;

- took account of irrelevant or inaccurate evidence;
- was biased; or
- otherwise unlawfully discriminated against the teacher.

Prior to any appeal, the following initial stages of the process should have already been followed:

1. The teacher receives written notification of the pay recommendation being made by the appraiser which will include the grounds/basis on which the recommendation was made. A teacher who is dissatisfied with a pay recommendation will have the opportunity to discuss the recommendation with the appraiser or the Headteacher before the recommendation is actioned and confirmation of the pay decision is made by the school.
2. If, having had an informal discussion with the Headteacher/person making the pay recommendation, the teacher believes that an incorrect recommendation has been made he/she may make representation to the person/Pay Committee that makes the pay decision. The teacher should submit a formal written statement to the person/Pay Committee making the determination, setting down in writing the grounds for not agreeing with the pay recommendation. This must be within 10 working days of the notification of the decision being appealed against, or of the outcome of the discussion referred to in point 1 above.
3. The committee or person who made the pay determination should arrange a formal meeting within 10 working days of receipt of the written grounds for questioning the pay decision.
4. At that meeting, the teacher should be given the opportunity to make representations in person, present evidence, call witnesses, have the opportunity to ask questions and be afforded the right of being accompanied at that hearing by a recognised Trade Union representative or work colleague. Following the meeting the person/Pay Committee will make a pay determination that will be communicated to the teacher in writing, along with confirmation of their right to appeal. Should the teacher not agree with the pay determination, the teacher may appeal against the decision.

The order of proceedings for the appeal is as follows.

5. Any appeal against the decision of the hearing should be heard by a panel of three governors (or appropriate Head of Service for centrally employed teachers) who were not involved in the original determination, normally within 10 working days of the written appeal notification. In the hearing before governors, both the teacher and the management/Committee representative will have the opportunity to present their evidence and call witnesses, and to question each other. The Panel may ask exploratory questions also. The teacher has a right to be accompanied at this appeal by a work colleague or a recognised Trade Union representative. The appeal hearing will be formally clerked and a note of proceedings will be produced.
6. Having heard the appeal, the panel must reach a decision, which it must give to the teacher in writing (including their rationale for reaching that decision). The decision of the appeal panel is final and (as set out in Section 3, Paragraph 7, STPCD 2021 there is no recourse to any general grievance procedures in respect of this decision.

15. Part-time Teachers

Teachers employed on an ongoing basis at the school but who work less than a full working week are deemed to be part-time. The Governing Body will give them a written statement detailing their working time obligations and the standard mechanism used to determine their pay. These will be calculated in accordance with the provisions of the STPCD and by comparison with the school's timetabled teaching week for a full-time teacher in an equivalent post.

16. Short Notice/Supply Teachers

Teachers employed on a day-to-day or other short notice basis will be paid on a daily basis calculated on the assumption that a full working year consists of 195 days; periods of employment for less than a day being calculated pro-rata.

All teachers are paid in accordance with the statutory provisions of the STPCD as updated from time to time.

17. Recruitment and Retention Incentive Benefits

The Governing Body can award lump sum payments, periodic payments, or provide other financial assistance, support or benefits to a teacher for a recruitment or retention incentive.

The Governing Body will consider exercising its powers where they consider it is appropriate to do so in order to recruit or retain relevant employees. Where any incentive or benefit is granted, the Governing Body/Pay Committee will give written notification to the teacher, at the time of the award, which will state:

- a) whether the award is for recruitment or retention;
- b) the nature of the award (cash sums, travel or housing costs etc.);
- c) when/how it will be paid (as applicable);
- d) unless it is a 'one-off' award, the start date and expected duration of the incentive;
- e) the review date after which it may be withdrawn; and
- f) the basis for any uplifts which will be applied (as applicable).

The Governing Body will, nevertheless, conduct an annual formal review of all such awards.

Headteachers, Deputy Headteachers and Assistant Headteachers may not be awarded any such payments other than as reimbursement of reasonably incurred housing or relocation costs. All other recruitment and retention considerations in relation to a Headteacher, Deputy Headteacher or Assistant Headteacher, including non-monetary benefits, must be taken into account when determining the pay range.

Where the relevant body pays a recruitment or retention incentive or benefit awarded to a Headteacher, Deputy Headteacher or Assistant Headteacher under a previous STPCD, subject to review, it may continue to make that payment at its existing value until such time as the respective pay range is determined under this Document.

18. Linked Policies/Documents

- Appraisal Policy - Teachers

- Teachers' Pay Policy – Pay Scales (Appendix 1)
- Teachers' Pay Policy – Process Flowchart (Appendix 2)

19. Further Guidance

If managers require any general advice regarding the application of policy and guidance, please contact your HR provider. If schools require specific guidance or a LA view on any aspect of policy and guidance they may contact the LA who will be happy to provide advice.

20. Policy Review

The Pay Committee, on behalf of the Governing Body, will monitor the outcomes and impact of this policy annually including trends in progression across specific groups of teachers to assess its effect and the school's continued compliance with equalities legislation, by seeking and considering a written report from the Headteacher on decisions taken in accordance with the policy, in order to ensure that pay decisions have been taken objectively and fairly.

The Pay Committee will ensure that a copy of the current school's staffing structure is attached to this policy.

The Pay Committee will review the policy and Headteacher's report annually, in consultation with the Headteacher, staff and recognised trade union representatives; and submit it to the governing body for approval.

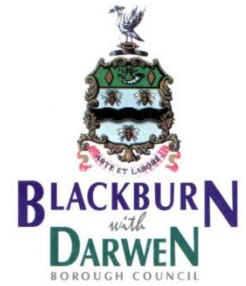
21. 2022 Leave

During 2022 there will be changes in the number of days that teachers must be available to work as a result of the additional Bank Holiday on Friday 3rd June 2022 to mark the Queen's Platinum Jubilee.

22. Document Control

Approving Body	LJNCC Meeting (Schools)
Date Agreed	26/10/21
Date of Next Review	October 2022
Review Period	Every Year

EXECUTIVE BOARD DECISION



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

LEAD OFFICERS: Strategic Director of Children's & Education (DCS)

DATE: Thursday, 11 November 2021

PORTFOLIO(S) AFFECTED: Children, Young People and Education

WARD/S AFFECTED: (All Wards);

KEY DECISION: Y

SUBJECT:

EB Quarter 1 2021-22 Fostering Report

1. EXECUTIVE SUMMARY

This report provides information on the management and performance of the Local Authority's Fostering Service and is revised each quarter. This report, alongside Appendix 1, provides analysis of the period 1 April to 30 June 2021, and reflects upon data and any patterns within the Service to determine development and progress. This report also outlines how the Service continues to respond to the COVID-19 pandemic.

2. RECOMMENDATIONS

That the Executive Board notes this Quarter 1 of 2021-22 report alongside Appendix 1 with service development updates and recommendations.

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.

4. KEY ISSUES & RISKS

Appendix 1 provides a detailed overview of the Fostering Service and children in our care data analysis. This report provides highlights included in Appendix 1 for Executive Board information and summarises key issues for the service.

- The period of 2020/21 has already seen the impact of the Covid 19 pandemic and new ways of working virtually and creatively, while continuing to ensure that children and young people in our care are seen, safeguarded and our foster carers well supported during challenging times. The impact of the pandemic was felt in Quarters 3 and 4 of 2020/21 in terms of placement disruption and the emotional influence upon children, young people and their carers specifically. This has continued to present as a challenge during Quarter 1 of 2021/22. We continue to try to ensure 'business as usual' whilst we are working in a 'blended manner' and have a commitment to supporting placement stability and that education and health needs continue to be met.
- Quarter 1 2021/22 has continued on the trajectory whereby there has been an increasing number of children in both foster placements and residential placements experiencing disruption to placements and placement moves as a result, despite attempts to stabilise and support them to remain. The impact of the pandemic cannot be underestimated in terms of the impact over a year down the line despite the resilience of our foster carers. The residential sector has also seen the impact resulting in placement disruptions for teenagers specifically. There is also competitive demand for fostering and residential placements with other Local Authorities which increases the pressure that can be placed on placements that are already disrupting given a bridging plan can be difficult to prepare for.
- Children in our Care Teams, Fostering and Safeguarding Teams have continued to work collaboratively to risk assess placements in order of priority. These dynamic assessments of children and foster carers has enabled the most vulnerable and fragile placements to be identified and continually supported, with intervention offered in a timely way.
- Blackburn with Darwen have been involved in the DfE fostering Seed-funding partnership with Blackpool, Cumbria and Lancashire (Consortium known as BBCL), a partnership working together with Outcomes UK to improve commissioning and sufficiency planning. This is a feasibility study aiming to improve the fostering offer by looking at collaborative approaches to recruitment, training and commissioning. The Consortium of BBCL have been holding regular 6 weekly Fostering Exchange Days to promote children and young people requiring long term foster placements and good quality matching processes. This involves Independent Fostering Agencies attending virtual events which BwD host to hear profiles of children and young people who are hard to place requiring foster placements. We have had some great success with this process and over the six months BwD have identified placements for five young people one of whom with disabilities being placed in a long term matched foster placement moving from residential provision.
- REVIVE delivers consultation to Foster Carers, training and direct intervention on emotional health and well-being for children and young people via therapy and also supports life story work. The Team are proactive in early intervention work and their focus is supporting placement stability alongside emotional and psychological therapy and intervention. Blackburn with Darwen have called upon the support of the team over the past year to help children in our care and their carers to feel supported throughout the pandemic and to have strategies to assist them alongside training and consultation. There were a total of 30 referrals to the REVIVE team received in the first quarter April to June 2021; 14 in April; 7 in May and 9 in June.
- The recruitment of mainstream foster carers has been an increasing challenge, even more so during a pandemic and this is echoed on a national scale. During Quarter 1 there were a total of 29 enquiries and 16 Initial Visits (IV) which is a solid conversation of 55% for the quarter. We had fostering fortnight during weeks commencing 10 and 17 May 2021. The theme this year was #WhyWeCare and we had photos and posts from across children's services from staff and carers giving their reasons why they do the job they do. May was the best performing May over the last 4 years. Although the overall enquiries are down for the quarter the number of Registrations of Interest (ROI)/IVs have increased, suggesting a much more productive conversion.
- Placement sufficiency and stability will continue to be a key area of focus. Blackburn with Darwen are part of the cohort of North West Authorities collaboration for the DfE SEED funding and research project, which looks specifically at recruitment, retention, sufficiency and producing a Market Position Statement. The aim is to form a new local commissioning framework and to continue to hold regular Exchange Days to focus on long term matching opportunities. The Exchange Days are going ahead 6 weeks from now and will continue to do so. The Fostering Front Door will

be a key priority. An experienced fostering Social Worker will be responsible for the front door taking in foster carer enquiries, supporting placement requests and matching. The service will develop closer working relationships with IFA's and will establish a more personable and enthusiastic approach.

- In promoting placement stability there are pre disruption meetings held and the expertise of the Fostering Support Worker and REVIVE colleagues are drawn upon.

5. POLICY IMPLICATIONS

No Policy implications have been identified.

6. FINANCIAL IMPLICATIONS

The Fostering Budgets are closely monitored as part of the regular portfolio review.

At the end of quarter 1 the Fostering Service is reporting a budget pressure in the region of £236,000 with the Commissioned Placements budget forecasting a breakeven position.

7. LEGAL IMPLICATIONS

No legal implications identified.

8. RESOURCE IMPLICATIONS

No additional resource implications.

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

Feedback received and shared from the Junior and Senior Voice groups noted in this report.

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:	Helen Kane, , helen.kane@blackburn.gov.uk
DATE:	8 October 2021
BACKGROUND PAPER:	Appendix 1 to be considered alongside this report. EB Quarter 1 2021-22 Fostering Report

Fostering Service Quarter 1 Report

1st April – 30th June 2021

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.

Overview:

The period of 2020/21 saw the impact of the Covid 19 pandemic and new ways of working virtually and creatively, while continuing to ensure that children and young people in our care are seen, safeguarded and our foster carers well supported during challenging times. The impact of the pandemic was felt in Quarters 3 and 4 of 2020/21 in terms of placement disruption and the emotional influence upon children, young people and their carers specifically. This has continued to present as a challenge during Quarter 1 of 2021/22. We continue to try

to ensure 'business as usual' whilst we are working in a more 'blended' manner with face to face and virtual communications and have a commitment to supporting placement stability and that education and health needs continue to be met.

Children in Our Care in Foster Care

The number of children in our care remains at the same figure of 374, as it was at the end of March 2021. As noted in the last quarterly report in terms of a comparison figure, back in April 2020 there were 411 children in our care, which shows a decrease of looked after children of 8%. There has been an increase in the number of children and young people in independent fostering placements. It is considered that this is due to the impact of COVID on the recruitment of foster carers and their availability due to wanting to reduce risk of transmission as well as wanting some stability in their own household during challenging times. However, the largest number of children continue to be being placed in-house which is positive. Over the past two years, the figure for family and friends placements has increased alongside Special Guardianship Orders made which have doubled over the past 18 months meaning that more children are exiting the care system and achieving permanence with connected carers. This trend continues.

Comparison Figures

	30 June 2018	30 June 2019	30 June 2020	30 June 2021
Number of Children in our Care	343	408	407	374
Number of CioC in Foster Care	209 (61%)	265 (64%)	255 (63%)	245 (65%)
Number of children in in-house foster care placements	120 (35%)	148 (36%)	138 (34%)	116 (31%)
Number of children in family and friends foster care	45 (13%)	50 (12%)	67 (17.9%)	63 (17%)
Number of children in independent fostering agency placements	44 (13%)	66 (16%)	54 (14%)	66 (18%)

Gender and Age Comparison

Age breakdown	
0-2	47
3-6	31
7-10	46
11-15	89
16+	32
Gender	
Female	109
Male	136

The age group with the highest proportion of our children in our care is 11-15 years. This is the age group for which the exit from care is less prominent. Children in the other age groups will exit more readily to return home, to family members, have Special Guardianship or Adoption Orders made. Clearly supporting the 11-15 year olds and their families is a key priority to ensure that the numbers of children who are able to return to their own families and communities or move to alternative arrangements on a permanent basis do so, whilst ensuring our children are safe and well. The gender ratio of children in our care remains higher for males which is a consistent pattern year on year, particularly in the 11 to 15 age group, which has been a consistent pattern.

	As at 30th June 2021
No. children in Foster Placements (in-house)	116
Age breakdown	
0-2	19
3-6	10
7-10	13
11-15	52
16+	22
Gender	
Female	53
Male	63

	As at 30th June 2021
No. of children in Family and Friends placements	63
Age breakdown	
0-2	16
3-6	14
7-10	15
11-15	15
16+	3
Gender	
Female	29
Male	34

	As at 30th June 2021
No. of children in Foster Placements (agency)	66
Age breakdown	
0-2	12
3-6	7
7-10	18
11-15	22
16+	7
Gender	
Female	27
Male	39

The teenage cohort remain the most challenging to place and the most costly in terms of placement commissioning. Blackburn with Darwen's short break offer alongside the therapeutic support from Revive, is key to identifying, sustaining and supporting foster placements for this group of young people if residential provision is to be reduced further. However, for some young people in the 11-15 age bracket, a residential placement is the preferable option for example those with more complex emotional and mental health/therapeutic needs, or children with complex health needs and disabilities. By the end of Quarter 1 there were 22 (almost 6%) children and young people placed in agency residential placements which again is a largely consistent figure over the previous year 2020/21.

Placement Type:

The vast majority of our cared for children are in foster care as the table below outlined:

Placement Type	April	May	June
Adoptive Placements	14	14	13
Foster Placements (in-house)	122	119	116
Foster Placements (agency)	58	60	66
Friends & Family	65	63	63
Placed with Parents	58	60	63
Independent Living	0	0	0
Children's Homes (in-house)	4	3	3
Children's Homes (agency)	24	24	22
Secure	1	1	1
Prison/HMYOI	1	1	1
NHS	1	1	1
Residential Accom Not Subject to CH Regulations	12	14	13
Other	9	11	9
Family Centre/Mother and Baby Unit	1	1	3

Family and Friends Carers

At the end of Quarter 1 there were 35 family and friends fostering households, this is higher than the previous quarter due to an increase in the number of family members being assessed. We are assessing a further 7 households where a child is placed with their family under private arrangements. We are now offering support to SGO placements. The number of households we are supporting where there is a Special Guardianship Order (SGO) is 22. There has been an increase in all these areas in comparison with the previous quarters.

During Quarter 1 there were 51 viability assessments completed, along with 34 full, combined assessments. These assessments included Regulation 24's placements, 38.6 placements and private SGO applications. The number of viabilities remains on par to the previous quarter whilst the number of combined assessments has increased by a significant amount. It is thought this increase in assessment is due to demand of the impact of COVID on family pressures as well as proactive social work by the Assessment and Social Work Teams who are identifying potential contingency options at an early stage than previously and making use of Family Group Conference to inform this, leading to better planning for our children.

Throughout the pandemic and lockdown periods, in line with the RAG rating risk assessment, our social workers have been undertaking face to face home visits due to the complex nature of the work and safeguarding duties being undertaken. Assessments continue to be all over the UK with the social workers needing to complete home visits to South Wales, Scotland, Hampshire and Stoke which places demand on the service.

Placement Stability/Disruption

During Quarter 1 2021/22 there have been 3 children who have had a placement disruption resulting in them having experienced 3 or more placements during the previous year despite attempts to stabilise and support them to remain. The impact of the pandemic cannot be underestimated a year down the line and the beginning of some return to the new 'normal', despite the resilience of our foster carers. The residential sector has also seen the impact resulting in placement disruptions for teenagers specifically. There is also competitive demand for fostering and residential placements with other Local Authorities. This can increase the pressure that can be placed on placements that are already disrupting given that an alternative plan can be difficult to prepare for.

Ethnicity of Children in our Care

Over the Quarter 1 period there have been 50 referrals for foster placements. The referrals consisted of individual children, young people, sibling groups and mother and baby. Out of the 50 referral received, 41 were of white British ethnicity, 1 was of Asian/Pakistan ethnicity, 5 were of white British/Asian ethnicity, 1 was of Hungarian/Czech ethnicity, 1 was of Afghanistan origin and 1 was of Asian/Sri Lankan origin.

During this period there has only been one short term transracial placement made with in-house carers whose ethnic background was different from that of the child. It was considered at the time of matching and in view of the wishes and feelings of the child's parents, coupled with the skills and experiences of the carers, and having a pre-established relationship with the child, this was positively matched.

Additionally, during this quarter there have been 13 referrals for mother and baby foster placement. 10 were of white British origin, 2 of Asian/Pakistan origin, 1 of Hungarian/Czech origin, there was 1 Asian/Pakistan who was placed with an agency mother and baby who was not a cultural match, however discussions took place between the Children's Social Worker and Fostering Agency and felt this was a positive match with the foster family.

There have been no other non-cultural matches made in this period.

Children with disabilities in Foster Care

There are 9 children and young people in our care who have disabilities; 6 who are cared for by our in-house foster carers and 3 in agency placements. There are no children in our care who have disabilities who are cared for by their own family members. The proportion of children in our care who have a disability is a low figure in comparison to our North West Local Authority neighbours, and is largely due to the supportive and preventative packages that Blackburn with Darwen provide for children with complex needs and disabilities. Short breaks, commissioned and our 'Local Offer' of the in house Apple Trees provision and with in-house carers, assists families to support their children within their own home as opposed to requiring alternative accommodation.

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. 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.

Placement Stability and Sufficiency.

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 with the average figure for England being 11% and North West average at 9%. The percentage for Blackburn with Darwen at the end of Quarter 4 is 8% so this is positive when compared to average figures for the region and nationally. The figure for Quarter 1 is 0.8% which is a little higher than it was during the same quarter last year and likely due to the impact of COVID strain.

The current North West placement framework is competitive for both fostering and residential provision, with Local Authorities competing for placements and both foster carers and Independent providers being able to 'take their pick' of referrals which is a challenge, especially when placing children who are in their teenage years with significant emotional or mental health needs.

Blackburn with Darwen have been involved in the DfE fostering Seed-funding partnership with Blackpool, Cumbria and Lancashire (Consortium known as BBCL), a partnership working together with Outcomes UK to improve commissioning and sufficiency planning. This is a feasibility study that aims to improve the fostering offer by looking at collaborative approaches to recruitment, training and commissioning. The Consortium of BBCL have been holding regular 6 weekly Fostering Exchange Days to promote children and young people requiring long term foster placements and good quality matching processes. This involves Independent Fostering Agencies attending virtual events which BwD host to hear profiles of children and young people who are hard to place requiring foster placements. We have had some great success with this process and over the 9 months BwD have identified placements for 6 young people, 1 of whom with disabilities being placed in a long term matched foster placement moving from residential provision.

One of the BBCL work streams is developing a sub regional framework contract for a Flexible Agreement for Independent Foster Care agencies. The flexible agreement will involve the commissioning of Independent Fostering Agencies to provide sufficiency of care for Blackburn with Darwen children for those organisations who meet the appropriate criteria, allowing access to the right offers of care for our children locally.

These arrangements are intended to improve sufficiency for our cared for children and allow for more co-ordinated and planned transitions into care arrangements for them. Currently there is high demand for the care offers which are made both inside and outside of the BBCL footprint which results in children from outside of the footprint being offered the care and children from within the BBCL footprint being offered care outside of the boundary. It is estimated that between 30 and 50% of the care offers in the BBCL footprint are made to children who ordinarily reside outside of the boundary. With the proposed arrangements there should be an improved offer. This should also strengthen the balance of the relationship between the Independent Fostering Agencies and Local Authorities in working together in a planned way to meet the needs of our children.

The development of a Fostering Front Door Worker is also being progressed, whereby an experienced Fostering Social Worker will be responsible for the front door taking in foster carer enquiries, supporting placement requests and matching. The service will develop closer working relationships with Independent Fostering Agencies and will establish a more personable and enthusiastic approach. The Front Door Worker will also be the gateway to accessing commissioned arrangements within the residential sector should a foster care placement not be able to be sourced. This means that from the outset of a request being made for a placement for any of our children the Front Door Worker is firmly hold of the child. This should ensure that the right placements are secured for the right children at the right time, meaning improved placement availability and stability.

Additionally, in promoting placement stability there are pre disruption meetings held and the expertise of the Fostering Support Worker and REVIVE colleagues are drawn upon.

Engagement with Children & Young People and the VOICE Group

Feedback is regularly sought from our cared for children from their Children in Our Care reviews and other sources such as:

- The Voice Group
- 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
- Participation activities such as the 'sons and daughter's' group, although this has been paused during COVID and is due to recommence in April 2022.

The arrangements for the Participation Lead have changed during Quarter 1 and the role moved over to Young Peoples Services. Our Fostering Support Worker has been tasked with supporting her in engaging our young people with co-design of their version of the Corporate Parenting Strategy. This was completed over a number of months with sessions that were held remotely via Microsoft Teams. Feedback from our children and young people and their input has been invaluable and their reporting in this document shows how their voices were captured. The young people are happy with the final draft of the young person's version. In undertaking this piece of work it is noted that they really 'put to task' some of our department leaders. They felt listened to and heard by staff and also felt they were talked with, rather than at. Children and young people informed adults of their key priorities.

Our cared for children in the Voice group shared that they were not fully aware of what the role was of a Looked After Children's nurse, so they were invited in to the Voice group meeting to explain their roles. This gave the children and young people understanding and knowledge of what the nurses supported them with and where they could access this support.

Barnardo's staff also joined the Voice group during Quarter 1, talking through the advocate and mentoring program as our cared for children had reported that they weren't clear regarding their role. Our Executive Member has been to chat with some of our young people, alongside some of the Children in Our Care and Fostering social workers.

Feedback from Children in Foster Care:

The following comments have been made by children and young people during the co-production of their Corporate Parenting Strategy:



"Without our contributions decisions may not hold the young person in mind." Senior Voice Member

"I like people to listen to what I am saying. This makes me feel happy, because I know I am being listened to." Junior Voice Member

"I am confident that young people will feel supported in placements" Junior Voice Member

"People need to know that we need supporting with our health and wellbeing. I think this is a good priority because our health is important" Junior Voice Member

"....we are supported with our identity and what we can achieve" Senior Voice Member

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

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, albeit this has been largely suspended during the pandemic. Foster carers are 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. The Health Sub-Group meets bi-monthly and this enables both Health and Social Care professionals to discuss pathways and how to resolve any health related issues for looked after children and care leavers, as well as issues of concern for foster carers and also adopters. There are two foster carer representatives identified to participate in the Health Sub-Group and they have already attended two sessions.

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 for children and young people via therapy and also supports life story work. The Team are proactive in early intervention work and their focus is supporting placement stability alongside emotional and psychological therapy and intervention. Blackburn with Darwen have called upon the support of the team over the past year to help children in our care and their carers to feel supported throughout the pandemic and to have strategies to assist them alongside training and consultation.

There were a total of 30 referrals to the REVIVE team received in the first quarter April to June 2021; 14 in April; 7 in May and 9 in June). 13 of these were from the Assessment and Safeguarding Teams and 15 were referred from social workers working with Children in Our Care one from Frontline Unit and one from Adoption. This is a similar number of referrals to Quarter 4 of 2020/21 although there is a slightly higher proportion of referral from the CIOC Social Workers which is a positive trend, as the primary aim of Revive is to work with this cohort of children. Referral reasons ranged from concerns about experiences of trauma, support for parents and carers to respond to children's distress and behaviours that challenge, and emotional support for young people in crisis.

In breaking down the age range, 3 referrals were made for children aged 5 or under, 11 referrals were for primary aged children 6-11 years and 11 referrals were for children aged between 12 and 15. Four referrals were received in this period for children aged 16-18 but there were no referrals made from the leaving care team. It is thought this might in part be due to this cohort of young people choosing to access services via other routes and the transition over into adult services.

The clinical contacts that have taken place are as follows:

- 46 new consultations were held in this period plus 23 review consultations where the team around the child are asked to formulate the current psychological and unmet needs.
- Clinical case supervision was offered to social workers for 9 young people.
- 165 sessions of Face to face therapy were delivered to 30 young people open to the team
- Only 14 sessions of online therapy were delivered to 6 young people in this quarter showing the move away from online working.
- Psychological assessments were offered to 11 children over 20 sessions.
- Carer support was often offered online or via telephone due to the preference of the carers and 107 sessions were offered in this quarter.

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. The working relationship between Children's Social Care and Education staff specifically has shown real commitment to ensuring that our children in care continue to receive education and meet their attainment targets. Attendance at school of the children in our care remained at 95% which is excellent taking into consideration that schools only reopened again in March. Foster Carers did a fantastic job supporting children back in to school. We had 39 Year 11's who were eligible to be entered for exams, schools and young people were busy getting evidence together to submit to Ofqual. New Directions worked with all our Year 11's supporting applications to colleges and training providers.

Transitions

The Leaving Care Service has the Investing in Children Award, and the Service was rated as 'Good' by Ofsted from the last 2017 inspection. A Leaving Care Personal Advisor will be allocated to a young person at 15 years and 3/4s. The Leaving Care Personal Advisor will then start to build a relationship with the young person and support them to achieve their Pathway plan, their goals and aspirations for their future and support them to develop their independence skills. The social worker should have the Pathway Plan completed together with the young person by their 16th Birthday along with the Pathway Plan 2, which looks at what and how the Pathway Plan will be achieved.

'Staying Put' for young people post 18 years with their foster carers is promoted by the Leaving Care Team and the young person's Personal Advisors and their Social Worker at an early stage, foster carers also receive information on the 'Staying Put' arrangements. There have been no new Staying Put referrals during this Quarter whereby 2 of our young people have turned 18, however it remains an area that Personal Advisors and Social Workers are working on with our young people and their foster carers.

The Leaving Care Team continues to offer supported lodgings and supported accommodation and Accommodation with floating support which increases the choices for young people leaving foster care and residential placements in favour of semi-independence. The Nightsafe at St Silas project continues to be a valuable resource for young people and referrals continue to be managed by the Leaving Care Team. The joint commission between Nightsafe and the Local Authority commenced in Quarter 3 of 2020/21 with a post 16 provision being established at Whalley New Road to create 4 further supported accommodation placements for this age group 16 plus. At the end of this Quarter there are four young people in placement and they have settled in well. This is another much needed provision for our post 16 group of looked after young people, with a commitment to keeping them in the Borough with a mix of independence and support in placement.

The Leaving Care Service has eight advisors. 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. This process prevents any delay in identifying post 18 provision for young people with specific care needs and/or specific needs for their physical living arrangements with adaptations required.

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 Permanence Tracking Panel meets frequently to discuss and monitor progress for Care Orders at Home, Special Guardianship Orders, Section 20 Accommodated and both non-matched and long term matched placements. There is an emphasis given to achieving a formal matching decision for those children and young people in long-term foster placements, to promote their emotional stability and achieve a permanence plan.

The Fostering Service

The Fostering Service is fully resourced. During Quarter 1 2021/22 period within the Mainstream fostering team there has been a member of staff returned from maternity leave fulfilling their part-time Supervising Social Worker role. Another member of staff continues to remain on long-term absence which is being managed accordingly. The Mainstream Fostering Team Manager has resigned from their position and within Quarter 1 interviews were undertaken and a successful candidate has been appointed to fulfil the position from the 12th July 2021, ensuring that there is handover and continuity of this role. The Service Leader has also started a period of maternity leave and her position has been filled through a secondment opportunity. The previous Head of Service retired at the end of the last Quarter of 2020/21 and is succeeded by the new Head of Service for Children in Our Care and Permanence who was promoted from a Service Leader role. All 3 of these new members of the management structure have most recently worked in the Safeguarding part of the service and bring the experience of that part of our children's journey into their work. This has also allowed for there to be a handover over period to try to ensure seamless transitions.

A Special Guardianship Order (SGO) Support Worker has joined the team on a full time basis in recognition of the need to support the increasing number of SGO's being issued and to ensure the offer of support to SGO carers is on par to family and friends foster carers. Currently the SGO Support Worker is being trained to offer therapeutic life story work to families who care for children under SGOs.

The focus of the service is foster carer recruitment, retention and sufficiency of our carers. The addition of Exchange Days for family finding has been a huge success, even though held via a virtual platform. The continued work with the BBCL in relation to a flexible agreement with Independent Fostering Agencies continues and should be ready for full implementation in May 2022. One of our children has been matched with a foster family using this arrangement. This has allowed for a plan to be agreed for them to step down from residential care and be brought back into the BwD footprint, thus allowing them to be closer to their friends, family, education and the services that are best placed to support them within this context.

Foster Carer Recruitment

2018/19	Enquiries	ROI	Conversion
Q1	34	11	32%
2019/20	Enquiries	ROI	Conversion
Q1	39	6	15%
2020/21	Enquiries	ROI	Conversion
Q1	40	8	20%
2021/22	Enquiries	ROI	Conversion
Q1	29	16	55%

During Quarter 1 there were a total of 29 enquiries and 16 Initial Visits (IV) which is a solid conversation of 55% the quarter. May was the best performing May over the last 4 years. Although the overall enquiries are down for the quarter the number of Registrations of Interest (ROI)/IVs have increased suggesting a much more productive conversion.

Below is a breakdown of where prospective carers shared that they found out about us:

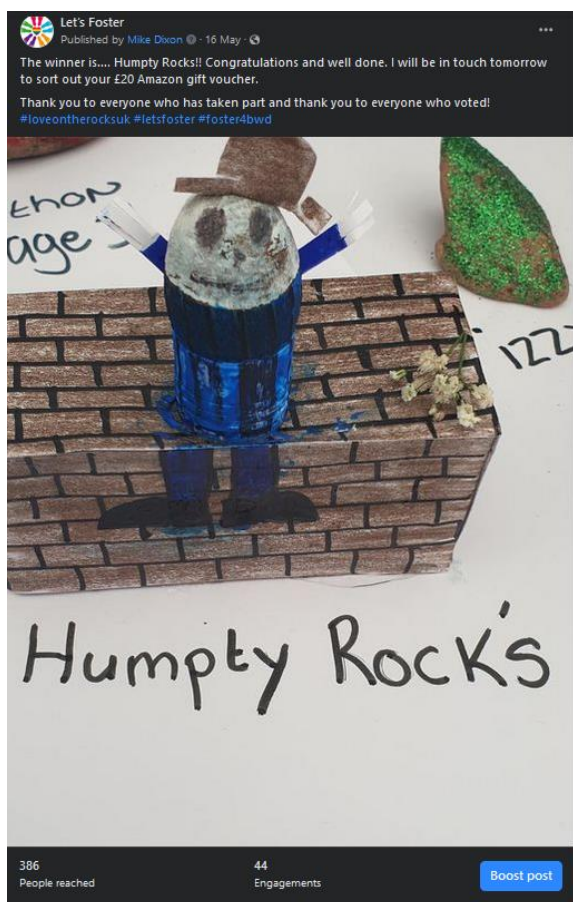
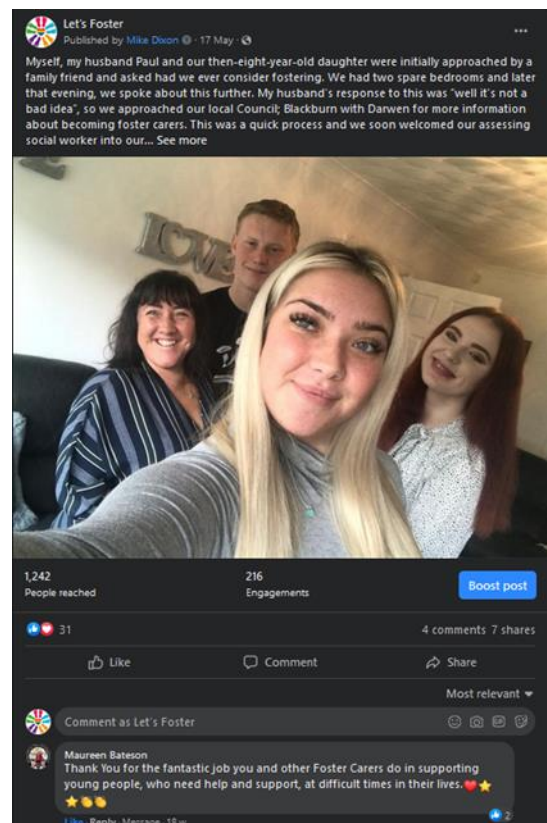
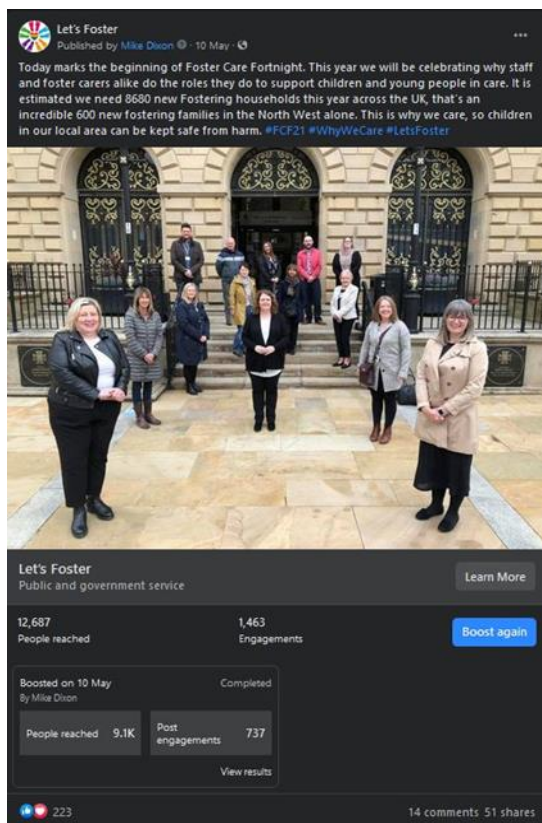
Google	9
Web Ads	4
Facebook	4
Radio	1
Other/Event	6
Recommend A Friend	2
Phone	3

Google is still our strongest channel along with the web ads and Facebook ads that are targeted each month. This month saw an uplift in other/event as we held 2 community events on each Wednesday of Fostering Fortnight. Leaflets were handed out during these events that included the website address and the phone number. It has been positive to see people mentioning the leaflets when enquiring. We had one that mirrored the website imagery and the other was targeted at Sibling foster carers.

During the events people recognised the brand and said they had heard us on the Radio. This channel is still supporting Google and Facebook and has worked really well at keeping a constant message in people's minds.

Fostering Fortnight – weeks of 10 and 17 May 2021

We have had Fostering Fortnight during Quarter 1. This was a little different this year. We made use of some free space in the market at Blackburn and in Darwen and spoke to people as they returned to the shops after lockdown.



The theme this year was #WhyWeCare and we had photos and posts from across children's services from staff and carers giving their reasons why they do the job they do. We had a fantastic response over social media and it was really nice to see how much positivity came from the fortnight. The number of enquiries were not as high as expected but this true of the comparison across the country.

Our posts had a reach on Facebook for the quarter of over 54,000 which was up 21% on the previous quarter and we are keen to look at the impact on the figures in the next Quarter.

We also held foster carer walks and a rock painting competition for all the children. We shared all the photos we received and put them all out across social media and the one with the most likes and shares won.

Over the course of the fortnight we had Social Workers and Foster Carers leafleting and this appeared to have a positive impact on enquiries as we saw phone calls the same week from people who had them pushed through the doors, something we hadn't seen in previous years. We have done this since using a distribution company and hope to see the same responses moving forwards.

The overall brand of 'Lets Foster' which is used by Blackburn with Darwen will be reviewed to look towards a more personalised 'BwD' brand which identifies us

as a Local Authority. Research has told us that 'Let's Foster' could be confused with Independent Fostering Agencies' branding so this is an area of focus for 2021/22. This will coincide with our Front Door Worker role being developed so that we are giving a clear message about the positive developments of our Service and our commitment to progressing.

Foster Carer Retention and Fostering Panel

During Quarter 1, there have been a total of 8 resignations presented to the fostering panel. 2 resignations received was a result of carers making the decision to retire from the fostering service following a considerable length of service and COVID considerations. 1 further resignation was received due to the approved carers being successful in their adoption assessment of a child that they had fostered and no longer having the capacity to foster alongside this decision. A further 4 resignations received were due to the carers being granted Special Guardianship orders and no longer being required to remain as connected carers. An additional resignation was as a result of approved connected carers caring for a young person who turned 18 years and supporting the young person under staying put arrangement.

During Quarter 1, there have been a total of 8 assessment presented to the main fostering panel for panel to consider their approval and a further 2 reviews following allegations/concerns. Within the assessments presented to panel there were 2 mainstream fostering households, 4 family and friends and 2 regulation 24 placements. There was 1 regulation 24 assessment extension request, which was supported. There were a further 3 regulation 24 assessments for noting for the panel to oversee. There were a further 7 first annual reviews presented to the panel for consideration for re-approval following a review of the last 12 months of fostering which were supported.

During Quarter 1 there was only 1 evaluation form received, which did not highlight any area of concern.

There are currently 8 approved carers who can offer short breaks, although the offer and their availability during COVID restrictions has been impacted given concerns regarding the spread of the virus and the inevitable increased risk of exposure. Short break carers are providing short term/long-term placements alongside short break support. Short break carers continue to buddy up and provide day care and emergency support to other short break carers.

Short Breaks

Short break carers ordinarily attend support groups every 3 months. Please note the last support group was held on 10 March 2020. Discussions have taken place about having support groups via zoom, however some carers have been reluctant because they are not technologically skilled. This has been addressed with them during supervision and the COVID pandemic situation has further hindered them obtaining access to attend computer course.

We have lost some bedroom space due to foster carers who have provided short breaks now being approved as shared lives carers. There is, however, a real benefit of this as whilst the young person transitions into adult services, it provides them with continued support into adulthood with the same carer.

During the ROI process, information about short breaks continues to be discussed with potential applicants. Now that lock down measures are more relaxed, initial visits are being conducted within the home environment to allow the opportunity to connect with our potential foster carers and build up a positive working relationship.

Regular planned short breaks were on hold due to COVID 19 lockdown measures in situ since 23 March 2020. However, short breaks plans were reviewed and have been reinstated. During this quarter a further 5 new short break requests were supported within the service with 4 remaining in situ. In addition to this, 5 long standing short breaks arrangements have been reinstated. Our short break foster carers have been advised to continue having lateral flow tests and where appropriate to do so the children who are receiving short breaks are also having lateral flow tests

Foster Carer Training

During the COVID 19 pandemic, there have not been face to face foster carer training sessions provided due to the restrictions with indoor meetings. The Service liaised with workforce development and also responded to what the foster carers themselves have asked for in respect of specific subject training. This was opened up on a virtual platform and made available through 'Me Learning' for all foster carers to access, in order to offer a variety of mandatory and bespoke training courses to be accessed online. This has continued through Quarter 1, however, First aid training resumed in May 2021 in smaller groups and some of our foster carers have attended this training. This training will remain face to face with further dates available to carers until October 2021 to ensure that all of our foster carers have this.

The foster carers have continued to access the online offer for training which was made available in December 2020. The Training Support Development Standards (TSD) for foster carers continues to be offered. This is for newly approved carers and is completed in the first 12 months to evidence they meet Standards. There has also been an online offer for Social Care Information and Learning service (SCILS) and Education and Information and Learning (EILS), along with mandatory safeguarding training. There has been positive feedback from carers who report the online offer is varied and has been enjoyable to complete.

Over the last quarter, the TSD training has continued to be delivered over Microsoft Teams. The first group (4 fostering households) successfully completed this and there was positive feedback received on how the group ran and also participation between the attendees. Group 2 consisted of 3 households who successfully completed this at the end of May. Group 3 were continuing to be working through the programme which consists of 4 fostering households at the end of Quarter 1. Further TSD training has been planned for September 2021 in which 5 fostering households have been booked on.

In April, Parents Against Criminal Exploitation (PACE) delivered a full day training to carers on PACE/Child Sexual Exploitation (CSE)/Child Criminal Exploitation (CCE) and grooming this was available to 12 carers who all attended. Due to this being delivered on Microsoft Teams there had to be smaller group numbers attending. This will be a rolling programme offered through PACE.

The fostering support groups continued during this quarter, this has seen attendance grow in numbers over the months and have included again service updates with guest speaker from Foster Talk, Nichola Mendez who provided updates about membership, the carers offer of support, and a Tax workshop of how to complete this for their role.

The service will continue over the next quarter offering monthly carer support groups, with guest speakers attending, moving to a more blended approach in regards to delivering training, both online and face to face, in line with current Government guidelines and restrictions being taken into account. Journey to Foster will commence over the next review period, this will be delivered in smaller groups enabling applicants to attend face to face.

The counselling concept and communication training continues to be on hold due to the pandemic. This eclectic training will look at various theories and will be tailor made; the objective of this training is to explore strategies of communication, applying counselling skills and being more self-aware. This is work in progress.

In September 2021, the service is delivering a health and wellbeing fortnight, this will commence on the 20th September 2021. Over the course of the two weeks, carers will be able to join in, drop in workshops, live videos and online training.

From September 2021, a training programme will be available to carers for all training offers over the next academic year. Feedback from our carers state they are looking forward to face to face training sessions and others continue to have some anxieties around attending direct face to face training and prefer at this time to complete online training.

Fostering Managers meet monthly with the Foster Carer Association to discuss issues and feedback and to promote service development.

Review Panel

During this Quarter period, the annual review panel has resumed but remains delivered as a virtual panel with the use of Microsoft teams. This is received positively by staff and carers and enhanced carer's skills using online platforms. There have been 23 annual reviews presented within this Quarter period, with the review panel seeing 14 of those with carers in attendance for their review virtually which has been a positive transition and adjustment to the new world of working. There has been a total of 1 evaluation forms received providing positive feedback.

Complaints

During Quarter 1 there were 2 complaints reported. 1 was made in respect to a foster carers daughter sharing a photograph and confidential information in respect of a previous child fostered which resulted in a follow up home visit being conducted by the carers SSW and the Fostering Team Manager. This has resulted in further training and ongoing support being identified.

A further complaint received was made on behalf of a previous child placed mother who has complained about her daughter's previous foster carers sharing historic information. This complaint was managed appropriately and the complaint was closed after there was no evidence to support the complaint and the mother of the child did not wish to pursue this further.

Compliments

Within Quarter 1 a compliment has been received in respect of long-standing foster carers on behalf of the children's allocated social worker who commended the carers support provided to the children placed who have experienced significant trauma and as a result the children are thriving in the carers care.

Allegations

During Quarter 1, 1 allegation has been made in respect of foster carers on behalf of a child placed alleging physical assault. The investigation is ongoing with a referral made to LADO the carers remain suspended and it resulted in 3 children having to move to alternative foster placements within in-house provision.

Specific Incidents and Restraints

During Quarter 1, there have been 25 specific incidents recorded. Specific incidents that were recorded consisted of children and Young people who had A & E attendances, self-harm incidents, missing from home periods, displaying sexualised behaviours including having inappropriate images on their phone, smoking E-Cigarettes and one incident included an assault between two young people.

Serious Illness and Accidents

During this quarter, there have been no reports of accidents. The service has been supporting a carer who is awaiting a significant operation. The carer is fully supported and the young people in her care are attending short breaks with another carer on a fortnightly basis.

Missing from Home

During Quarter 1, there has been a total of 31 incidences of missing from home. Missing from Home protocol is followed and return interviews offered and/or carried out primarily by the ENGAGE service unless it is considered more appropriate for another colleague to undertake this.

Bullying

During Quarter 1, there was 1 reported incident of bullying on behalf of a young person. They confided in their carers that there had been repeated incidences of bullying on behalf of another young person when in attendance at school. This was highlighted to the carers Supervising Social Worker, Child's Social Worker and school who were notified of the individuals to address the matter further. No further incidences were reported after this.

Exemptions

There have been no new exemptions made during Quarter 1.

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 senior managers and since the pandemic this has been at least a monthly basis. The Chair of the FCA sits on the Corporate Parenting Specialist Advisory Group. 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 the team to drive recruitment forward and are involved with planning events.

Part of the role of our Fostering Support Officer has been to support friends and family placements which are assessed by the Permanence Team. She holds monthly Fostering Support Sessions. These sessions are also held alongside the assessment sessions, where we have a member of the legal team come and discuss the assessment process and timescales. Mainstream foster carers also have a monthly support session. This is delivered by our Deputy Team Manager, and staff from various departments come and talk them through developments in the Local Authority and specifically their part of the service. Both mainstream and permanence teams have coordinated support group meetings for carers which are held 4-6 weekly and these are facilitated by staff.

In terms of future plans, it is intended that once the renovations are completed The Limes Hub can be used for coffee mornings and drop ins that can be offered for all of our foster carers. A 'Lets Get back Together at the Tipis' event has been arranged by the FCA and fostering service to celebrate coming out of COVID restrictions. This will be reported on in the next quarterly report.

Budget

Current placement pressures in-house and across the independent fostering agency landscape continue to place the commissioning budget under pressure, as increasingly adolescents and children with disabilities are placed in costly residential placements due to the lack of foster placements across the region and at a national level. There is an increase in the number of children and young people placed in-house and this is positive. However, there are still complex young people who require specific, therapeutic and residential provision and this understandably proves more costly and impacts upon the commissioning budget. A step-down approach is always considered for such placements, and since their introduction the success of the fostering exchange days has assisted in placing 5 children in long term placements, one of whom moved from a costly residential provision into a foster family. The Special Guardianship figures impact upon the budget overall, but on a positive note the increase in achieving SGO's is a reflection upon securing permanence in their own families/support network for our looked after children in the longer term.

Commissioned Placements

As was the case in Quarter 4 of 2020/21, the pressure and challenge upon the Local Authority to identify foster placements and in-house residential provision has remained significant during Quarter 1. The disruption of placements for teenagers for example both in fostering and residential care has been seen and it appears as though the impact of the pandemic has been becoming more evident as time has progressed. The service continues to try to be as creative as possible and offering short breaks to maintain existing placements and prevent disruption where this is achievable. However, it is worth noting that the impact of Covid-19 on the availability of short break carers and the availability of foster placements has been seen greatly making it difficult to create and offer such packages of support. The Local Authority are privileged to have our own Revive Psychology Team for Children in Our Care and children on the edge of care and this is utilised as early as possible to try to reduce placement disruption and to ensure early assessment and intervention both for foster placements and our in-house Lytham Road and Seeds provision.

The following is a break down of our foster placements commissioned from Independent Fostering Agencies.

Total number of commissioned foster placements in this period - 66

- 25 LT matched foster placements;
- 41 non LT matched including:

4 concurrency placements under Interim Care Orders;

4 children under Interim Care Orders including 2 sets of siblings;

6 parent and child placements of which 3 were Interim Care Orders and 3 Section 20 placements;

14 Care Orders;

7 Section 20 placements including 1 unaccompanied asylum seeking child;

6 Placement Orders

Number of new commissioned foster placements made in this period – 13

- 3 parent and child placements
- 10 others:-

1 teenager aged 15 under Section 20;

2 concurrency under Interim Care Orders;

1 Placement Order following adoptive placement breakdown;

4 Interim Care Orders (2 sets of siblings)

2 Care Orders as possible long term placements

Number of ended commissioned foster placements - 2

- 1 changed to adoptive from concurrency following adoptive match
- 1 disrupted

Requests for parent and child placements and assessment units, placing sibling groups and the age group 11-15 years, remain the most challenging for the service. Lytham Road Residential Children's Home (BwD) makes best use of its full capacity, with 4 young people in placement consistently. Nightsafe at St Silas has also been well utilised for post 16 young people and the referral process overseen by Leaving Care Manager and the Commissioning Panel, and the newly commissioned Gatehouse at Whalley New Rd (Nightsafe) has also been frequently accessed for post 16 placements. There has been use of the Sails framework via commissioning for our post 16 placements as appropriate and required.

New Service Priorities for 2021/22 going forward

Given that the vast majority of our cared for children are looked after by family and friends carers and our foster carers it is vital that the development of the fostering service is placed front and centre of the offer to our communities. The provision of well trained, experienced, valued and support carers who can respond to the

needs of our children is key. The vision is that in developing our service we allow for our children to be looked after, locally, with minimal disruption to their lives with continuity in their family relationships, friendship groups, activities, school and their key relationships in the professional networking supporting them.

Our key priorities are as follows:

1. The Service has a target of recruiting 20 new fostering households through 2021/22.
2. A Team Development Day will be an annual event to value and support the staff, and ensure specific training and development areas are actioned.
3. Foster Carer training will continue to develop, led by a Fostering Team/Deputy Manager. The Service will focus on the continued development of online training and the return of face to face training in the current climate. The overall training offer will be in line with Foster Carer requests and Minimum Standards. Nurturing Attachment sessions will continue to be delivered by Revive with the aim to enable all newly approved foster carers to access this early in their fostering journey.
4. The management team will continue to monitor compliance with Fostering Regulations and National Minimum Standards and will complete case file audits each month to support this.
5. Placement sufficiency and stability will continue to be a key area of focus, with areas for learning taken from disruption meetings and case auditing. The BBCL work will continue looking at recruitment, retention, sufficiency, and producing a Market Position Statement. The aim is to form a new local commissioning agreement and to continue to hold regular Exchange Days to focus on long term matching opportunities. The Exchange Days are going ahead 6 weekly and will continue to do so.
6. The Fostering Front Door will be a key priority. An experienced fostering Social Worker will be responsible for the front door taking in foster carer enquiries, supporting placement requests and matching. The service will develop closer working relationships with Independent Fostering Agencies and will establish a more personable and enthusiastic approach.
7. Recruitment will focus upon emergency and short break foster carers, alongside general recruitment for foster carers to respond to the increasing demand for urgent placements for teenagers. This will also enable a support package of short breaks to be considered for those young people who are more challenging to place and/or in fragile placements currently and will seek to assist with placement stability alongside our Revive offer.
8. The recruitment of foster carers will become a team and service approach; recruitment will be promoted by fostering staff and foster carers alike with more robust campaigns taking on board recommendations from the DfE Seed funding research and reviewing our fostering 'brand' of 'Let's Foster' making this more Blackburn with Darwen Council focused.

Helen Kane
Service Leader, Permanence

EXECUTIVE BOARD DECISION



REPORT OF: Executive Member for Growth and Development

LEAD OFFICERS: Strategic Director of Place

DATE: Thursday, 9 December 2021

PORTFOLIO(S) AFFECTED: Growth and Development

WARD/S AFFECTED: (All Wards);

KEY DECISION: Y

SUBJECT:

Climate Emergency Progress Report

1. EXECUTIVE SUMMARY

The Council's Climate Emergency Action Plan (CEAP) was published in February 2020 in support of the Council's Declaration to be carbon neutral by 2030. This is a progress report on the Action Plan's development and implementation.

2. RECOMMENDATIONS

It is recommended that the Executive Board:

- i. Note and approve the updated CEAP;
- ii. Note the roles of the Executive Member and Assistant Member for Growth & Development in leading, developing and communicating this agenda;
- iii. Note the intention to seek additional CEAP capacity funding from the Council's Budget for 2022/23; and
- iv. Request a further annual update to Executive Board in December 2022.

3. BACKGROUND

In July 2019 the Council declared a Climate Emergency, along with many other local authorities, and pledged to realise a carbon neutral Borough by 2030. The Declaration was supported by a Climate Emergency Action Plan (CEAP) comprising activities ranging from quick wins to longer-term aspirations grouped under five objectives.

- 1) Make sound climate-related decisions
- 2) Create a resilient & attractive Borough
- 3) Be lean and clean with resources and energy
- 4) Travel lightly
- 5) Capture more carbon

The CEAP was approved by the Executive Board in February 2020 as the draft to steer internal activity and for discussion with residents and partner organisations.

Work has continued on developing and implementing the Action Plan with a focus primarily on the Council's activity, given the impacts and limitations generated by the COVID pandemic in progressing work with residents and partners. For example, it had been intended to hold a

Citizens' Inquiry, to submit the CEAP to our Council Forum and provide an annual progress report. All have been delayed by the pandemic.

The CEAP, as at December 2021, is appended to this report. Progress since February 2020 includes:

- Implementation of a programme of energy efficiency measures to cut carbon in a number of Council buildings using a grant awarded from the Public Sector Decarbonisation Scheme;
- Improvement of the energy efficiency of 99 low income, fuel-poor households with c. £1m grant secured from the Green Homes Local Authority Delivery fund (in conjunction with Cosy Homes in Lancashire) to be completed by March 2022;
- Planning the expansion of active travel in the Borough and securing funding to support implementation;
- The initial planting of 3ha of trees in small copses in urban areas by the end of March using the Local Authority Treescape Fund;
- Initiating electrification of the fleet with the acquisition of two electric vehicles and
- Incorporation of Climate Emergency objectives into the Council's new and emerging Local Plan.

Elected Members have been directed to the LGA's Net Zero workbook for insight into their role in tackling the Climate Emergency and an e-learning module for staff is being prepared. This work will be shared with members in early 2022.

All of the actions within the current CEAP will contribute to emissions reduction, but only the energy efficiency measures are readily measurable. With this in mind, the expected reduction is at around 300 tonnes of CO₂, about 5% of the Council's own emissions or 0.05% of all Borough emissions.

The current level of activity, though welcome, is clearly insufficient to achieve the Council's carbon neutral ambition by 2030. As the Council recovers from the impacts of COVID, the CEAP needs a renewed focus on delivering the changes required with much greater support required from Government in resourcing and empowering local action. To be clear, the Council alone, along with many others across the country, will not achieve a carbon neutral position by 2030, as perhaps only around a third of an area's emissions are potentially influenced through direct action, place-shaping and local leadership. Carbon neutral status cannot be achieved without co-ordinated action by local and national government, other sectors and individuals taking responsibility for securing the change needed.

Moving forward, Government published in October its ambitious Net Zero Strategy. This Strategy sets out what needs to be done to put the UK on track to reduce emissions by at least 78% by 2035 (using 1990 as the baseline), and reaching net zero by 2050, thereby demonstrating the scale of the task. It anticipates that by 2035 the UK will be powered entirely by clean electricity, all new heating appliances will be low carbon, decisions will have been taken on the role of hydrogen, all new cars and vans will be zero emission at tailpipe, with carbon captured and stored naturally or through new technology.

Achieving a carbon neutral Borough in advance of this activity would, as demonstrated by recent work on carbon pathways analysis commissioned by the Council, Blackpool and Lancashire County Council, to inform the development of the emerging Greater Lancashire Plan, be exceptionally difficult and extremely costly to achieve.

Although lacking in detail, the Government's Strategy acknowledges the essential role that local government has to play in meeting national net zero ambitions. At this point, however, there is no detail on the resources and powers to be devolved to Councils and others to deliver the change needed at the local level.

The CEAP recognises the critical importance of effective national action, but also the need to do more to accelerate emissions reduction within the Council itself and to engage and energise local partners and residents. The involvement of local government, communities and stakeholders is also noted as vital in the Glasgow Climate Pact, the outcome of COP 26, though it falls short of the commitment needed to keep the world on track to stay below 2°C of global warming.

Moving forward, the Executive Member for Growth & Development will lead on this agenda with support from Cllr Zainab Rawat, who will act as the Council's champion on CEAP / zero carbon issues.

The Strategic Director for Place will lead and co-ordinate this work, supported by a corporate task and finish group, co-chaired by the Directors of Place and Finance and with cross-departmental membership, and reporting regularly to the Corporate Leadership Team. Priority areas to be developed are:

- Driving delivery of CEAP actions across the Council and addressing key gaps/blockages;
- Training to mainstream climate change thinking/awareness across the Council's workforce;
- Project development work in readiness to take advantage of new funding opportunities; and
- Analysis of the Council's procurement to drive change through purchasing decisions.

Outline costs have been identified for specific actions relating to the above priorities:

- Carbon literacy - staff and member training (£10k)
- Climate Emergency Citizens' Inquiry (£35k)
- Communications plan (£20k)
- Renewable energy feasibility studies (£20k)
- Heat networks techno-economic feasibility study (£30k)
- Council heat de-carbonisation plan (£50k)
- Local Energy Plan (£50k)

The CEAP is a statement of the Council's intent with respect to mitigating and adapting to climate change. To make faster progress, locally, three key actions are key to developing momentum and change:

1. Ensuring Climate Emergency thinking and action is mainstreamed by embedding priorities, actions and outcomes in the Council's new Corporate Strategy, service and resource planning and procurement activities. A Climate Change Projects Officer is being recruited to support this work stream with a corporate budget request (c. £300k per year from 2022) to accelerate capacity and thinking, and business case and project development work.
2. Demonstrating and communicating strong civic and political leadership to facilitate and encourage emissions reduction across all sectors beyond the direct control of the Council. Leading by example, embedding climate change in Council business and taking advantage of the benefits that can arise from CEAP actions, such as new skills and job opportunities and better air quality.
3. Leading and working with local authorities and key partners from across Lancashire to engage with Government, through initiatives such as County Deals and Levelling Up Plans to bring forward, scale-up and co-fund localised solutions to deliver zero carbon outcomes.

The CEAP will continue evolve to take account of new proposals and implementation of its current content and recommendations. It will, wherever possible, reflect the ambitions of other sectors and endeavour to measure and record the impact of activity. A progress report will be presented to Executive Board 12 months from the publication of the revised Action Plan.

4. KEY ISSUES & RISKS

Work continued on the CEAP, in spite of COVID, and some progress on cutting emissions has been made. It is, however, insufficient to the scale of the global challenge. CEAP actions need to be embedded in mainstream Council business and activity expanded and resourced if the Council is to accelerate its contribution to achieving a carbon neutral Borough. There will be costs and expenditure will need to be prioritised and considered alongside other Council priorities; however, the cost of inaction will be greater than acting now and there will be co-benefits, such as resource efficiencies, improved public health outcomes, and new jobs and new business growth opportunities that will contribute to the Council's long term vision for the Borough.

5. POLICY IMPLICATIONS

The Action Plan needs to be acknowledged as a key part of the Council's policy framework, informing and being informed by the Corporate Plan and its principal strategies.

6. FINANCIAL IMPLICATIONS

Development and implementation of the Action Plan has financial implications. A dedicated corporate budget of £300,000 p.a. from 2022/23 is to be requested through the budget setting process.

7. LEGAL IMPLICATIONS

While there are no new legal implications, it is reiterated that as a policy document this forms an overlay for consideration on decisions made by the Council.

8. RESOURCE IMPLICATIONS

Development and implementation of the Action Plan will require time and skills from a number of officers from across the Council.

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:	Gwen Kinloch, gwen.kinloch@blackburn.gov.uk
DATE:	25 th November 2021
BACKGROUND PAPER:	Climate Emergency Action Plan at December 2021 Carbon Reduction Pathways, part of the Environment Commissions prepared for the Greater Lancashire Plan by Lancashire County with Blackburn with Darwen and Blackpool Councils, to be published early 2022.

Blackburn with Darwen Borough Council

Climate Emergency Action Plan at December 2021

The Council Declared a Climate Emergency in July 2019 and published the first draft of its Climate Emergency Action Plan in February 2020. The following sets out the progress made to date and captures additional objectives (blue type) and actions that have been identified as necessary to contribute to the Council's ambition for a carbon neutral Borough. The Action Plan concentrates on activity that the Council can influence. Carbon neutral status cannot, however, be achieved without effective national action and other sectors and individuals taking responsibility for securing the change needed. The Action Plan will continue to evolve as actions are implemented and further actions by the Council and its partners are identified. The Climate Emergency Working Group, co-chaired by the Directors of Place and Finance, will report regularly to the Corporate Leadership Team and provide an annual progress report to the Executive Board.

Objective	Action	Progress/Proposals	Timescale	Lead	CO ₂ Impact
Governance		Task & Finish Group Set up a task and finish group, co-chaired by the Directors of Place and Finance to direct development and implementation of the Action Plan. Develop measuring & monitoring ... Report progress to Corporate Leadership Team	Jan 2022	Martin Eden, Director of Place Dean Langton, Director of Finance	
		Embed Climate Emergency in Corporate Plan	2022/23	Corinne McMillan, Strategic Head of Service, HR	
Sound Decisions	We will account for emissions in decision making : we recognise that decision-making processes currently don't achieve an adequate balance between climate change considerations and other priorities All UN SDGs 	Training and awareness raising <ul style="list-style-type: none"> • Deliver basic information to all staff and members via a mandatory 1-hour e-learning module on the climate emergency with some specifics about Blackburn with Darwen – in development by Public Health; • Require members to work through the councillor's workbook on the local pathway to net zero, a free resource at: https://www.local.gov.uk/publications/councillors-workbook-local-pathway-net-zero Support with bite-size sessions delivered on Teams by officers on the Climate Emergency working group – referenced in Members' training flyer for September; • Create a network of Champions by providing one-day in-depth training sessions in Carbon Literacy for up to 60 staff. Identify Champions through Working Group and Employee Well-being Network; • Train some Champions to disseminate learning amongst colleagues via a follow-up one-day master class in Carbon Literacy Estimated costs: £10,550 + £10 pp certification fee In-house development of e-learning course and content £4,000	By Mar 2022	Graham Fawcett, HR Consultant Clare Jackson, Public Health Specialist	5-15% saving per person. Say 1 tonne per person pa or 2,200 tonnes for BwD staff and Members

Objective	Action	Progress/Proposals	Timescale	Lead	CO ₂ Impact
		<p>Three in-house Carbon Literacy courses for 20 people each £3,987</p> <p>One In-house Carbon Literacy Masterclass for 20 people £2,559</p> <p>Core materials for Champion disseminated training – the Local Authority Carbon Literacy toolkit – are available free of charge (funded BEIS & the GMCA) on condition that the staff trained are certified by the Project at a cost of £10 per person. Leadership & Management and Elected Members Toolkits are also available.</p>			
		<p>Decision Reports</p> <ul style="list-style-type: none"> • Test draft template and guidance for accounting for carbon emissions in decision reports • Assess training/instruction requirement for introduction of reporting requirement • Liaise with Procurement to co-ordinate on environmental questions asked of suppliers in tendering process 	March 2022	Chris Hidden, Policy & Partnership Manager	Contributes to all reduction trajectories
		<p>Highways Emissions Baseline</p> <p>A carbon calculator developed by Lancaster University developed estimates Highway Services are responsible for a minimum of 1,250 tonnes of CO₂ pa from traffic signals, street lighting, transport and asphalt.</p> <p>Highways' approach to design, specification, construction methods and innovation aims to reduce its carbon footprint. The 20/21 delivery programme spec'd more cold lay products / methods and resurfacing works were undertaken using a Tarmac product that is more durable than traditional HRA, therefore lasting longer. Road lining products that are more durable and resilient were spec'd and consideration is given to using</p>	Completed Sept 2020	Dwayne Lowe, Head of Highways & Transport	TBC – potentially high, if cost-effective

Objective	Action	Progress/Proposals	Timescale	Lead	CO ₂ Impact
		<p>cold applied products The fleet is under review and vans have been replaced with electric vehicles.</p> <p>A mechanism to quantify the carbon savings incorporating whole service delivery is needed. Current conversion factors for company reporting do not provide for this level of detail.</p>			
	<p>We will revise procurement requirements to ensure environmental impact is a major part of social value</p> <p>UN SDGs 12 – Responsible production and consumption</p>	<p>Procurement Scope 3 emissions – those emitted from the goods and services procured and commissioned by the Council – account for a large part of its expenditure and might double the Council's known carbon footprint, hence the need to capture data and work with suppliers to reduce emissions.</p> <ul style="list-style-type: none"> • Revise the Council's Social Value policy to incorporate environmental impact; • Devise a means of incorporating environmental reporting and emissions reduction into commissioning and procurement, drawing from approaches by other authorities such as Suffolk CC Climate Change Commercial Ask • Trial the approach over the next 6 months with a small number of existing suppliers to establish the best way to meet this objective 	2021/22	Chris Bradley, Head of Service Procurement	Assuming Scope 3 equals known Scope 1 & 2 emissions, a 10% reduction would save ~ 700 tonnes CO ₂

Objective	Action	Progress/Proposals	Timescale	Lead	CO ₂ Impact
		<ul style="list-style-type: none"> Incorporate a requirement in ITTs for suppliers to demonstrate how carbon emissions will be minimised in delivery of the service or goods 			
	Directors of Public Health will publish a climate emergency section in their Annual Public Health Reports	As part of building back better post COVID-19, the public health team will publish a section on 'Climate Change and Health' with recommendations for action	2022	Dominic Harrison, Director of Public Health	NQ
Resilient & Attractive Borough	<p>We will align Council policy with our climate emergency objectives. <i>As plans and strategies are prepared the Council will ensure that they address its climate change objectives.</i></p> <p>UN SDGs 11 – Sustainable cities and communities</p>	<p>Local Plan and Local Transport Plan (LTP4) Both plans are in the process of being updated and will incorporate policies that will help achieve the climate emergency objective. Incorporation of policy and action in other Council plans and strategies is dependent on greater understanding of the implications of service delivery on climate change and so on the training and reporting recommendations above.</p> <p>Consultants have prepared a 'Local Plan Climate Change and Natural Capital Study'. The report is informing preparation of the new Local Plan (2018-2037) and the contribution that the Local Plan could make towards the Council's goal of achieving net zero carbon status by 2030.</p>	In line with timescales for plan preparation	<p>Darren Tweed, Strategic Growth & Planning Policy Manager</p> <p>Dwayne Lowe, Head of Highways & Transport</p>	NQ
	We will review and update our plan to adapt to the changing	<p>Climate Change Adaptation Strategy The text of the Adaptation Strategy has been updated to reflect the latest UK Climate Impact Projections, but</p>	2021/22	Darren Tweed, Strategic Growth &	NQ

Objective	Action	Progress/Proposals	Timescale	Lead	CO ₂ Impact
	<p>climate to ensure a resilient borough</p> <p>The Council's Adaptation Strategy will be reviewed in the light of the latest UK climate projections and the associated action plan updated</p> <p>UN SDGs: 13 – Climate Action</p>	<p>amendments to the Action Plan remain outstanding. Having a strategy and action plan is essential to ensure the Council is prepared and resilient to the impacts of the changing climate, i.e. more extreme weather events such as flooding and heat waves.</p>		Planning Policy Manager	
	<p>We will take what steps we can to facilitate improvement of homes in the borough to reduce emissions and tackle fuel poverty. The Council will continue to work with partners and through CHiL to secure funds, provide advice, promote the benefits of energy efficiency measures and enforce minimum standards in the private rented sector.</p> <p>UN SDGs 7 – Affordable & clean energy 10 – Reduced inequalities</p>	<p>Fuel Poverty Toolkit</p> <p>The Council is preparing a Toolkit to guide where it should focus its limited resources and identify where additional assistance from Government is needed.</p> <p>CHiL (Cosy Homes in Lancashire) continues to operate, but in a reduced manner. CHiL is prioritising clients whose boiler is completely broken or where an occupant has no central heating.</p> <p>CHiL has secured funding from the Government's Local Authority Delivery scheme - £12m for the whole of Lancashire. The scheme is designed to improve the energy efficiency of low income, fuel poor households in their local area. The scheme has to be implemented by the end of December 2021.</p> <p>The Council-commissioned Healthy Homes programme, delivered by Care Network has been revised to remove criteria for support. A refreshed communications and marketing campaign is being developed to promote the service and offer fuel poverty proofing support to residents in the borough.</p>	<p>Sept 2021</p> <p>On-going</p> <p>Dec 2021</p> <p>On-going</p>	<p>Muzaffer Dayaji, Home Energy Officer</p> <p>Beth Wolfenden, Public Health Specialist</p>	<p>To be reported retrospectively, depending on works undertaken – condition of grant</p>

Objective	Action	Progress/Proposals	Timescale	Lead	CO ₂ Impact
	<p>We will exploit the opportunities arising from the move to a low carbon economy</p> <p>The Council will use its influence with the LEP and other partners to progress environmental products, processes and innovation. It will work with networks e.g. the Hive to identify champions who will to help businesses cut emissions.</p> <p>UN SDGs 8 – Decent work and economic growth 17 – Partnerships for the Goals</p>	<p>Low Carbon Economy</p> <ul style="list-style-type: none"> • Develop a technology hub in Blackburn town centre to generate low carbon jobs and support training and re-skilling; • Use investment programmes and grant funding to support and development jobs and training in low carbon and green sectors such as building retro-fit, peatland restoration, and provision of active travel infrastructure; • Facilitate new buildings fit for the future through the planning process; • Move towards a circular economy through revised approaches to procurement and to waste collection and recycling programmes; • Develop infrastructure to make it easy for people to walk and cycle and to work remotely; • Lead a shift towards positive, long-term behaviours, e.g. actions to support home-working and improve safety for cyclists; • Support renewable energy generation; • Work with stakeholders to decarbonise the economy • Promote monitoring, collation and sharing of data; • Promote local authority insetting where further emission reduction is not possible • Introduce a 'Single Use Plastic Pledge' for all settings in the borough 	Ongoing	Martin Kelly, Strategic Director for Place	<p>A 10% reduction from the industrial & commercial sector would save 25,000 tonnes of CO₂</p> <p>LULUCF in BwD currently stores 500 tonnes of CO₂</p>
	Invest in a further street lighting LED replacement programme for the remainder of the street lights and connect the street lighting on our main arterial routes through construction of a Central Management System	<p>Street Lighting</p> <p>We have 20,471 Lighting assets of which 16,933 (83%) have been upgraded to LED. The remainder are predominately in town centre and residential areas. Energy and carbon savings can be realised through replacing these lanterns with LED.</p> <p>Whilst the street lighting team operates a dimming regime to lower energy and carbon costs our street</p>	2022 - 24	Dwayne Lowe Head of Highways & Transport and Transport	Savings to be quantified as part of the tender process

Objective	Action	Progress/Proposals	Timescale	Lead	CO ₂ Impact
	(CMS) connecting all the assets	lights are not connected so act independently of one another, meaning that any changes in this regime is a laborious task of actioning at every asset location. Investment in a Central Management System (CMS) realised by constructing 7 new base stations to create an initial radio network connecting to new nodes located on all assets, would allow for centralised control via a laptop computer and also identify faults within assets, saving on engineer visits. Funding for improvements included in 22/23 LTP.			
Lean & Clean	We will invest in clean energy and efficiency measures throughout the Council estate and support renewable energy generation in the borough. The Council will assess its estate to identify opportunities for energy efficiency measures and renewable energy installations	Energy Efficiency A Public Sector Decarbonisation Scheme grant will fund: <ul style="list-style-type: none"> • Installation of LEDs at Blackburn Library, Eanam Wharf, Blackburn Market, Darwen Leisure Centre & Blackburn Town Hall; • Solar PV arrays at BTMC, the Enterprise Centre, Blackburn & Darwen Leisure Centres, Witton Arena & the Data Centre; • Heat pumps installation at BTMC; • An upgrade to the Uninterruptable Power Supply at the Data Centre; • Upgrades to the Building Management Systems at all sites Savings equate to about 5% of the Council's current emissions	March 2022	Gwen Kinloch, Environment & Sustainability Manager	Saving c. 250 tonnes of CO ₂ pa
	UN SDGs 7 – Affordable & clean energy 9 – Industry, innovation & infrastructure	Energy Efficiency – Project Pipeline The NW Energy Hub is helping local authorities compile data to help identify energy efficiency schemes and support the business case for investment.	2021/22	Gwen Kinloch, Environment & Sustainability Manager	Potential TBC
	The Council will work with partners to identify opportunities for renewable energy generation in the	Renewable Energy & Decarbonisation of Heat <ul style="list-style-type: none"> • Prepare an Energy Plan to determine scope for deployment of renewables and low carbon energy in the borough; 	2021/22	Gwen Kinloch, Environment & Sustainability Manager	Potential TBC

Objective	Action	Progress/Proposals	Timescale	Lead	CO ₂ Impact																														
	<p>borough and prepare an investment plan to 2030 for viable schemes.</p> <p>UN SDGs 13 – Affordable and clean energy 17 – Partnerships for the goals</p>	<ul style="list-style-type: none">• Assess options for decarbonisation of heat supply to Council estate, focusing initially on high consumers mainly in Blackburn and Darwen town centres;• Work with stakeholders to promote and progress renewable energy generation across all sectors;• Explore the capacity for Community Energy;• Investigate options for Green Finance to meet the cost of investment <p>Estimated costs for heat decarbonisation feasibility:</p> <ul style="list-style-type: none">• £50,000 to investigate heat pump feasibility in key buildings and provide costed business cases• £25,000 for techno-economic assessment of potential heat networks in Blackburn and Darwen town centres – match funding for a Heat Network Delivery Unit grant application		Darren Tweed, Strategic Growth & Planning Policy Manager																															
	<p>We will reduce the waste generated in the borough, increase recycling and maximise the benefit from residual waste. The Council has an objective to increase its recycling rate from 30% to 65% by 2030 and send the residual waste to an energy-from-waste plant</p> <p>UN SDGs 12 – Responsible consumption and production</p>	<p>Waste & Recycling</p> <p>Environment & Operations delivered a blue recycling bin for paper and card over the summer to all 65,000 households as a step towards improving recycling rates in the borough. Monitoring and enforcement began at the start of September.</p> <p>Kerbside recycling increased by 11% compared with 2019/20.</p> <table><tr><th>Household Waste Tonnes CO₂e</th><th>2020/21</th><th>2019/20</th><th>± Tonnes CO₂e</th><th>±%</th></tr><tr><td>Landfill</td><td>2</td><td>7,589</td><td>-7,587</td><td>-100%</td></tr><tr><td>Recycled</td><td>293</td><td>337</td><td>-44</td><td>-13%</td></tr><tr><td>Composted</td><td>53</td><td>42</td><td>11</td><td>25%</td></tr><tr><td>Combusted</td><td>791</td><td>524</td><td>267</td><td>51%</td></tr><tr><td>Totals</td><td>1,139</td><td>8,492</td><td>-7,354</td><td>-87%</td></tr></table>	Household Waste Tonnes CO ₂ e	2020/21	2019/20	± Tonnes CO ₂ e	±%	Landfill	2	7,589	-7,587	-100%	Recycled	293	337	-44	-13%	Composted	53	42	11	25%	Combusted	791	524	267	51%	Totals	1,139	8,492	-7,354	-87%	Aug 2020	Stuart Hammond, Contract Policy & Performance Manager Sally Booth, Environmental Education Officer	C. 500 tonnes pa
Household Waste Tonnes CO ₂ e	2020/21	2019/20	± Tonnes CO ₂ e	±%																															
Landfill	2	7,589	-7,587	-100%																															
Recycled	293	337	-44	-13%																															
Composted	53	42	11	25%																															
Combusted	791	524	267	51%																															
Totals	1,139	8,492	-7,354	-87%																															

Objective	Action	Progress/Proposals	Timescale	Lead	CO ₂ Impact
		The Department undertakes regular comms to increase recycling, and continues to develop its new recycling website, which includes a growing list of educational resources BwD Recycle – Test your recycling knowledge (recyclebwd.org) . New householders are sent a booklet on waste and recycling. More educational resources are available, a recycling game is being developed and more visits are being made to schools.			
		Food Waste Raise awareness of, and seek to reduce, food waste, which accounts for c.40% of residual household waste in the borough <ul style="list-style-type: none"> • Explore the delivery of the ProVeg ‘School Plates’ programme in education settings; • Target those primary schools not yet signed up to the Recipe 4 Health award; • Plan and deliver a local Food Waste campaign; • Deliver a pilot ‘Natural Paths’ environmental resilience programme focusing on reducing food waste and plastic pollution and increasing biodiversity; • Delivery of the ‘Give Up Loving Pop’ campaign in to 20 Year 3 classes which includes plastic pollution awareness 	On-going	Food Resilience Alliance	~ 6,000 tonnes CO ₂ e if diverted from landfill, excluding production, processing & transportation emissions
		Commercial Waste <ul style="list-style-type: none"> • Undertake an audit of Blackburn and Darwen Markets to find cost-effective alternatives to single-use plastics, identify waste streams and how these can be minimised and improve recycling rates; • Promote the findings to showcase sustainable business practices. 	2022/23	Clare Turner, Town Centres Manager	Potential TBC
		Household Waste Recycling Centre	2023	Adam Nickson, Growth	4.6 tonnes CO ₂ e pa

Objective	Action	Progress/Proposals	Timescale	Lead	CO ₂ Impact
		The Environment Department with support from the Growth team has appointed a lead consultant to design a new Household Waste Recycling Centre, which will greatly enable the Council to divert more waste for recycling. The Centre should be ready in 2023.		Programme Manager	saved from shorter trips to waste transfer site Impact of car journeys N/K
		Council Office Recycling New recycling bins, based on the same system as domestic recycling, have been installed in town hall buildings, Audley & Queen's Park NLC and Little Harwood Children's centre. Sites previously without recycling, such as Darwen Town Hall, have been set up with a trade account to provide full facilities.	2020 Completed	Sally Booth, Environmental Education Officer	Not quantifiable (no weigh scales)
		Government Policy Consultations As part of the Resources and Waste strategy, the government is consulting on a number of different proposals to divert more waste to recycling, and extend 'producer responsibility' for various types of drinks-based packaging. These proposals would mean several changes for the Council and its residents: <ul style="list-style-type: none"> ▪ Compulsory domestic food waste collections; ▪ Consistent recycling material collections across all Council areas; ▪ Deposit return scheme for drinks containers including cans, plastic bottles and cups The above changes are intended to come in to force from 2023 and will influence the rate at which the Council achieves its recycling and therefore carbon reduction target.	2023	Stuart Hammond, Contract Policy & Performance Manager	TBC
	We will seek increased transparency from the Council's Pension Fund managers in relation to the coherence of Pension Fund Investment choices and	Pension Funds The Lancashire Pension Fund has a value of £8.4 billion, of which £100m (1.2%) is invested in fossil fuels - £33m coal, £67m oil & gas. <ul style="list-style-type: none"> • Participate in pan-Lancashire discussion on actions necessary to influence the Lancashire Pension Fund 	Dec 2021	Dean Langton, Director of Finance	NQ

Objective	Action	Progress/Proposals	Timescale	Lead	CO ₂ Impact
	<p>alignment with its Climate Change strategy</p> <p>UN SDGs 12 – Responsible consumption and production</p>	<p>Investment Strategy and increase transparency on investment choices to bring them into alignment with local Climate Emergency strategies.</p> <ul style="list-style-type: none"> Encourage alignment of the pension scheme with the Taskforce on Climate-related Financial Disclosures 			
Travelling Lightly	<p>We will reduce emissions from transport and increase active travel</p> <p>The Local Transport Plan (LTP3) is to be updated (LTP4) and the review process will examine existing policy to ensure it can help to deliver the Council's carbon neutral goal.</p> <p>UN SDGs 11 – Sustainable cities and communities</p>	<p>Active Travel</p> <ul style="list-style-type: none"> Provide facilities for cycling and walking in the borough using the Active Travel Fund to support access to key employment and education sites and increase levels of active travel for everyday journeys – Capability Funding is now expected in October 2021 where we will receive a total of £272,528. This revenue funding as and where possible will be aligned to either existing or proposed cycling and walking infrastructure within the borough. As part of this revenue funding we will be delivering business/school grants providing the opportunity for businesses and schools to apply for a grant to improve onsite facilities to encourage more walking and cycling, for example cycle parking, shower and locker facilities. Implement an action plan of cycling and walking activities, as submitted to DfT, which will enable businesses, schools and hard to reach communities to be encouraged to engage in active travel through adult and family cycle training, led walks and rides, bike hire and community based cycling and walking activities. The final delivery action plan will be available when our allocation has been confirmed by DfT; Utilising Capability funding we will be developing the first three stages of a Blackburn with Darwen Local Cycling and Walking Infrastructure Plan (LCWIP) A Walking and Cycling Plan (2021-2024) has now been produced and approved and will be used as a 	2021/22	<p>Dwayne Lowe Head of Highways & Transport</p> <p>Melanie Taylor, Senior Transport Planner</p>	TBC

Objective	Action	Progress/Proposals	Timescale	Lead	CO ₂ Impact
		<p>daughter document to the Local Transport Plan (LTP4). Delivery of the plan will be supported through engagement activities delivered through the impending capability Fund, infrastructure delivery will be supported as part of future Active Travel Funding and funding aligned with Local Cycling and Walking Infrastructure plans (LCWIP's). Policy, aims and objectives will be supported through LTP4.</p> <ul style="list-style-type: none"> • Develop a strategic East Lancashire LCWIP with Lancashire County Council, Hyndburn and Rossendale Councils. This is progressing well, with Stage 2 'Gathering information stage' nearly complete and some of Stage 3 'Network planning' partially underway. • Work with education and employment settings to influence and change travel behaviour. This is a particular focus within the capability funding delivery; • In partnership with Public Health, CCGs and Primary Care Network we have recently submitted an Expression of Interest to deliver an Active Travel Social Prescribing Pilot. £100k is available for successful LAs to develop feasibility studies and detailed project planning on how we can provide cycling and walking interventions as part of the primary care and CCG social prescribing offer. Blackburn with Darwen has been notified (22nd September 21) that we have successfully passed EOI Phase one and have been invited to complete EOI Phase 2 to be submitted by 22nd October 2021. 			

Objective	Action	Progress/Proposals	Timescale	Lead	CO ₂ Impact
	<p>The Council will develop an investment plan to move its fleet from fossil to clean fuel by 2030.</p> <p>UN SDGs 11 – Sustainable cities and communities</p>	<p>Council Fleet</p> <ul style="list-style-type: none"> • One electric vehicle for Parking Services delivered; a second on order, to be delivered December 2021; • Exec Board to receive a report on fleet vehicle replacement and the switch to electric models where feasible; • Prepare an investment plan for the replacement of c.85% of the fleet, based on whole-life costs and benefits, for implementation from April 2022, based on feedback from feasibility study to establish if the electric vehicles in the current market are able to replace and carry out the operations of our fleet of welfare buses and vehicles over 7.5 tonnes gross vehicle weight; • Train MVSS staff to maintain EVs and offer their services to the public; • Keep under review, the cost of decarbonisation of the larger vehicles, i.e. the 15% that are too costly to switch to electric at present 	<p>Dec 2021</p> <p>2021/22</p>	<p>Neil Bolton, Fleet Manager</p>	<p>+1 tonne</p> <p>TBC</p>
	<p>We will investigate ways to reduce emissions from staff business travel and commuting and introduce cost-effective solutions as quickly as possible.</p> <p>UN SDGs 13 – Climate action</p>	<p>Staff Business Travel</p> <ul style="list-style-type: none"> • Undertake a staff survey to calculate the emissions from commuting; possibly an activity we could undertake through the 'Travel Planning' support element of the Capability Fund project. Estimated resource required – two weeks of Senior Transport Planner time to generate questionnaire and analyse returns. Findings would also inform wider strategic transport planning • Encourage and support home working for part of the week to reduce commuting miles; • Make virtual meetings the default before opting to travel; 	<p>2021/22</p>	<p>Melanie Taylor, Senior Transport Planner HR ...</p>	<p>TBC</p> <p>~ 300 tonnes pa ~ 200 tonnes pa</p>

Objective	Action	Progress/Proposals	Timescale	Lead	CO ₂ Impact
		<ul style="list-style-type: none"> • Run a trial of electric pool vehicles for unavoidable travel and add the acquisition of the EVs to the fleet investment plan; 		Neil Bolton, Fleet Manager	~ 50 tonnes pa
		Benefits of Employment with BwD Assess the practicalities of the following: <ul style="list-style-type: none"> • Introduction of salary sacrifice to encourage staff to purchase an electric car; • Whether salary sacrifice could be used for the purchase of bus or rail passes; • Could a 'pool' bus pass be made available for business travel? • Should a subsidised bus pass be a 'perk' of employment instead of subsidised car parking? • Register with Transdev's 'Commuter Club' where employees will be entitled to 10% off bus travel on all Transdev buses 	2021/22	HR with Finance	NQ
		Demand Responsive Transport <ul style="list-style-type: none"> • Prepare a demand responsive transport pilot with the Royal Blackburn Hospital when Covid-19 have eased to provide a public transport link between Darwen, where a large proportion of hospital staff live and the hospital; • Develop similar schemes to serve outlying business parks not served by public transport and so off-limits to non-drivers looking for work • Include Demand Responsive services in Levelling Up fund bids to improve early morning and late evening services at strategic employment sites. <p>NOTE: Blackburn with Darwen Borough Council posted, in June 2021, a notification of intent to pursue an Enhanced Partnership with our local bus operators. We published a Joint Bus Service Improvement Plan (BSIP) with Lancashire County Council at the end of</p>	2021/22	Melanie Taylor, Senior Transport Planner	TBC

Objective	Action	Progress/Proposals	Timescale	Lead	CO ₂ Impact
		October 2021 and by April 2022 will have an enhanced partnership in place. As part of the BSIP process Local Authority and operators are to outline how they propose to deliver the key goals of the National Bus Strategy – for example making bus services more frequent with turn up and go services on key routes – this is where Demand Responsive Transport Services may feature as part of the BSIP			
		Last Mile Deliveries We have too little data on last-mile deliveries to know what the issues are and what the responses should be, but need to keep the issue under review.		Dwayne Lowe Head of Highways & Transport	
		Electrification of Vehicles <ul style="list-style-type: none"> • Work with the Motorcycle Industry Association (MCIA) to understand the challenges and opportunities of electric Category L, 2 and 3-wheel vehicles and quadricycles; • Prepare a strategy and action plan for the provision of charge points for electric vehicles in residential areas 		Dwayne Lowe Head of Highways & Transport	Every 10,000 miles travelled by an EV instead of a fossil-fuelled vehicle saves almost 2 tonnes of CO ₂
	We will work with local taxi drivers to find ways to cut emissions from the 27 million miles driven in the borough every year. UN SDGs 13 – Climate action	Taxis Develop a hackney carriage and private hire strategy with the long-term aim to facilitate the transition to electric vehicles. Hybrids constitute about a third of the current fleet of private hire vehicles, but the cost of moving to fully electric is still too high for the trade. No charging infrastructure for taxis is planned presently. The matter is being kept under review. It is estimated borough taxis travel 27m miles pa, emitting perhaps 7,000 tonnes CO ₂ pa	On-going	Dwayne Lowe, Head of Highways & Transport Taxi Licensing	
		Engine Idling Launch a campaign to discourage engine idling in the Borough, particularly outside of schools	2021/22	Dwayne Lowe, Head of Highways & Transport	A car idling for one minute can produce 10-30g CO ₂

Objective	Action	Progress/Proposals	Timescale	Lead	CO ₂ Impact
				Public Health	and 0.05-0.07g NOx ¹
Capture more carbon	<p>We will work with landowners to plant more trees and protect and enhance natural carbon stores</p> <p>UN SDGs 15 – Life on land 14 – Life below water</p>	<p>Carbon Removal & Reduction</p> <ul style="list-style-type: none"> • Treescapes grant secured for small-scale tree planting, in partnership with Hyndburn, Pendle, Burnley, Rossendale and the Ribble Rivers Trust, will realise 3-4 ha of new planting in BwD and involve communities and schools in its creation; • Support the Ribble Rivers Trust Lancashire Woodland Connect programme to plant and maintain 2 ha of trees – cost £15k pa for two years; • Support pan-Lancashire bids for larger-scale tree planting initiatives across the region; • Talk to residents about the benefits of trees in towns and the role they play in capturing carbon, improving air quality and providing shade; • Develop the concept of Authority Based Insetting to direct investment to local carbon reduction or sequestration schemes as an alternative to offsetting overseas; • Work with United Utilities and other stakeholders, either directly or through the Local Nature Partnership, to develop the environmental opportunity areas (EAO) identified in the Climate Change and Natural Capital study, part of the evidence base for the Local Plan; • Become a stakeholder in the Test and Trial project in the Irwell Valley informing the new Environmental Land Management Scheme, linking with Insetting and EAO; • Keep in touch with Care-Peat, an Interreg project to reduce carbon emissions and restore the carbon storage capacity of different types of peatlands; 	2021/22-2022/23	<p>Gwen Kinloch, Environment & Sustainability Manager</p> <p>Darren Tweed, Strategic Growth & Planning Policy Manager</p> <p>Imran Munshi, Drainage Manager</p>	Tree planting 2.25 tonnes CO ₂ per ha

¹ Estimates calculated by TRL Transport for Future <https://idlingaction.london/live/wp-content/uploads/2021/02/TRL-Executive-Summary.pdf>

Objective	Action	Progress/Proposals	Timescale	Lead	CO ₂ Impact
		<ul style="list-style-type: none"> • Include a hydraulic flow study of the moors around Darwen - to inform natural flood management schemes - in the next iteration of the Flood Risk Management Plan (FRMP2) 			
Basis for change	<p>We will work with residents and partners to raise awareness of and to tackle climate change.</p> <p><i>We will hold a Citizens' Inquiry.</i></p> <p><i>We will prepare a communications plan</i></p> <p>UN SDGs 13 – Climate action</p>	<p>Citizens' Inquiry Hold a Citizen's Inquiry into the Climate Emergency to generate recommendations for action for all sections of the borough Estimated Cost: £35,000</p>	2021/22	Public Health?	
		<p>Communications Plan Prepare a communications plan, identifying communication channels and timetable for messages and interactions</p>	Ongoing from 2021/22	Andrea Sturgess, Head of Communication & Engagement	
	<p>We will identify a Climate Emergency Champion and provide regular reports on action plan progress to Council and residents</p> <p>UN SDGs 13 – Climate action 16 – Peace, justice & strong institutions</p>	<p>Champions The following have been given responsibility for directing delivering of the Climate Emergency Action Plan</p> <ul style="list-style-type: none"> • Cllr Phil Riley: Executive Member for Growth & Development • Cllr Zainab Rawat: Climate Change Champion: • Martin Kelly: Strategic Director for Place <p>Management Board is responsible for development of the Action Plan, with regular progress reports to the Executive Member and annually to Council Forum.</p>	Jan 2020		
	<p>We will actively lobby the Government to provide the additional powers and resources needed to meet the 2030 target</p> <p>UN SDGs 13 – Climate action</p>		On-going	Martin Kelly, Strategic Director Place	

Objective	Action	Progress/Proposals	Timescale	Lead	CO ₂ Impact
	<p><i>Proposed additional action:</i> We will report emissions via the Carbon Disclosure Project (CDP) platform</p> <p>UN SDGs 13 – Climate action</p>	<p>Reporting Assess the pros and cons of reporting through CDP as a means of charting progress on delivery of the Climate Emergency Action Plan.</p> <p>Annual reporting requires submission of data through a questionnaire devised by CDP that covers governance, adaptation, emissions, opportunities, energy, transport, food, waste and water. Councils are expected to try to collaborate with other sectors and try to collect data for services outside of its control (principally water). CDP use the return to score the city or municipality from A to D, which will reflect data gaps. Only those graded 'A' are made public.</p>	2022/23	Gwen Kinloch, Environment & Sustainability Manager	NQ