

Public Document Pack

Executive Board

Thursday, 10 March 2022

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 Feb 2022 **4 - 9**
3. **Declarations of Interest**
DECLARATIONS OF INTEREST FORM **10**
4. **Equality Implications**
The Chair will ask Members to confirm that they have considered and understood any Equality Impact Assessments associated with reports on this agenda ahead of making any decisions.
5. **Public Forum**
To receive written questions or 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

- | | | |
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| 8.1 | Variation to the 2021/22 Schools Capital Programme | |
| | Schools Capital Programme | 11 - 15 |
| | SCP Appendix 1 | |
| 8.2 | Procurement Process for the concurrent planning service | |
| | Concurrent Planning Service | 16 - 19 |

Environmental Services

Public Health & Wellbeing

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| 8.3 | Alcohol Strategy | |
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| | Appendix 1 - Alcohol Strategy | |

Digital & Customer Services

Growth & Development

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| | Funding of Flood Defence Grant | 63 - 66 |

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| 9. | Corporate Issues | |
| 9.1 | Darwen Town Deal Board Update | |
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| | DTDB APPENDIX 1 | 120 |
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10. Matters referred to the Executive Board

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

11.1 Local Transport Plan 2022-23

LTP 2022-23 PT2

**121 -
126**

Date Published: Wednesday, 02 March 2022
Denise Park, Chief Executive

EXECUTIVE BOARD Thursday 10th February 2022

PRESENT

COUNCILLOR:

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

PORTFOLIO:

Leader of the Council
Children, Young People and Education
Adult Services and Prevention
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:

Zainab Dassu
Muhammed Bapu

Deputy Youth MP
Deputy Youth MP

	Item	Action
1	<p><u>Welcome and Apologies</u></p> <p>The Leader of the Council, Councillor Mohammed Khan, welcomed all to the meeting. Apologies were received from Councillor Jum Smith and the Youth MP Zara Hyatt.</p>	
2	<p><u>Minutes of the Previous Meeting</u></p> <p>The Minutes of the Meeting held on 13th January 2022 were agreed as a correct record.</p>	Agreed
3	<p><u>Declarations of Interest</u></p> <p>There were no Declarations of Interest submitted.</p>	
4	<p><u>Equality Implications</u></p> <p>The Chair asked Members to confirm that they had considered and understood any Equality Impact Assessments associated with reports on the agenda ahead of making any decisions.</p>	Confirmed
5	<p><u>Public Forum</u></p> <p>No questions had been submitted by members of the public.</p>	
6	<p><u>Questions by Non-Executive Members</u></p> <p>In accordance with Part 4 of the Executive Board Procedure Rules for questions/statements by Non-Executive Members, the following questions/statements had been received, details of which are set out below:-</p>	

	Item	Action									
	<table border="1"> <thead> <tr> <th data-bbox="339 280 715 383">Name of Non-Executive Member asking the Question</th> <th data-bbox="715 280 1011 383">Subject Area</th> <th data-bbox="1011 280 1297 383">Executive Member and Portfolio</th> </tr> </thead> <tbody> <tr> <td data-bbox="339 383 715 528">Councillor Jon Baldwin</td> <td data-bbox="715 383 1011 528">Council Budget costs and Covid Funding</td> <td data-bbox="1011 383 1297 528">Councillor Vicky McGurk, Finance & Governance</td> </tr> <tr> <td data-bbox="339 528 715 640">Councillor Neil Slater</td> <td data-bbox="715 528 1011 640">Council Budget costs/debt and Covid Funding</td> <td data-bbox="1011 528 1297 640">Councillor Vicky McGurk, Finance & Governance</td> </tr> </tbody> </table>	Name of Non-Executive Member asking the Question	Subject Area	Executive Member and Portfolio	Councillor Jon Baldwin	Council Budget costs and Covid Funding	Councillor Vicky McGurk, Finance & Governance	Councillor Neil Slater	Council Budget costs/debt and Covid Funding	Councillor Vicky McGurk, Finance & Governance	
Name of Non-Executive Member asking the Question	Subject Area	Executive Member and Portfolio									
Councillor Jon Baldwin	Council Budget costs and Covid Funding	Councillor Vicky McGurk, Finance & Governance									
Councillor Neil Slater	Council Budget costs/debt and Covid Funding	Councillor Vicky McGurk, Finance & Governance									
7	<p>Councillor Vicky McGurk gave detailed answers to both questions.</p> <p>In response to the supplementary question from Councillor Jon Baldwin relating to value for money of the Council's interest payments and growth, Cllr McGurk advised that the Council had the 5th lowest interest payments compared to its statistical neighbours, and that this represented value for money, and also advised that in terms of growth, the Council Tax base was significantly increasing and the economy growing.</p> <p>In response to the supplementary question from Councillor Neil Slater relating to the total liability of the Council including pension contributions, Cllr McGurk advised that she would send this information via e-mail to Councillor Slater after the meeting.</p> <p><u>Youth MPs Update</u></p> <p>The Deputy Youth MPs verbally reported on recent events and activities including :</p> <ul style="list-style-type: none"> • Community Wellbeing Champions training • Young Inspectors Programme update • Continued promotion of vaccination uptake amongst young people • The third SYA Forum meeting, which discussed Sexual Harassment and Covid-19 amongst other topics • The Youth MP Elections results would be declared on Monday 14th February and Executive Board Members were invited to attend. Muhammed and Zainab thanked Liz Clarkson and team for all their support over the past two years and thanked the Executive Board for all their support over the same period. <p>Executive Board Members reflected on the excellent work of the Youth MPs and Youth Forum over the past two years.</p>	Noted									
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	Item	Action
	<p><u>Executive Member Reports.</u></p> <p><u>Leader's Update</u></p> <p>The Leader of the Council, Councillor Mohammed Khan, verbally reported on the recent publication of White Papers relating to Health and Social Care Integration and Levelling Up.</p>	<p>Noted</p>
<p>8.1</p>	<p><u>Corporate Revenue Budget Monitoring Report Quarter 3 2021/22</u></p> <p>Members received a report on the overall financial position of the Council, highlighting any significant issues and explaining variations in the third quarter of the financial year.</p> <p>In response to a request from Councillor John Slater relating to the progress against saving targets agreed at the last Finance Council, Cllr McGurk advised that she would provide this information to Cllr Slater.</p> <p>RESOLVED - That the Executive Board approve;</p> <ul style="list-style-type: none"> • The portfolio cash limit adjustments outlined in Appendix 1 • The budget summary provided in Appendix 2 • The Earmarked reserves position shown in Appendix 3 	<p>Approved Approved Approved</p>
<p>8.2</p>	<p><u>Corporate Capital Budget and Balance Sheet Monitoring Report 2021/22 – Quarter 3 (9 months to 31st December 2021)</u></p> <p>A report was submitted on the overall financial position of the Council in respect of the capital programme as at 31st December 2021, highlighting key issues and explaining variations in the first 9 months of the financial year.</p> <p>RESOLVED- The Executive Board is asked;</p> <ul style="list-style-type: none"> • To approve the revised capital programme as per Appendix 1 • To approve the variations to the programme shown in Appendix 2 	<p>Approved Approved</p>
<p>10.1</p>	<p><u>Safer Roads Strategy 2022-2026</u></p> <p>The Executive Board was advised that the Blackburn with Darwen Safer Roads Strategy had been developed to create a local action</p>	

	Item	Action
	<p>plan to improve safety on our roads. The strategy dovetailed with that of the Lancashire Road Safety Partnership and recognised the importance of a coordinated regional response, whilst emphasising the value in locally devised action.</p> <p>The strategy emphasised safer but also healthier roads, to widen the remit of road safety to encompass road and traffic related actions that could improve population health. The primary aim of the strategy was to reduce casualties on BwD roads. Secondary aims included; increase the number of people who felt safe on BwD roads including when walking and cycling, reduce car use and increase active travel and take action to improve air quality.</p> <p>The ultimate vision of the BwD Safer Roads Strategy is a Towards Zero approach, with no fatalities on our roads. On our way to achieving this vision, targets have been set within the BwD Safer Roads Strategy period:</p> <ul style="list-style-type: none"> • Target for a 30% reduction in fatal and serious casualties on BwD roads by 2026 from 2019 levels • Target for 30% reduction in fatal and serious casualties in those 15 years and under by 2026 from 2019 levels • Target to reduce the number of Air Quality Management Areas in the borough from four to one by 2026 • Target for an increase in walking and cycling in line with the BwD Walking and Cycling Plan <p>RESOLVED – The Executive Board:</p> <ul style="list-style-type: none"> • Note the content of and approve the Blackburn with Darwen Safer Roads Strategy 2022-2026 • Support the priorities set out in the Blackburn with Darwen Safer Roads Strategy 2022-2026 	
10.2	<p><u>St John's Refurbishment</u></p> <p>Following the acceptance of the insurance settlement from Zurich for the St John's Church due to the unfortunate fire that occurred on 3rd April 2019, a report was submitted seeking approval to set up a capital project for the restoration of the former St John's Church.</p> <p>It was proposed the former St John's Church be repurposed and refurbished to create high quality flexible workspace to meet new agile working demands, which had been accelerated by the pandemic, and would form an early phase of the new Blackburn town centre masterplan.</p> <p>The report outlined the outcome of the tender process for procuring an architect to undertake the design for the</p>	<p>Noted</p> <p>Approved</p>

	Item	Action
11.1	<p>refurbishment project and sought approval to appoint the successful architect. Following the appointment of the architect the report also sought delegated approval to commence the procurement and appointment of the remaining design team. The design team would then prepare options for the refurbishment scheme which will help inform the Council as to the best use of the building set within its historic context.</p> <p>It was anticipated that a planning application would be submitted late 2022 with contractor procurement commencing early 2023. The report further also sought approval for the submission of all required consents and approvals for the works and approval to commence the contractor procurement.</p> <p>A further report would then be prepared for the Executive Board to appoint the contractor following a competitive tender process.</p> <p>RESOLVED -</p> <p>The Executive Board:</p> <p>a) Approves a capital allocation of £3.54 million to cover the design and refurbishment works for the project;</p> <p>b) Approves the appointment of Bidder A as architect for the project with the appointment of Bidder B as reserve bidder;</p> <p>c) Approves officers to proceed with the procurement and appointment of the design team and delegates authority to the Growth Director to agree the terms for their appointment;</p> <p>d) Delegates authority to the Growth Director in consultation with the Executive Member for Growth and Development and the Executive Member for Finance and Governance to agree the scheme design proposals;</p> <p>e) Approves the submission of all required consents and approvals for the works including planning, listed building consent and building regulation approval; and</p> <p>f) Delegates authority to the Growth Director to agree the contractor procurement strategy.</p> <p>AT THIS STAGE OF THE PROCEEDINGS THE PRESS AND PUBLIC WERE EXCLUDED FROM THE MEETING.</p> <p><u>St John's Refurbishment</u></p> <p>Further to the report submitted at Agenda Item 10.2, an additional</p>	<p></p> <p></p> <p></p> <p></p> <p>Approved</p> <p>Approved</p> <p>Approved</p> <p>Approved</p> <p>Approved</p> <p>Approved</p> <p>Approved</p> <p></p> <p></p>

	Item	Action
	<p>report was submitted, containing commercially sensitive information.</p> <p>RESOLVED –</p> <p>The Executive Board:</p> <p>a) Approves a capital allocation of £3.54 million to cover the design and refurbishment works for the project;</p> <p>b) Approves the appointment of Bidder A as architect for the project with the appointment of Bidder B as reserve bidder;</p> <p>c) Approves officers to proceed with the procurement and appointment of the design team and delegates authority to the Growth Director to agree the terms for their appointment;</p> <p>d) Delegates authority to the Growth Director in consultation with the Executive Member for Growth and Development and the Executive Member for Finance and Governance to agree the scheme design proposals;</p> <p>e) Approves the submission of all required consents and approvals for the works including planning, listed building consent and building regulation approval; and</p> <p>f) Delegates authority to the Growth Director to agree the contractor procurement strategy.</p> <p style="text-align: center;">Signed at a meeting of the Board on 10th March 2022</p> <p style="text-align: center;">(being the ensuing meeting on the Board)</p> <p style="text-align: center;">Chair of the meeting at which the Minutes were confirmed</p>	<p></p> <p>Approved</p> <p>Approved</p> <p>Approved</p> <p>Approved</p> <p>Approved</p> <p>Approved</p>

DECLARATIONS OF INTEREST IN ITEMS ON THIS AGENDA

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

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

MEETING: EXECUTIVE BOARD

DATE: 10th MARCH 2022

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, 10 March 2022

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

WARD/S AFFECTED: (All Wards);

KEY DECISION: Y

SUBJECT:

Variation to the 2021/22 schools capital programme

1. EXECUTIVE SUMMARY

To present for consideration and approval:

- variations to the 2021/22 schools capital programme
- a request to enter into an extended premises lease arrangement with an Academy Trust.

2. RECOMMENDATIONS

That the Executive Board approves:

- 1: The establishment of a project for a refurbishment at the former Stansfeld Centre for the purpose of creating additional alternative school provision capacity for pupils requiring a vocational based curriculum.
- 2: A budget increase of £250,000 for the previously approved SEND project at Shadsworth Infant School.
- 3: A realignment of the previously approved budget allocated for works associated to The Sunnyhurst Centre and the relocation of Crosshill School
- 4: A budget increase of £165,000 for the previously approved relocation of Longshaw Nursery School.
- 5: Approval from the Director of Children's Services and the Director for Growth and Development, in consultation with the Executive Member for Children, Young People and Education, to agree for officers to progress works to extend the lease with The Champion Trust for the Sunnyhurst Centre from 30 years to 125 years in line with typical academy lease arrangements.

3. BACKGROUND

The borough is seeing increased demand for alternative provision for those pupils for which a traditional mainstream education is not proving conducive to effective learning and positive outcomes. St Thomas Centre are seeking to expand provision to provide for an increased number of pupils for whom a vocational curriculum would support those pupils to gain key employability and life skills. The former Stansfeld Centre provides for a good central location and provides

plentiful indoor and outdoor space that can be refurbished to provide for an appropriate teaching and learning environment.

For projects that require a capital variation, these projects have been agreed previously at Executive Board:

- Shadsworth Infant School – EBD September 2020
- Sunnyhurst/Relocation of Crosshill – EBD January 2021
- Longshaw Nursery School – EBD January 2021

Lease arrangements between the Council and The Champion Trust for the premises formerly known as The Sunnyhurst Centre have been secured based on the terms and conditions agreed at Executive Board in January 2021. This allowed for the relocation of Crosshill School and the release of additional specialist and mainstream education places. As part of the discussions with the Department of Education (DfE) to secure this lease, the DfE requested that the Council committed to reviewing the terms of the lease to model a typical academies lease.

4. KEY ISSUES & RISKS

Stansfeld Centre

An alternative provision vocational teaching resource will further enhance existing borough provision and will specifically support some of our most vulnerable pupils with a particular focus on those pupils that require a more personalised and tailored education to support their social, emotional and mental health needs.

Initial funding of £500,000 awarded to the LA in the 2021/22 financial year (additional SEND funding) will support the project to be established. It is anticipated that further funding from the Schools Basic Need funding stream will be required to ensure that the project is able to progress. More detailed information will be submitted to the Executive Board for approval following full feasibility and concept design process.

Shadsworth Infant School – SEND project

This project was established on the Schools capital programme in 2020/21 with a budget allocation of £260k following a report to Executive Board in September 2020. At tender stage all tender returns were higher than the established budget. The key reason for the tenders being significantly above the established budget is due to a requirement for a specialist anti vandal roofing system alongside increased costs of materials and construction costs. An uplift in the budget of £250,000 from the Schools Basic Need Block is required to enable this project to be awarded.

Sunnyhurst Centre – Relocation of Crosshill School

A total budget of £380,000 for the refurbishment of the Sunnyhurst scheme is currently established on the schools capital programme. This budget was split based on £180,000 for LA directly managed works and £200,000 to be devolved to The Champion Trust for them to undertake their planned refurbishment works.

The relocation of Crosshill School has allowed for increased special school capacity and has also released accommodation for 100 additional mainstream secondary education places at Blackburn Central High School. The LA directly managed works is complete and has resulted in a budget underspend of circa £50k. The works led and managed by the school exposed some additional asbestos works at a cost of £46k that had not initially been budgeted for and needed to be completed as part of the work led and managed by The Champion Trust.

It is proposed that the existing budget allocation of £380k, is realigned so that the LA budget is reduced by £46k to £134k, and that this £46k is devolved to The Champion Trust to fund the additional asbestos works, increasing their budget allocation to £246k.

Longshaw Nursery School

A plan to relocate Longshaw Nursery School to the same site as Longshaw Infant School was established on the 2021/22 schools capital programme with an estimated budget of £660k based on initial studies.

The full scope of requirements and concept designs have been established, and have been tendered accordingly, increases in various requirements alongside increases in construction and material costs have resulted in a budget uplift of £165k being required to ensure the scheme is to progress. The Council has a Capital budget allocation of £214k that can be used on projects that are increasing the capacity of early education places for 2 year olds. It is intended to increase the capacity of places at Longshaw Nursery School as part of this relocation by an additional 8 places.

The Sunnyhurst Centre/Crosshill School lease

Work to extend the lease arrangements between the Council and The Champion Trust for the Sunnyhurst Centre premises will necessitate further applications for land consents to deal with the 30 year lease surrender and to enter into the new 125 year lease.

5. POLICY IMPLICATIONS

National Policy Context – The council has responsibility to ensure that all allocated funding for maintained sector schools is used in accordance with the associated grant terms and conditions.

Performance Indicators – The Capital programme, will be closely monitored against agreed performance indicators representing measures of quality, cost and timescales.

6. FINANCIAL IMPLICATIONS

The proposed variations to the existing capital programme for the Schools and Education portfolio are attached at Appendix 1.

The proposed changes to the scheme at the Sunnyhurst Centre, amounting to £46k, are a realignment of the existing budget and do not require any additional funding.

7. LEGAL IMPLICATIONS

The report has been compiled with regard to the Council's Constitution, in particular the Financial Procedural Rules and the Contract Procedure Rules. All procurement and contract activity in connection with this programme must be carried out in accordance with the relevant parts of the constitution and legislation.

All contracts prepared in relation to the programme must be in conjunction with Legal Services/CAPS team.

The proposed extension to the lease to The Champion Trust will be in accordance with the constitution, council policies and procedures and in conjunction Legal Services and Property Management.

8. RESOURCE IMPLICATIONS

Resource requirements for managing and coordinating the capital programme will be met from within the current Building Consultancy structure and the Schools and Education team. Support will be required from Legal Services.

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

Were there have been changes to a scope of works, officers have discussed these changes and any impact of them with the relevant schools.

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:	Carol Grimshaw, carol.grimshaw@blackburn.gov.uk Robert Addison, robert.addison@blackburn.gov.uk
DATE:	14 February 2022
BACKGROUND PAPER:	Appendix A – Education Capital Programme 2021/22 Variation Report

Schools and Education Capital Programme 2021 - 2022

LIVE PROJECTS

Project	Officer	Delivery	Description	Funding Source	Spend Profile 2021-22								
					Basic Need	Schools Condition	Two Year Old Places	Special Provision Fund (SEND)	High Needs Provision	Section 106 Funding	DFC/School Cont	Total	
					£	£	£	£	£	£	£	£	
Avondale Primary School	RV	In House	Kitchen extension, remodel and refurbishment	SCA / DFC		48,000							48,000
BCHS/Crosshill	School led	School led	Refurbishment of Sunnyside Centre (Phase 1)	SPF (SEND) / Basic Need	380,000			335,500					715,500
Shadsworth Infant School	RN	In House	Heating scheme	SCA / DFC		3,000							3,000
Lammack Primary School	CA	In House	Extension and remodel (additional places in line with housing growth)	s106 / Basic Need						461,000			461,000
Longshaw Nursery			Relocation	s106 / Basic Need / 2 Year Old						119,700			119,700
Lower Darwen Primary School	RN	In House	Disability Access adaptations	SCA		50,000							50,000
Brunel Nursery School	CA	In House	External fencing	SCA / DFC		26,700					3,000		29,700
Finiscoverles Primary School (Junior Building)	MO	In House	Disability Access adaptations	SCA		135,200							135,200
Shadsworth Infant School	RN	In House	Extension and remodel (SEND)	SPF (SEND) / SCA / Basic Need				39,600					39,600
Ashleigh			Heating and Ventilation	SCA / DFC		9,000							9,000
Ashworth Nursery			Perimeter Fencing	SCA / DFC		5,000							5,000
Audley Infants (Nursery)			Upgrade Fire Alarm	SCA / DFC		6,000							6,000
Audley Infants			Resurfacing Pathways	SCA / DFC		5,000							5,000
Audley Infants & Juniors			Replacement of Fascias & Soffits	SCA		14,000							14,000
Avondale			Replacing Windows & upstandings to lean-to roof structure	SCA / DFC		15,000							15,000
Belmont			Resurface Playground	SCA / DFC		35,000							35,000
Brookhouse Primary (Nursery)			Replace Fire Alarm System	SCA / DFC		7,000							7,000
Brookhouse Primary			Replace Roof System	SCA / DFC		19,000							19,000
Intack Primary			Replace Boilers	SCA / DFC		10,000							10,000
Longshaw Juniors			Replacement of external doors	SCA / DFC		5,000							5,000
Lower Darwen Primary			Replace Fire Alarm System	SCA / DFC		10,000							10,000
Roe Lee			Heating scheme	SCA / DFC		52,000							52,000
Roe Lee			Roofing, upstandings and windows	SCA / DFC		49,000							49,000
Shadsworth Juniors			Repairs to service road, external areas & automated gates	SCA / DFC		26,000							26,000
Turton & Edgworth			Replacement of boilers	SCA / DFC		10,000							10,000
Meadowhead Infants			Upgrade Fire Alarm	SCA / DFC		7,000							7,000
Lower Darwen Primary School			Drainage installations	SCA / DFC		5,000							5,000
Retentions held against completed schemes			Partial replacement of Fire Alarm System	SCA		4,000							4,000
St Cuthberts Primary School	RV	In House	Extension and remodel (SEND)	SPF (SEND)		9,000							9,000
Belmont Primary School	RA	In House	Drainage and External Painting	SCA / DFC		7,000					2,000		9,000
Project Management Fee				Various	25,000	25,000							50,000
Contingency budget	RA		For emergency H&S, Compliance and safeguarding works)	SCA		100,000							100,000
Total					405,000	696,900	0	375,100	0	580,700	5,000		2,062,700

Project	Officer	Delivery	Description	Funding Source	Spend Profile 2022-23								
					Basic Need	Schools Condition	Two Year Old Places	Special Provision Fund (SEND)	High Needs Provision	Section 106 Funding	DFC/School Cont	Total	
					£	£	£	£	£	£	£	£	
Lammack Primary School	CA	In House	Extension and remodel (additional places in line with housing growth)	s106	550,000					1,000,000			1,550,000
St Barnabas and St Pauls CE	WP	In House	New build and extension to provide extra places	Basic Need	135,000								135,000
Shadsworth Infant School	RN	In House	Heating scheme	SCA / DFC		222,000					25,000		247,000
Darwen East			Additional places in line with housing growth	s106						3,250,000			3,250,000
Longshaw Nursery			Relocation	s106 / Basic Need / 2 Year Old	224,700					275,300			500,000
Shadsworth Infant School	RN	In House	Extension and remodel (SEND)	SPF (SEND) / SCA / Basic Need		19,600		180,400					200,000
Ashleigh			Heating and Ventilation	SCA / DFC		22,500					3,500		26,000
Ashworth Nursery			Perimeter Fencing	SCA / DFC		13,000					2,000		15,000
Audley Infants (Nursery)			Upgrade Fire Alarm	SCA / DFC		16,500					2,500		19,000
Audley Infants			Resurfacing Pathways	SCA / DFC		13,000					2,000		15,000
Audley Infants			Replacement of Fascias & Soffits	SCA		41,000							41,000
Audley Infants & Juniors			Replacing Windows & upstandings to lean-to roof structure	SCA / DFC		39,000					6,000		45,000
Avondale			Resurface Playground	SCA / DFC		91,000					14,000		105,000
Belmont			Replace Fire Alarm System	SCA / DFC		20,000					3,000		23,000
Brookhouse Primary (Nursery)			Replace Roof System	SCA / DFC		48,500					7,500		56,000
Brookhouse Primary			Replace Boilers	SCA / DFC		26,000					4,000		30,000
Intack Primary			Replacement of external doors	SCA / DFC		11,200					1,800		13,000
Longshaw Juniors			Replace Fire Alarm System	SCA / DFC		26,000					4,000		30,000
Lower Darwen Primary			Heating scheme	SCA / DFC		137,000					21,000		158,000
Roe Lee			Roofing, upstandings and windows	SCA / DFC		126,500					19,500		146,000
Roe Lee			Repairs to service road, external areas & automated gates	SCA / DFC		68,000					10,000		78,000
Shadsworth Juniors			Replacement of boilers	SCA / DFC		26,000					4,000		30,000
Turton & Edgworth			Upgrade Fire Alarm	SCA / DFC		20,000					3,000		23,000
Meadowhead Infants			Drainage installations	SCA / DFC		13,000					2,000		15,000
Lower Darwen Primary School			Partial replacement of Fire Alarm System	SCA		12,000							12,000
Total					909,700	1,011,800	0	180,400	0	4,525,300	134,800		6,762,000
TOTAL LIVE PROJECTS					1,314,700	1,708,700	0	555,500	0	5,106,000	139,800		8,824,700

NEW PROJECTS & VARIATIONS TO EXISTING PROJECTS

Project	Officer	Delivery	Description	Funding Source	Spend Profile 2021-2022								
					Basic Need	Schools Condition	Two Year Old Places	Special Provision Fund (SEND)	High Needs Provision	Section 106 Funding	DFC/School Cont	Total	
					£	£	£	£	£	£	£	£	
Variations to existing schemes													
Shadsworth Infant School	RN	In House	Extension and remodel (SEND)	SPF (SEND) / SCA / Basic Need	250,000								250,000
Longshaw Nursery			Relocation	s106 / Basic Need / 2 Year Old			165,000						165,000
New schemes													0
Stansfeld Centre / St Thomas Centre			Refurbishment to create additional alternative school provision capacity	High Needs					500,000				500,000
TOTAL NEW PROJECTS					250,000	0	165,000	0	500,000	0	0		915,000

UNALLOCATED GRANTS REMAINING					1,710,512	747,314	49,000	0	0	0	580,370		3,087,196
CONFIRMED FUTURE YEARS ALLOCATIONS					1,115,547	0	0	0	0	0	0		1,115,547
TOTAL BUDGET					4,390,759	2,456,014	214,000	555,500	500,000	5,106,000	720,170		13,942,443

EXECUTIVE BOARD DECISION



REPORT OF:	Children's Young People and Education
LEAD OFFICERS:	Strategic Director Children's and Education (DCS)
DATE:	10 th March 2022

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

SUBJECT: Procurement process for the concurrent planning service

1. EXECUTIVE SUMMARY

To note that the provision of the concurrent planning service will be retendered due to the current contract coming to an end. The concurrent planning service is a Blackburn with Darwen led regional commission on behalf of four Regional Adoption Agencies across the North West of England.

2. RECOMMENDATIONS

That the Executive Board:

- Approves the commencement of a tendering and procurement activity to offer this service to the wider market, with a contract start date of the 1st of June 2022. The contract will be awarded for 2 years with an option to extend for a further two years on a 1 + 1 year basis subject to satisfactory delivery which will be monitored via robust contract review processes.
- Delegates authority to the Strategic Director Children's and Education in consultation with the Executive Member for Children, Young People and Education to award the final contract following the procurement process.

3. BACKGROUND

The concurrent planning service is a Blackburn with Darwen led regional commission on behalf of four Regional Adoption Agencies across the North West of England. The requirement for the service is provision of up to 36 concurrent planning placements per year for children across the Northwest region which are allocated across each Regional Adoption Agency.

The four Regional Adoption Agencies are:

- Adoption Now (Blackburn with Darwen, Bolton, Bury, Oldham, Rochdale, Tameside), total of 15 placements per year
- Adoption Counts (Stockport, Manchester, Salford, Trafford, Cheshire East), total of 5 placements per year

- Adoption Together (Wigan, Warrington, St Helens, Cheshire West, Halton), total of 8 placements per year
- Adoption in Merseyside (Liverpool, Knowsley, Wirral, Sefton), total of 8 placements per year.

The current contract has been in place since the 2nd of October 2017 and is with Caritas Care and Adoption Matters North West, who are responsible for the provision of concurrent planning placements across the North West region and for providing placement continuity and stability for looked after children under the age of 4 who cannot live with their birth families.

The service provides vulnerable children with the highest quality of care whilst their future is decided by the courts, and to support the plan to rehabilitate children to their birth families if possible. Where rehabilitation is not possible, to provide a permanent placement up to and including adoption by recruited foster carers.

The provider will train and support the carers and provide training to the local authorities who are part of each Regional Adoption Agency.

4. KEY ISSUES & RISKS

To test the market, an Expression of Interest was advertised on the CHEST on the 11th of August 2021. There was one joint application from the current providers, Adoption Matters and Caritas Care.

Although only the current providers submitted an Expression of Interest, due to the contract value, the concurrent planning service will have to be advertised as a full tender to comply with Public Contracts Regulations 2015.

The tender documentation, contract and service specification will incorporate details to ensure that the successful provider will adhere to quality standards and legal requirements to promote timely decisions regarding the appropriate placement of young children who are subject to care proceedings.

TUPE transfer implications will be considered as part of the process.

5. POLICY IMPLICATIONS

Local authorities have a duty to identify which permanence option is most likely to meet the needs of an individual child. Where the local authority considers that adoption might be the right plan for the child, early permanence ensures that, when appropriate, the child is placed in a foster placement with a family who is also able to adopt them if that is the outcome of the care or placement order proceedings.

The EIA checklist has been completed.

6. FINANCIAL IMPLICATIONS

The inter-agency fee is a nationally agreed mechanism for covering the costs incurred in the preparation, approval and matching of prospective adopters, and the support provided during the first 12 months of a placement.

The level of the inter-agency fee is decided by the relevant organisations for local authorities in each country of the UK in discussion with the Consortium of Voluntary Adoption Agencies UK. Any updates to the rates being charged will be made available on the CoramBAAF and Consortium of Voluntary Adoption Agencies UK websites.

The cost per placement is £30,250 with the costings allocated for $\frac{1}{3}$ to support the child / family through the adoption process and $\frac{2}{3}$ for training and recruitment.

The initial $\frac{1}{3}$ is paid up front at the point of placement in the fostering phase and the remaining $\frac{2}{3}$ is paid when the placement converts to an adoptive placement.

An additional weekly payment is paid to Caritas Care for the cost of the actual foster placement:

- One child £500 per week.
- Sibling Fees for two children £894 per week.
- Sibling Fees for three children £1,297 per week.

The table below shows the annual cost implications of the contract, both for the group of regional adoption agencies as a whole, and individually for Blackburn with Darwen. We have provided calculations based on the current fees and the calculations are based on a worst case scenario of a child being in the concurrent placement for a full year prior to the adoption going through, although the target would be for all placements to be finalised within 26 weeks, in which case the weekly fees incurred would be less than illustrated.

The adoption budget is reviewed annually as part of the council's medium term financial plan. Any potential inflationary changes to the fees detailed below would be factored into this process and the budget amended accordingly.

Current cost of placements						
	Weekly		Placement			
	Fee	500	Fee	30,250		
All Regional Adoption Agencies (assuming 36 placements)	52 Weeks	26,070				
	Annual					
	Cost	938,520		1,089,000	2,027,520	Total
Blackburn with Darwen Borough Council (assuming 3 placements)	52 Weeks	26,070				
	Annual					
	Cost	78,210		90,750	168,960	Total

7. LEGAL IMPLICATIONS

An open tender process will be followed to ensure this tender attracts providers with sufficient knowledge and expertise to enable quality delivery. The tendering process will need to comply with the Public Contracts Regulations and the Council's Contract and Procurement Procedure Rules. Contracts will be in a form approved by legal officers in the contracts and procurement team.

8. RESOURCE IMPLICATIONS

The management and implementation of the tender will be actioned within Blackburn with Darwen team resources including input from Legal, Finance, Strategic Commissioning and Children's Social Care.

9. EQUALITY AND HEALTH IMPLICATIONS

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

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

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

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

10. CONSULTATIONS

The proposal for the procurement has been discussed with the Regional Adoption Agencies across the North West of England: Adoption Now, Adoption Counts, Together for Adoption and Adoption in Merseyside.

11. STATEMENT OF COMPLIANCE

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

12. DECLARATION OF INTEREST

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

VERSION:	4
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CONTACT OFFICER:	Cathy Fisk
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DATE:	3 rd March 2022
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BACKGROUND PAPER:	
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EXECUTIVE BOARD DECISION



REPORT OF:	Executive Member for Public Health and Wellbeing
LEAD OFFICERS:	Director of Public Health & Wellbeing
DATE:	Thursday, 10 March 2022

PORTFOLIO(S) AFFECTED:	Public Health and Wellbeing
WARD/S AFFECTED:	(All Wards);
KEY DECISION:	Y

SUBJECT:	EB Alcohol Strategy
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1. EXECUTIVE SUMMARY

In order to progress the aims of our Borough to reduce Alcohol Harms we have updated and revised our Alcohol Strategy.

Alcohol Harms continue to have a significant impact on our population, across all age and social groups. All levels of alcohol consumption may cause harms and we want to expand on and clarify the advice given in our previous Alcohol Strategy, the National Alcohol Strategy and the Chief Medical Officer's Alcohol Guidelines.

The UK National Alcohol Strategy was last updated in 2012, our last local Alcohol Strategy ran up to 2017. Much in these National and Local strategies remains valid and our updated strategy aims to bring our local alcohol issues into sharper focus.

Our intention for our new Alcohol Strategy is to explain and simplify the facts around the risks attached to all levels of alcohol use. We have tried to use less formal language and to explain complex issues in plain language.

Alcohol harms affect all aspects of our communities and lives, not everybody who needs help with their alcohol use knows about or accesses our local, free, Alcohol Service. We know that when people access our local Alcohol Service treatment outcomes are very good. We want our residents to know that clear, non-judgemental, professional advice about their use of alcohol is available from our local Alcohol Service.

2. RECOMMENDATIONS

That the Executive Board:

Approves and supports the Blackburn with Darwen Alcohol Strategy. Alcohol harms and alcohol misuse costs impact significantly upon our Borough and we have a duty of care to help our residents understand how to reduce the risks of alcohol harms.

Executive Members also note that encouraging self-care among residents is important along with informed workforce development for the Council, partners and key stakeholders.

3. BACKGROUND

Since 1st April 2013 upper tier and or unitary Local Authorities (LA's) have had responsibility under the Health and Social Care Act (2012) for improving the health of their local population and for public health services including those aimed at promoting responsible drinking and reducing prevalence of alcohol harms. Local and National Alcohol Strategies have tended to be high level documents which in our view left them not as accessible as we feel a document such as this should be. We have tried to make our new Alcohol Strategy informative, understandable and relevant. We want the residents of Blackburn with Darwen to understand and make use of the information therein. We want our partners to be able to clearly identify which elements of the Strategy they can support us to achieve.

In Blackburn with Darwen only around 20% of the people who need help and/or treatment for their alcohol use come forward for support at our alcohol service. So, one out of every five people who need help actually present for support at our treatment service or other health professionals. This figure is broadly the same across England so we do not stand alone here.

We know that people do very well when they engage with our local Alcohol Service so we wanted to enable our residents to understand their relationship with alcohol and when and how to get help or advice.

Alcohol impacts upon the Borough and its residents in many ways, health harms, relationship difficulties, offending and societal – the impact of all these can cost our Borough vast amounts across multiple services. We have sadly a significant number of people who die from their misuse of alcohol, this has significant impact on families and children.

The aim of our Strategy says “Inform, Explain Clarify” and this is what we set out to do, give people the right information so they can identify when alcohol steps over the line from being a social activity to becoming a problem.

4. KEY ISSUES & RISKS

The Borough's last Alcohol Strategy ran until 2017, a new National Alcohol Strategy was expected in 2018 together with a review of Minimum Unit Pricing for Alcohol. These have not as yet materialised and so our new Alcohol strategy has been drafted for the Borough to support our aims to continue to tackle alcohol related harms across all ages and social groups.

5. POLICY IMPLICATIONS

The Alcohol Strategy will be aligned to both local and national alcohol guidance and recommendations, the Health and Wellbeing Strategy, local Transforming Lives strategy, local Vulnerable People Strategy, the Early Help Strategy, and will also consider implications with regards to a number of other developing strategic agendas.

The NHS long-term plan and also local Pennine Lancashire prevention plans will also be considered.

6. FINANCIAL IMPLICATIONS

There are no financial implications arising directly from the contents of this report.

However, implementation of the Strategy may have financial implications for the Council. Where this is the case, any such financial implications are expected to be contained within existing budgets and available funding. Where this is not the case, authority for additional expenditure will be dealt with in accordance with the normal decision making processes set out in the Council's Financial Procedure Rules.

7. LEGAL IMPLICATIONS

As a unitary authority, under the Health and Social Care Act 2012, we have statutory responsibility for improving the health of our local population and for public health services, including those aimed at promoting responsible drinking and reducing prevalence of alcohol harms. This strategy aims to assist the Council to fulfil that statutory responsibility.

8. RESOURCE IMPLICATIONS

There are no 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

Consulted with Key Partners and their recommendations are now incorporated into the strategy.

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.

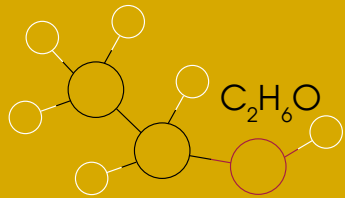
12. DECLARATION OF INTEREST

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:	Jodene Bibby, Lee Girvan, , jodene.bibby@blackburn.gov.uk, lee.girvan@blackburn.gov.uk
DATE:	17.12.21
BACKGROUND PAPER:	

Blackburn with Darwen Alcohol Strategy 2022/24

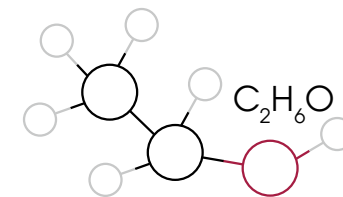
Page 23



Inform, Explain, Clarify

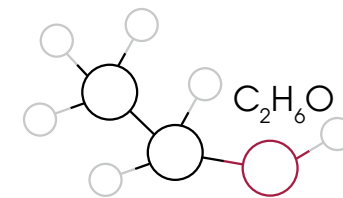
**To promote a responsible drinking culture
and help us reduce alcohol harms**

Barry Ashbolt - Public Health, Blackburn with Darwen
December 2021



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Who is it for?

Everybody in the Borough who drinks alcohol and those affected or impacted by alcohol use:

- » Parents, young people and older people
- » Infrequent drinkers (those who may only drink occasionally)
- » Regular and Moderate drinkers (drinking at levels up to but no more than UK guidelines)
- » Heavy and binge drinkers (drinking more than UK recommended guidelines)

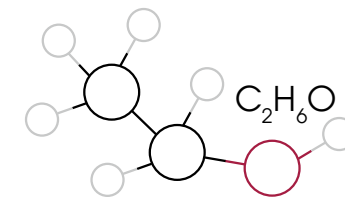
Blackburn with Darwen Council view alcohol as “**everybody’s business**” as it can affect everyone in the Borough, from individuals harmed as a result of their own or someone else’s drinking to all the services and businesses that are affected by alcohol misuse.

The Police, Doctors, Fire Service, Hospital and Ambulance service all pick up the pieces from alcohol misuse - from attending a fire caused by alcohol use to telling someone that a family member has been killed in a drink-driving incident, to dealing with intoxicated people in our A&E Department, or telling someone they have terminal liver, heart disease or cancer caused by drinking.

Overall alcohol misuse places burdens upon our health systems, emergency services, local employers, welfare systems, accommodation providers, social care services and our neighbourhoods and communities. Individuals, businesses, charities and other services in the Borough may find themselves dealing with intoxicated individuals at any time.

Families can be torn apart by alcohol: loved ones dying too soon, children neglected and living in poverty or being exposed to aggression and violence in their home, jobs can be lost, a son, brother, mother or daughter ending up in prison following criminal acts committed while intoxicated.

Alcohol harms can be very visible – crime, anti-social behaviour, violence, accidents, or they may be hidden – domestic abuse, health problems, poverty, poor living conditions, impact on employment and productivity, family hardship, mental health difficulties and children deprived of opportunities.

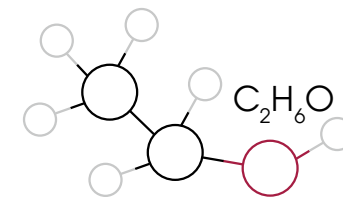


Who will deliver it?

It is essential that we work with a wide range of partner agencies and local authority departments to drive forward our plan to reduce the impact of alcohol harms on our Borough. Whatever form alcohol harms may take we want to work alongside our partners to reduce them.

For example:

- » we work with our local Alcohol Licensing team to monitor applications for licences to sell alcohol
- » we work with our local Hospital's Emergency Department to identify any hotspots for alcohol related violence
- » we work with alcohol retailers, promoting safer drinking and engaging with them around options to reduce the sale of super-strength drinks
- » we support campaigns for National policy changes such as Minimum Unit Pricing for alcohol (now introduced in Scotland, coming into force soon in Northern Ireland and Wales)
- » we work with our local Community Safety Partnership to help tackle alcohol related anti-social behaviour and crime
- » we work with our locally funded Alcohol Service to ensure they provide advice, support and treatment for any level of alcohol issue
- » we support campaigns for clearer labelling on alcohol products and about children's exposure to alcohol marketing.



The local picture

People in more deprived areas experience higher rates of health harms and deaths caused directly or indirectly by alcohol.

The alcohol harms paradox suggests: those in deprived areas drink less alcohol than others but suffer more health and social harms from the alcohol they do drink.

In our last Alcohol Strategy we also identified that:

- £25.6 million was in lost productivity due to absenteeism, reduced employment opportunities and premature illness or death due to alcohol use
- We were the 5th highest in the country for claiming Incapacity Benefit by reason of alcohol dependence
- Taking everything into account alcohol misuse costs every man, woman and child £486 per year, higher than the national average
- More than half of hostels (55%) reported that a majority of their clients have problems with alcohol

A third of the geographical areas in Blackburn with Darwen are classed as having multiple deprivations – this means that with respect to poverty, health, education, crime, living environment, housing and access to services they are in the lowest group when compared with the rest of the country.

- In 2015-17, the under 75 mortality rate from alcoholic liver disease (for persons) in BwD was 14.1 per 100,000 people, which was significantly higher than the national average
- In 2017/18, the hospital admissions rate for mental and behavioural disorders due to alcohol was 72.0 per 100,000 population which was similar to the national average
- In 2016/17, it was estimated that there were over 2,400 dependent drinkers in BwD
- In 2016/17, 83% of dependent drinkers in BwD were not in treatment



2,203 admissions to hospital in 2018/19 where the main reason was due to drinking alcohol

6% higher than 2017/18 and 19% higher than 2008/09



32 alcohol-specific deaths in 2018

2% lower than 2017 and an increase of 7% on 2008



Men and women aged 55 to 64 had the highest proportions usually drinking over 14 units in a week

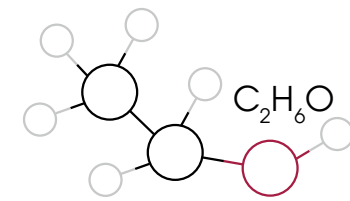


Alcohol costs the NHS £10,370,000 a year in Blackburn and Darwen



In Blackburn and Darwen 7,098 crimes a year are caused by alcohol

1,276 Thefts or Robberies
4,122 Incidents of Criminal Damage
1,700 Violent Incidents



The National picture

How much we drink nationally



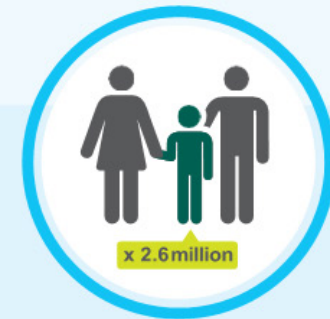
Alcohol is 60% more affordable than it was in 1980.



Alcohol misuse costs England approximately £25bn per year in healthcare, crime and lost productivity costs.

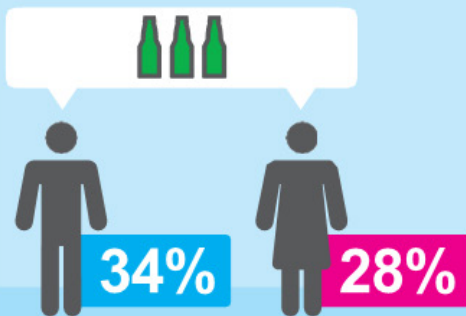


More than 9 million people in England drink more than The recommended daily limits.

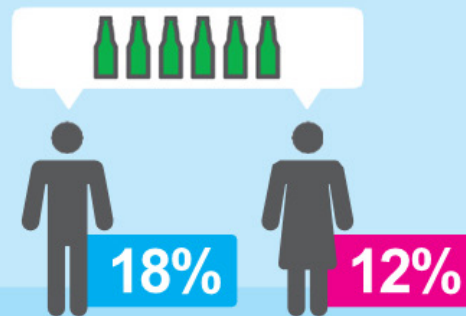


It is estimated that 2.6 million children in the UK are living with parents who are drinking hazardously.

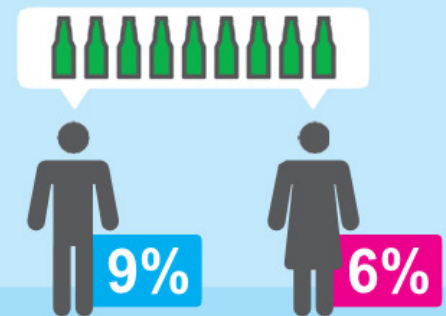
Drinking behaviour



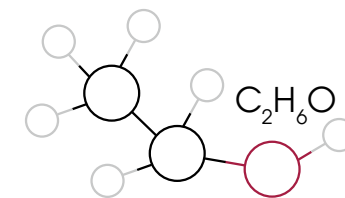
34% of men and 28% of women drank more than recommended on at least one day in the last week.



18% of men and 12% of women drank heavily on at least one day in the last week.



9% of men and 6% of women drank very heavily on at least one day in the last week.



Our view

Alcohol has long had a place in history and society as a well-established, well-known beverage that we use to socialise, relax and unwind, to enjoy company and celebrations. Alcohol is a vital factor in our town's (any town's) economy. Shops, bars, clubs and restaurants, all places that sell alcohol, contribute to our local economy and provide employment for many while offering leisure time enjoyment. We want our residents to be able to enjoy their drinking and stay safe but most of all to be informed and aware of possible risks and the impacts of alcohol use. To facilitate this we support measures for clearer labelling on alcohol containers, with simple explanations about how much alcohol is in each bottle or can, how that compares to National Guidelines from the Chief Medical Officer and advice on calorie content.

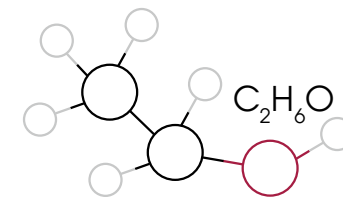
Alcohol is more affordable than ever and freely accessible. The Government has taken steps to limit cheap (below tax) alcohol sales but it is still possible to buy enough alcohol to get extremely drunk for less than £5 (16 units of dry cider, 4 times the drink driving limit and the equivalent of about half bottle of spirits). Many people will be able to buy alcohol within a very short distance from their home.

Most people enjoy alcohol, knowing their limits and drinking responsibly; most people rarely have any issues with alcohol but it is evident that for some it becomes a problem. It may be the reason for relationship, financial, employment, health or emotional difficulties. For a few, alcohol misuse might mean the start of problems with the law, for some it is the start of a dependence on alcohol - addiction. Drinking alcohol can allow people to relax, socialise, relieve stress, overcome confidence issues and social barriers but it can also bring on negative consequences such as, anger, resentment or sadness (melancholy). Some people might drink to cope with problems, but this is not a good way to deal with life's difficulties. The problems will still be there and the individual has now found a potentially harmful way to cope with them. Drinking too much because you have a problem leaves you with two problems.

We must not overlook the fact that alcohol is a drug. It is legal, available, affordable and addictive. It has often been said that if it were to appear as a "new substance" today it would be seen as a classified drug, in the same bracket as heroin and cocaine. It is known in scientific terms as a psychoactive substance and as such it affects the brain and its processes. Alcohol is a substance that the body gets used to (we call this tolerance) and may become dependent on, even at lower levels of use. It is also a "clever" drug; it makes you less aware of boundaries, risks and social norms, while inducing a sense of well-being and confidence. It also takes away the ability to judge risk and make decisions based on a reasonable assessment of outcomes. This is why there are laws about drinking alcohol and driving across the world. This is also why people who drink alcohol can underestimate how much they consume and misjudge their ability to function, making poor judgements or decisions because of slower reaction times and thought processes.



Department
of Health

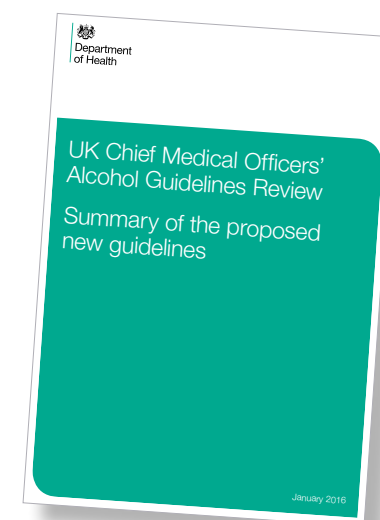


The UK Government's Chief Medical Officers alcohol guidelines

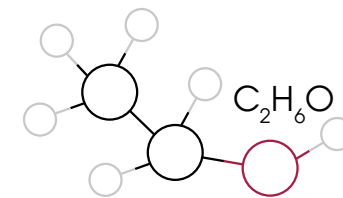
In summary, the guidelines say:

The Chief Medical Officers' guideline for both men and women is that:

- » You are safest not to drink regularly more than 14 units per week, to keep health risks from drinking alcohol to a low level.
- » If you do drink as much as 14 units per week, it is best to spread this evenly over 3 days or more. If you have one or two heavy drinking sessions, you increase your risks of death from long-term illnesses and from accidents and injuries.
- » The risk of developing a range of illnesses (including, for example, cancers of the mouth, throat and breast) increases with any amount you drink on a regular basis.
- » If you wish to cut down the amount you're drinking, a good way to help achieve this is to have several drink-free days each week



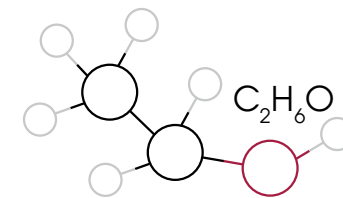
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Our priorities

INFORM - EXPLAIN - RAISE AWARENESS

- » Inform low level, regular drinkers that they too are at some risk
 - » Make moderate drinkers aware of their increasing risks
- » Ensure all who drink at above recommended guidelines are aware of their risks and of the services available to help and advise them including how to access them.



A few facts

The alcohol harms paradox tells us that people who are poorer suffer more harm from the alcohol they drink despite drinking less than some other groups. This is a complex situation and it occurs as a result of a combination of factors. Cheap alcohol, poor diet, lower uptake of healthcare messages and other risky behaviours such as smoking or substance misuse all contribute to this overall health impact.

It is estimated that a high percentage of those who drink more than the recommended limits (CMO Guidelines) do not ask for help, advice or guidance. We want to ensure this group is aware of the harms they are at risk from.

Alcohol consumption increases risks of many health conditions – heart, liver, digestive system diseases, multiple forms of cancers, depression, dementia (including early onset dementia) can all be caused by, or made worse by, alcohol consumption. We need our population to understand this.

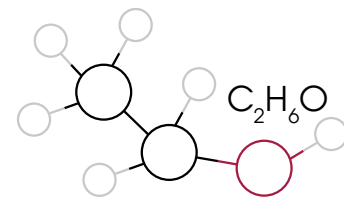
Alcohol is extremely high in calories and can contribute to healthy weight issues, even obesity. For those who want to lose weight for personal or health reasons it is important that they understand that alcohol consumption plays a part when trying to achieve a healthy weight.

Alcohol is a tricky substance, it can prompt our body to release chemicals called endorphins, these make us feel relaxed, confident and happy, but alcohol also acts as a depressant, if you have mental health issues alcohol can bring on anxiety, depression. Due to these complex actions of alcohol on our body some may believe that if you are feeling down it is a good idea to drink alcohol but, as we have just heard, this is likely to make depression worse. Alcohol professionals call this the ‘downwards spiral’, as people become more depressed, the more they drink, the more they feel depressed and so on.

Disease and injury harms for which alcohol consumption is an indirect cause add more to the burden on healthcare than do harms directly caused by alcohol (liver disease for example).

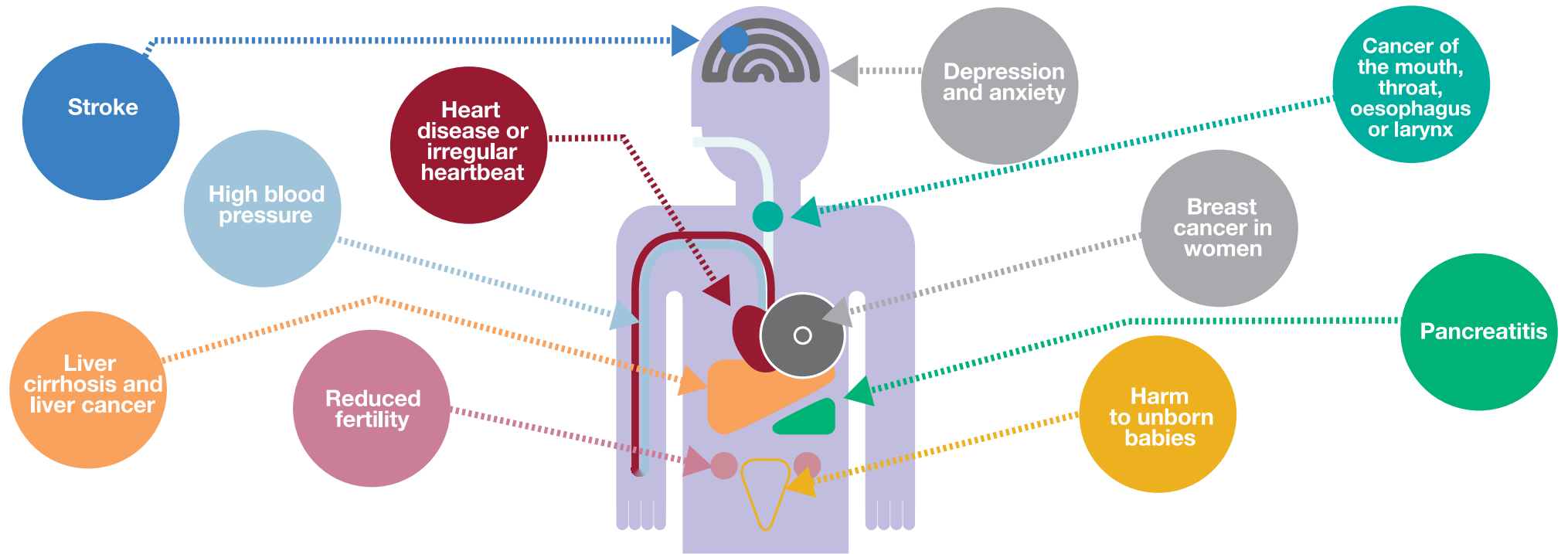
Overall, the disease and injury categories where risk is increased by alcohol consumption are: infectious disease, cancer, diabetes, mental health issues, heart and circulation disease, liver and pancreas disease, unintentional and intentional injury from accidents or violence.

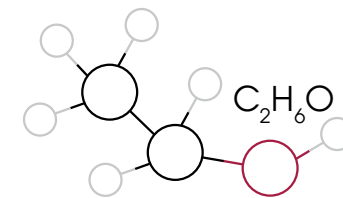
Alcohol consumption can have a significant impact on the productivity of our Town’s businesses. Reduced workplace productivity due to short-term absenteeism combined with a lower quality and quantity of work due to poor performance and/or decision making. Knock on effects may include disruption to business and colleagues picking up work for alcohol-affected employees.



How alcohol misuse damages health

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Awareness

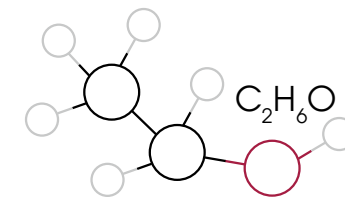
We want to help our population make informed choices about their drinking, to try to explain about alcohol units and how long alcohol takes to break down (metabolise) in the body.

In the United Kingdom we measure alcohol consumption in “units of alcohol”, so the Chief Medical Officer has established recommended drinking limits in units; the law says we should not drink more than 4 units of alcohol before driving and we use units to measure consumption where alcohol has become a health problem.

This might be confusing, as people do not think about the alcohol they consume in “units”, we talk about “cans, bottles, glasses, pints, shots, singles, and doubles”. So how can the public begin to be aware of and understand units and relate them to what they actually drink?

When we talk about alcohol drinks in a pub, bar or restaurant we use different measures to describe them; pint, half pint, single, double or glass etc. Converting your drinks to Units of Alcohol is relatively easy in a bar setting as each half pint, standard glass of wine (125ml) or single (25ml) measure of spirits all equal roughly 1 unit of alcohol. Measures for beers and lagers are standardised in pints and half pints but spirits and wines may be sold in measures of either 25ml or 35ml (spirits) or wine 125ml or 175ml. Licensed premises have, by law, to display the measures they are using for wine and spirits, so people can check before they order. Pubs, clubs and restaurants can offer spirits in 25ml or 35ml measures, wine can be in 125ml, 175ml or even 250ml measures and fortified drinks (sherry, port etc.) can be in 50ml or 70ml measures. It is worth checking this as any misjudgement (based on counting drinks rather than units) could have unexpected, unwanted outcomes.

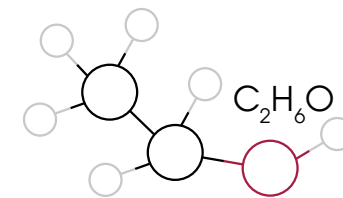
Many people drink at home and it can be a little more difficult to measure how much they are drinking when using non-standard glasses. Alcohol by volume is marked on all alcohol containers so individuals could work it out for themselves or, with a little effort, could check their drinking glass to see where half a pint, 125ml or 25ml comes to. They may even be able to get a “Units of alcohol in your drink” glass with information marked on it!



Awareness

It takes the human body 1 hour to convert a unit of alcohol into substances that the body finds less harmful and can break down and dispose of. One unit of alcohol is measured as one single 25ml measure of spirits, one half pint of normal strength beer or one 125 ml glass of wine. Therefore, using our following example, two 125ml glasses of wine at 13% alcohol by volume plus one pint of lager at 4% abv (% abv is by law displayed on packaging or at licensed premises) gives a total of just over 5.5 units of alcohol. Alcohol processing time varies between males and females and by build and/or weight so we will put forward an average time of five and a half hours from the time of the last drink. This means if the last drink was finished at 12:30am alcohol will be in your system (bloodstream) until 6:00am. This also means that if you wanted to drive you should wait until 6:30am to be sure of being alcohol free.

The digital age makes it easier for people to be aware of the impact on the body from the alcohol drunk. There are many apps for smart phones and web pages that can explain the amount of alcohol in each drink (Alcohol By Volume, commonly ABV), how long it might take your body to get rid of the alcohol you have consumed and when it should be safe for you to drive after any amount that you drink. (see appendix for for details).



Awareness

Important things to consider about alcohol use if driving or using machinery:

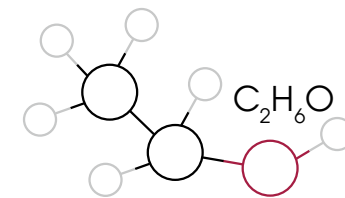
Even small amounts of alcohol can affect your ability to drive and there is no reliable way to drink and stay within the limit. The advice from the police is clear: avoid alcohol altogether if you plan to drive.
(Drinkaware – National alcohol advice charity)

It is also important for anyone who plans to drink alcohol and drive or use machinery to remember that if they take medication (prescribed or over the counter) it can add to the impact of alcohol and reduce your ability to function properly. This can mean an increased risk of accidents or harm to yourself or others.

We must also understand that the way alcohol affects you depends on:

- » your weight, age, gender* and metabolism (the rate your body uses energy)
* (yes it is correct that alcohol intake affects men and women differently, this is due to differences in physiology. Alcohol generally is processed and enters the bloodstream quicker in females)
- » the type and amount of alcohol you're drinking
- » what you have eaten recently
- » your stress levels at the time

Our advice is, if you are going to drink, don't drive. Loss of a driving licence can result in many unforeseen consequences, loss of employment or livelihood, a criminal record or in the cases of drink driving where others are injured or killed, it could mean a prison sentence.



Units of Alcohol in your drink & how to work it out

Start with how much of each type of drink is consumed in litres e.g.

75 cl bottle of wine = 0.75 litres

500 ml = 0.5 litres

1 pint = 0.57 litres

Multiply this by the abv % (alcohol by volume) number shown on the drink container or dispenser.

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For example:

Two 125ml glasses of Wine = 250ml (0.25 litres)

@ 13% abv

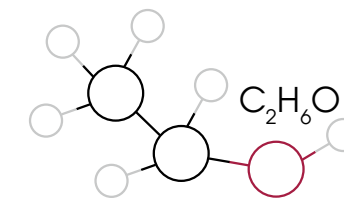
therefore 13 multiplied by 0.25 = 3.25 units

One pint of lager = (0.57litres)

@ 4% abv

therefore 4 multiplied by 0.57 = 2.28 units

A total of just over 5.5 units.



Units of Alcohol in your drink: how to work it out

Drink	Units calculation	Units	Cost at MUP of 50p per unit	Will MUP increase price? Y/N	How little it will take you to be near or over the English drink drive limit*
75cl bottle of red wine	0.75 litre x 12% abv	9	£4.50	no	Under half (0.45) of a bottle
1 litre bottle of Vodka	1 litre x 37.5% abv	37.5	£18.75	no	Just over one tenth of a bottle
70 cl bottle of spirits	0.70 litre x 37.5% abv	26.25	£13.13	no	Just over one sixth of a bottle
1 pint Premium Lager	0.57 litre x 5.2% abv	2.97	£1.49	no	One and a half pints is over the limit
Half pint draught bitter	0.285 litre x 3.75% abv	1.07	£0.53	no	4 halves is over the limit
Single 25 ml pub measure spirits	0.025 litre x 37.5% abv	0.94	£0.47	no	4 singles is just under 4 units
500ml can super strength lager	0.5 litre x 9%	4.5	£2.25	yes	1 can is over the limit
3 litre bottle White Cider	3 litre x 7.5 abv	22.5	£11.25	yes	A fifth of a bottle is over the limit
Single 50ml pub measure sherry or port	0.05 litre x 18% abv	0.9	£0.45	no	4 singles is just under 4 units
Small pub glass 125ml white wine	0.125 x 11% abv	1.38	£0.69	no	Less than 3 glasses is over 4 units
Medium pub glass 175ml red wine	0.175 x 13% abv	2.28	£1.14	no	2 glasses is over the limit
Large pub glass 250ml white wine	0.250 x 12% abv	3	£1.50	no	1 and a half glasses is over the limit
1 pint draught lager	0.57 litre x 4% abv	2.28	£1.14	no	One and 3/4 pints is on the limit
330ml bottle lager or beer	0.33litre x 3.75% abv	1.24	£0.62	no	3 bottles is close to the 4 unit limit
70 cl bottle pre-mixed drink (breezer etc)	0.7 litre x 4% abv	2.8	£1.40	no	1 and a half bottles is over the limit
Premium shot spirit 25ml single	0.025 litre x 40% abv	1	£0.50	no	4 shots is on the 4 unit limit
1 pint draught cider	0.57 litre x 5% abv	2.85	£1.43	no	A pint and half is near the limit
440ml can Premium cider/lager/beer	0.44 litre x 5% abv	2.2	£1.10	yes	2 cans is over the 4 unit limit
1 pint dark stout	0.57 litre x 4.3% abv	2.45	£1.23	no	One and 2/3rds pints is over the limit
70c cl bottle cream liqueur	0.7 litre x 17% abv	11.9	£5.95	no	1/3rd of a bottle is near the limit

*also see notes on page 13 & 20 for important clarification



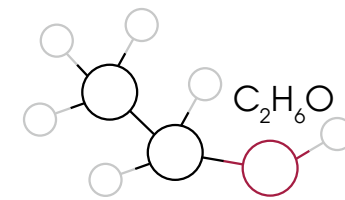
Units of Alcohol in your drink

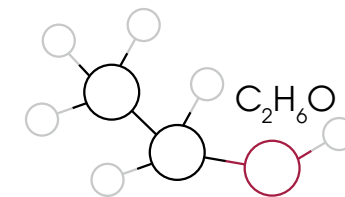
When we talk about units and recommended limits we can see in the following graphic that drinking up to 14 units per week is classed as “moderate” risk not “no risk”. Alcohol does not have a ‘safe’ level of consumption, there is always some level of risk. From the risk of a trip or a fall after a drink up to a more serious accident due to impaired judgement; from feeling unwell after drinking up to the beginning of something more serious. There are also risks from other people who have been drinking.

When we see below the Increasing Risk and High Risk consumption groups we notice a difference for men and women. This is due to the slight physiological differences between genders, basically women’s bodies absorb and process alcohol differently. The result is that after drinking a similar amount to a man, a woman will have a higher concentration of alcohol in her blood.

For those whose drinking is in the increasing and high risk levels we want them to get the help, advice and support that is appropriate to their needs. We know from experience that those drinking at the increasing and high risk levels may well have other problems developing that they may not immediately connect to their drinking. Relationship, financial or employment difficulties often accompany high levels of drinking, sustained high levels of drinking can even result in problems with the law.

Drinker type	Units per week	
	Men	Women
Moderate	14 or under	14 or under
Increasing Risk	Above 14 - 50	Above 14 - 50
High Risk	Above 50	Above 50





Alcohol across the Life Course

We want everybody to know the risks from alcohol use, younger people, adults and older adults. More importantly, we want people to be confident in accessing information and non-judgemental person-centred treatment options if they think they need help.

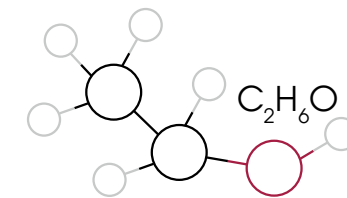
We want our population across the life course to enjoy alcohol appropriately and be aware of some important facts:
Expectant mothers: Foetal alcohol spectrum disorder (FASD) can affect the unborn child in the womb when the expectant mother drinks alcohol. The UK Chief Medical Officer (CMO) has issued guidelines for expectant mothers, which confirms there is risk of harm to the unborn child if the mother drinks any alcohol during pregnancy.

“If you are pregnant or think you could become pregnant, the safest approach is not to drink alcohol at all, to keep risks to your baby to a minimum. Drinking in pregnancy can lead to long-term harm to the baby, with the more you drink the greater the risk”

Foetal Alcohol Spectrum of Disorders (FASD) is becoming more understood as time passes and at the lower end of the spectrum of disorders there is evidence that it may be connected to behavioural disorders such as ADHD (attention deficit hyperactivity disorder), ODD (oppositional defiance disorder) and many other issues that might make learning difficult for a child. The higher the exposure to alcohol in the womb the more likely it is that harm may occur; at very high levels of alcohol use during pregnancy, permanent mental and physical damage may occur.

We work tirelessly to promote Foetal Alcohol Spectrum Disorder awareness, we have a Substance Misuse Midwife to advise our Drug and Alcohol treatment service and we are eager to develop training/awareness sessions that we can share with all services/agencies who come into contact with families and expectant mothers. Our aim is to prevent any unintentional harms to unborn babies. We can do this by making all our BwD families aware of the risks to the unborn child from alcohol use during pregnancy.

Children and young people: They may learn behaviour about alcohol use from parents, siblings and peers and children are exposed to alcohol advertising from a young age (Drinkwise NW et al). This all contributes to ‘normalising’ alcohol use, which, in turn, tends to less cautious behaviour around drinking. Alcohol is particularly dangerous for young people;



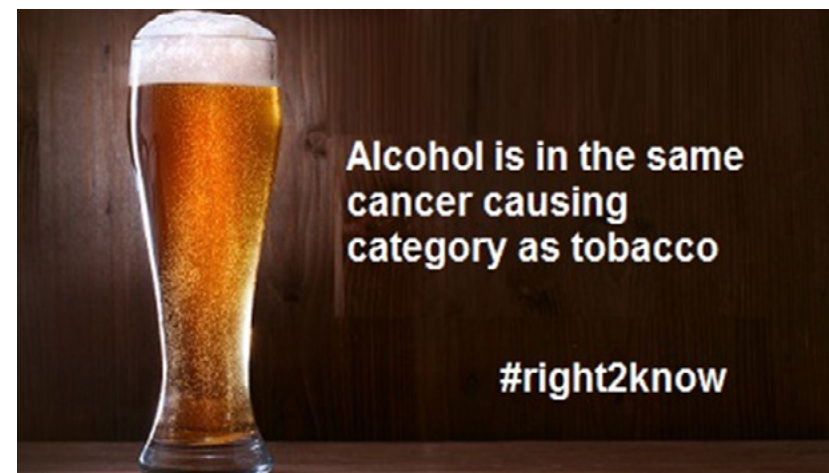
Alcohol across the Life Course

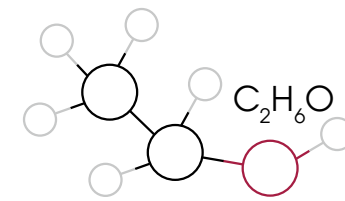
drinking alcohol can damage a child's health, even if they are 15 or older. It can affect the normal development of vital organs and functions, including the brain, liver, bones and hormones. Beginning to drink before age 14 is associated with increased health risks, including alcohol-related injuries, involvement in violence, involvement with gangs and suicidal thoughts and attempts. Drinking at an early age is also associated with risky behaviours, such as involvement in violence, having more sexual partners, pregnancy, using drugs, employment problems and drink driving.

www.nhs.uk/common-health-questions/childrens-health/should-my-child-drink-alcohol/

Adverse Childhood Experiences (ACEs) we know can have a significant impact on a child's future; some of these experiences will occur as a consequence of alcohol use within the family home. Once again, evidence shows us that children who experience ACEs are more likely to have difficulties in adult life and if exposed to alcohol misuse at a young age are more likely to misuse alcohol themselves.

Mid-life: For mid-life drinkers alcohol can become a significant factor that may affect their health and wellbeing. When people are settled emotionally and financially, perhaps children have grown up, the mortgage paid off, maintaining a job, they may become complacent about how often and how much they drink. They may believe they can afford it, their health and healthcare is good so drinking at home or socially may become an increasingly important part of their life. The risk of dependence and alcohol health harms do not diminish because you can afford good wine and decent healthcare; the health impacts are still very much present and as you get older they can present greater risk!





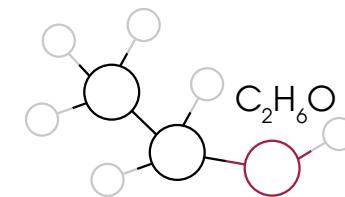
Alcohol across the Life Course

Older people: our population is in general, living longer. This is good news but it does mean that a person drinking over their life course will consume much more alcohol. This has led to research suggesting that the health risks described previously increase accordingly. The risk of early onset (starting at a younger age) dementia, for example, are increased, the health issues and risks previously mentioned have greater impact as the body's ability to cope with alcohol reduces as we age. There are many reasons why older people may drink more: they may have less to do or feel socially isolated, they may have retired and either drink more regularly, socially or at home, they might drink more as they have less responsibility. While alcohol remains a relatively cheap commodity it remains very affordable to many 'at risk' groups, including older people. We want older people to be aware that, as they age, their bodies take longer to process alcohol, the impact of alcohol in their system may be felt sooner and more intensely than when they were younger. It is excellent that our population is living longer and we want our older people to have information on alcohol use to enable them to live a happy, healthy life.

Older people may have medication for health conditions; this might be for long standing conditions or for issues that can develop for some as we age. Whatever the reason, whatever the medication we have to consider how it might interact with alcohol. Alcohol may increase the effects of some medication; in some cases it can stop the medication having the desired effect on your body. To be certain, ask your Doctor or your Pharmacist about alcohol use while taking medication, both can advise you.

Across the life course some people will change the way they drink alcohol, so it is difficult to categorise all types of drinker but we have:

- » **Infrequent drinkers (those who may drink occasionally)**
- » **Regular and Moderate drinkers (drinking at levels no more than guidelines)**
- » **Heavy and binge drinkers (drinking more than recommended guidelines)**
- » **Dependent drinkers (physically and/or psychologically addicted to alcohol)**



Alcohol across the Life Course

The UK Chief Medical Officer's Low Risk Drinking Guidelines for both men and women says:

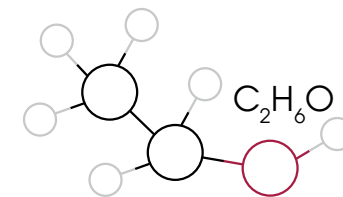
To keep health risks from alcohol to a low level it is safest not to drink more than 14 units a week on a regular basis

If you regularly drink as much as 14 units per week, it is best to spread your drinking evenly over three or more days. If you have one or two heavy drinking episodes a week, you increase your risk of long-term illness and injury

The risk of developing a range of health problems (including cancers of the mouth, throat and breast) increases the more you drink on a regular basis

If you wish to cut down the amount you drink, a good way to help achieve this is to have several drink-free days a week

assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/545937/UK_CMOs_report.pdf



Short term effects of alcohol use

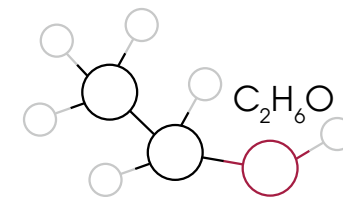
For all levels of drinkers (excepting dependent drinkers) the following occurs after consuming alcohol :

The short-term effects of alcohol consumption are outlined below. This information is based on the assumption that you have a normal tolerance to alcohol, dependent drinkers with a higher tolerance to alcohol can often drink much more without experiencing any noticeable effects.

(Remember, 1 unit = half a pint standard strength beer, lager or cider, a single measure of spirits, a standard glass of wine, a glass of sherry, port or other fortified wine)

1 to 2 units	After drinking 1 to 2 units of alcohol, your heart rate speeds up and your blood vessels expand, giving you the warm, sociable and talkative feeling associated with moderate drinking.
4 to 6 units	After drinking 4 to 6 units of alcohol, your brain and nervous system starts to be affected. It begins to affect the part of your brain associated with judgement and decision making, causing you to be more reckless and uninhibited. The alcohol also impairs the cells in your nervous system, making you feel lightheaded and adversely affecting your reaction time and co-ordination.
8 to 9 units	After drinking 8 to 9 units of alcohol, your reaction times will be much slower, your speech will begin to slur and your vision will begin to lose focus. Your liver, which filters alcohol out of your body, will be unable to remove all of the alcohol overnight, so it is likely you will wake with a hangover.
10 to 12 units	After drinking 10 to 12 units of alcohol, your co-ordination will be highly impaired, placing you at serious risk of having an accident. The high level of alcohol has a depressant effect on both your mind and body, which makes you drowsy. This amount of alcohol will begin to reach toxic (poisonous) levels. Your body attempts to quickly pass out the alcohol in your urine. This will leave you feeling badly dehydrated in the morning, which may cause a severe headache. The excess amount of alcohol in your system can also upset your digestion, leading to symptoms of nausea, vomiting, diarrhoea and indigestion.
More than 12 units	If you drink more than 12 units of alcohol, you are at considerable risk of developing alcohol poisoning, particularly if you are drinking many units over a short period of time. It usually takes the liver about an hour to remove one unit of alcohol from the body. Alcohol poisoning occurs when excessive amounts of alcohol start to interfere with the body's automatic functions, such as: breathing, heart rate, gag reflex, which prevents you choking, alcohol poisoning can cause a person to fall into a coma and could lead to their death.

www.nhs.uk/conditions/alcohol-misuse/risks/



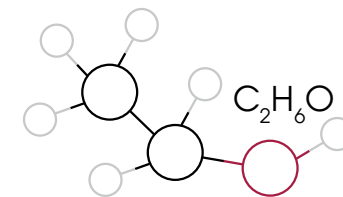
Long term effects of alcohol use

Alcohol misuse can cause long-term effects on your physical and mental health, including:

Depression
Liver damage
Cancer
Immune system problems
High blood pressure
Nerve damage
Permanent brain damage

The long-term effects of excessive consumption are not limited solely to your body. Entire families and social groups may be affected by an individual's alcohol use. Long term moderate to heavy alcohol use may cause differences within personal relationships as drinking behaviours become incompatible with close personal company. Someone with a dependence on alcohol will also find it increasingly difficult to get or keep a job, which can lead to periods of unemployment. They may even find themselves committing offences either as a result of their alcohol consumption or in efforts to fund their alcohol use.





Alcohol dependence

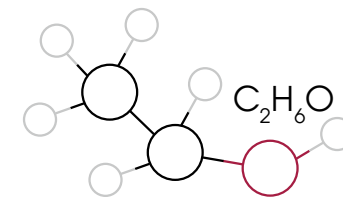
Locally in Blackburn with Darwen according to National Statistics in 2017/18 we had: 2357 alcohol dependent adults from age 18 upwards from population of 110115 people aged 18 and over, this equates to 2.14 over 18s from every 100 in Blackburn with Darwen (2017/18 Alcohol Dependence Prevalence Estimates, University of Sheffield)

Alcohol dependency is defined as three or more of the following experienced together at some time during the previous year:

- | |
|--|
| (a) a strong desire or sense of compulsion to drink alcohol |
| (b) difficulties in controlling alcohol use behaviours; deciding when to start, deciding when to stop and controlling the amount of alcohol consumed |
| (c) a physical or psychological withdrawal when alcohol use has been stopped or reduced and a desire to drink alcohol with the intention of relieving or avoiding withdrawal symptoms |
| (d) evidence of tolerance, so that increased amounts of alcohol are needed in order to achieve effects originally produced by lower levels of consumption (clear examples of this are found in alcohol and opiate dependent individuals who may use daily amounts that would be enough to incapacitate or kill non-tolerant users) |
| (e) increased neglect of alternative activities, pleasures or interests because of alcohol use, an increase in the amount of time needed to obtain and drink alcohol or to recover from its effects |
| (f) continuing with alcohol use despite clear evidence of harmful consequences, such as harm to the liver through excessive drinking, depressive mood states after periods of heavy alcohol use, or alcohol related impact on good decision-making. Another indicator is a tendency to drink alcohol in the same way all the time regardless of the activity, work or social commitments that would demand more appropriate drinking behaviour |

It is an essential characteristic of alcohol dependence that either alcohol consumption or a desire to drink alcohol should be present; the compulsion to use alcohol is most commonly seen during attempts to stop or reduce alcohol use.

(Thanks to the National Institute of Clinical Excellence (NICE) from whose guidance the above is para-phrased www.nice.org.uk/guidance/cg115/evidence/full-guideline-136423405)



Alcohol dependence

In medical terms, alcohol dependence has three levels, mild, moderate and severe. Each level does not have clear boundaries or 'edges', all levels of dependence contain a combination of physical and psychological symptoms and these may vary in all levels of dependence. That is to say, some individuals may have a very high psychological dependency on alcohol but a low physical dependency. Alternatively, the other way around, a high physical dependency but a low psychological dependency.

Alongside the symptoms of alcohol dependence, we need to explain alcohol withdrawal symptoms, which can be an early warning that some level of alcohol dependence is beginning.

Thanks to Drinkaware:

www.drinkaware.co.uk/facts/health-effects-of-alcohol/mental-health/alcohol-withdrawal-symptoms

These are both physical and psychological:

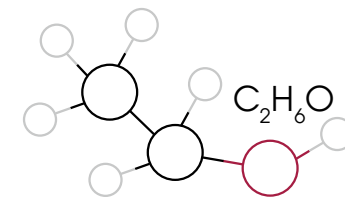
Physical symptoms of alcohol withdrawal are: hand or body tremors ('the shakes'), sweating, nausea (feeling queasy or vomiting), visual hallucinations (seeing things that are not actually real), seizures (fits) in the most serious cases.

Psychological symptoms of alcohol withdrawal are: depression, anxiety, irritability, restlessness, insomnia (difficulty sleeping)

Both sets of withdrawal symptoms individually or combined can produce a compulsion to drink more alcohol which is why it is so difficult for some to cut down their alcohol consumption.

For some, the effects of alcohol withdrawal are very severe and presents a significant risk to health and for those individuals professional advice is essential if they are considering reducing or stopping their alcohol use. If the effects of alcohol withdrawal are preventing your efforts to control alcohol consumption please seek professional advice (see our "where to get help" section). In some circumstances we will arrange for an alcohol dependent person to be admitted to a specialised hospital unit for detoxification under medical supervision.





60 Medical conditions


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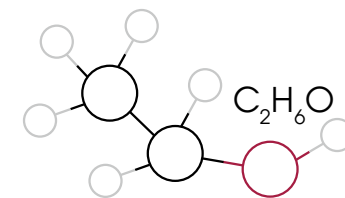
Alcohol has been identified as a causal factor in more than

60 Medical conditions

including:

- mouth, throat, stomach, liver and breast cancers
- depression
- cirrhosis of the liver
- stroke
- heart disease
- pancreatitis
- liver disease





What we are doing and what we want to do

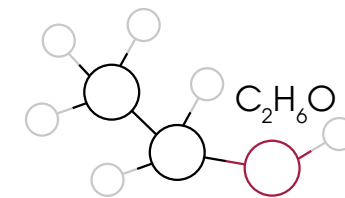
What the Borough does:

- » we provide a free, local alcohol service for all our residents
- » we engage in Licensing of premises that sell alcohol to ensure that there is responsible retailing of alcohol products and to challenge any retailer who we believe not to be retailing alcohol responsibly
- » we support development of national measures such as Minimum Unit Price (MUP) for alcohol, this measure targets the cheapest alcohol which does more harm
- » we support National and local alcohol campaigns such as Alcohol Awareness Week and Dry January



Blackburn with Darwen's Director of Public Health supports Minimum Unit Price (MUP) for alcohol, a Nationwide proposal to set a minimum price for alcohol to be sold at. MUP has been studied and research has shown that a 50p per unit minimum price for alcohol reduces health and social harms among those who drink cheaper alcohol products. A minimum unit price of 50 pence per unit of alcohol will not increase most shop prices or pub or restaurant prices but it will increase the cost of high strength, cheap alcohol. These cheap alcohol drinks are often preferred by people on lower incomes, those who drink heavily or those dependent on alcohol.

Scotland, Wales and Northern Ireland have already passed law to introduce Minimum Unit Price for alcohol; England had planned to do so but has not yet followed suit. Our alcohol harms paradox comments on page 5 also explain why the poorer people in our population don't necessarily drink more alcohol than others but they do suffer more health harms alongside their alcohol use.



What we are doing and what we want to do

What the NHS does: the Accident and Emergency department records incidents where alcohol has been a factor and reports on this, we can then identify problem premises or hotspots for alcohol related disorder.

What the Police and Local Authority do: our Police force has an officer dedicated to overseeing Licensed premises, they work with our Trading Standards and Alcohol Licensing team to conduct test purchases in Licensed premises to identify potential under-age sales of alcohol. Our local Police have supported us in awareness campaigns, in particular domestic violence and selling of alcohol to those intoxicated (it is against the law in the UK to sell alcohol to anyone who is clearly intoxicated). We work closely with the Borough's Alcohol Licensing team to review licence applications and monitor responsible retailing in licensed premises. Public Health have a role in alcohol licensing and we consider ways in which we can include the health of our population in alcohol licensing decisions. Nationally there are a number of options to address potential alcohol retail issues, these include cumulative impact zones to limit the number of alcohol outlets in any area and voluntary agreements around the sale of so called super-strength beers, ciders and lagers.

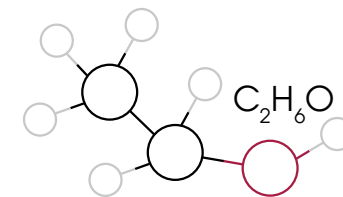
Some local authorities have deemed voluntary agreements to fall foul of fair trading laws and have decided not to use them, some authorities however have used them in partnership with other local services achieving successful outcomes.

What the alcohol industry does: labelling with ABV (Alcohol by Volume) displayed on drinks containers and beer pumps, it promotes the 'Drinkaware' campaign, information being displayed in licensed premises, in advertising and on alcohol packaging etc.



We want to:

- » make people aware of the risks to their health and wellbeing that may result from drinking alcohol
- » ensure that everyone gets the information they need about alcohol, including where to get advice and help.
- » safeguard our younger population by working with our Public Protection team to ensure that all those with licences to sell alcohol do so responsibly and within the law.



What we are doing and what we want to do

If you have a smart phone, computer or tablet information is available through apps (applications) or web pages on the following useful topics:

If you want to know if you might be drinking too much: www.drinkaware.co.uk/tools/self-assessment

How to check how much alcohol is in your drink: www.alcoholchange.org.uk/alcohol-facts/interactive-tools/unit-calculator

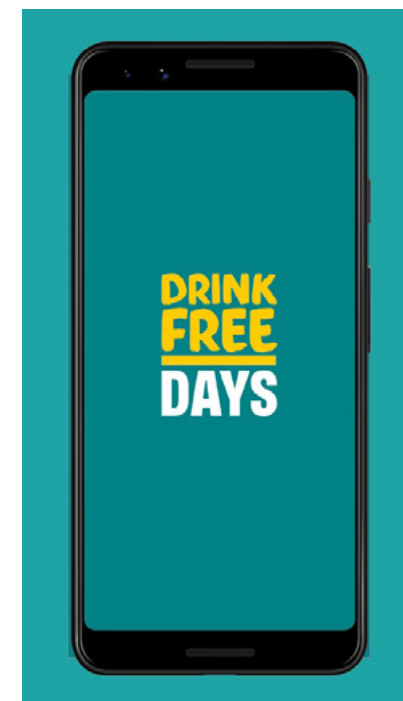
How long it will take your body to process the alcohol you have drunk, converts drinks consumed to units, calories and length of time to process: www.drinkiq.com/en-gb/drink-calculator/

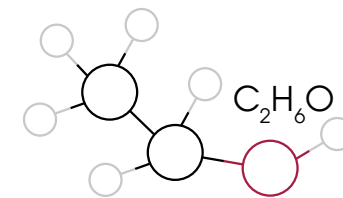
When it will be safe to drive after drinking alcohol: www.morning-after.org.uk/drink-drive-calculator/

How to track your drink free days One You Drink Free Days: www.nhs.uk/oneyou/apps/

Alcohol units and calories: www.drinkaware.co.uk/facts/alcoholic-drinks-and-units/what-is-an-alcohol-unit

All of the above are 3rd party applications (apps) and web tools and while we endorse them as information resources we advise responsible use of them and their content. With reference in particular to the drink driving calculator web page we advise caution as individuals process alcohol at different rates. If driving it is safest not to drink at all and if in doubt don't drive.





Where to get help - Alcohol Advice, information and treatment

We know that when people come into our alcohol service in Blackburn with Darwen we have a very good rate for successful treatment completions. BwD want to be inclusive and ensure everybody who needs help, advice or treatment gets it. We know the number of people who may need help but do not engage with treatment is probably greater than those who do come forward.

Advice and information is available from our local alcohol service;
Inspire for Adults and Go2 for Young People at St Johns Court,
Ainsworth Street, Blackburn, BB1 6AR

tel - 01254 495014

www.inspireblackburndarwen.org.uk/ you can also use the self referral form on their website

Also, our Blackburn with Darwen website has details on substance misuse services:

www.blackburn.gov.uk/health/alcohol-and-drugsubstance-misuse-support

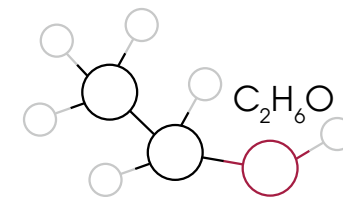
Our local alcohol treatment service is there to give you simple, straightforward advice, to help if you need to speak to someone, or to discuss medical treatment should it be required. Our alcohol service range extends from basic advice up to detoxification and residential rehabilitation services and all steps in between.

Family members can get advice from our alcohol service if they are concerned about someone in their family.

Our alcohol service also offers regular training sessions on alcohol misuse.

Alternatively, you could talk to your GP who can advise and refer you if necessary, local GPs work with our alcohol service to aid successful treatment outcomes.

We also have a local offer of Mutual Aid support, Alcoholics Anonymous groups can be found in many locations in BwD, information is available from our local Alcohol service provider (Inspire) and many other local services including the BwD website or visit: www.alcoholics-anonymous.org.uk/AA-Meetings/Find-a-Meeting/
Alternatively you can contact AA free on: 0800 9177 650 or e-mail help@aamail.org



How will we measure the impact of this strategy

Key performance indicators including Government health outcomes

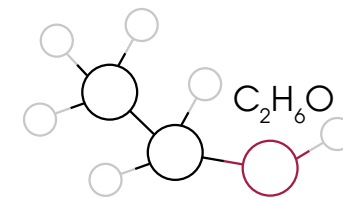
An Alcohol Strategy Partnership will be established and detailed action plans will be developed to set down the roles of partners and the priority actions which are necessary to deliver this strategy. These plans will provide details of the progress and timescales for the key Priorities and objectives of this strategy. They will also identify linkages with other key strategies for the town. This partnership will provide monitoring and performance management for the strategy against agreed outcomes and targets.

Engagement with local communities is paramount to the delivery of this strategy and information will be shared with them in the most appropriate forum to ensure their views and concerns are reflected in the implementation plans.

This is a five-year strategy and we will regularly review the work of partners, to ensure that it remains relevant to the delivery of the strategy.

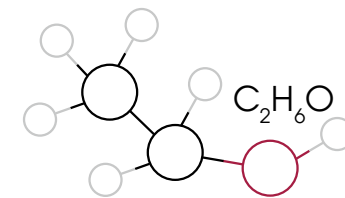
The current economic environment and associated budget constraints may result in changes in the delivery of local services.

National policy may change and this will require amendments to action plans.



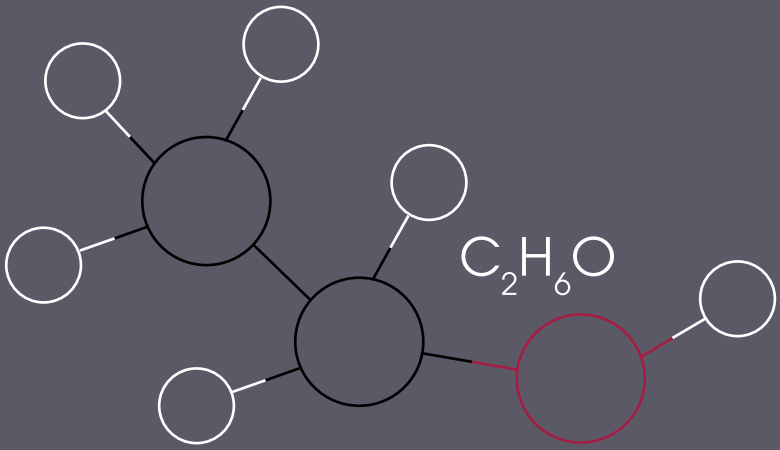
Performance Indicators

- Alcohol related violent crime ↓
- Percentage of children becoming the subject of a child protection order as a result of parental alcohol misuse ↓
- Alcohol related admissions to hospital per 100,000 (narrow measure/PHOF) ↓
- Number of people moving through treatment into recovery where alcohol is identified as a primary substance ↑
- Increase the number of individuals in our Borough with a dependence on alcohol who are engaged with support or treatment options ↑
- Alcohol related under 18 hospital admissions ↓
- Alcohol related mortalities in under 25s ↓
- Alcohol related accident and emergency attendances ↓
- A change in behaviour so that people think it is not acceptable to drink in ways that could cause harm to themselves or others ↑
- A reduction in the amount of alcohol-fuelled violent crime ↓
- A reduction in the number of adults drinking above National guidelines ↓
- A reduction in the number of people “binge drinking” ↓
- A reduction in the number of alcohol-related deaths ↓
- A sustained reduction in both the numbers of 11-15 year olds drinking alcohol and the amount they consume ↓
- An increase in persons achieving and maintaining abstinence from alcohol where this is their chosen goal ↑



Our proposed partners

Change, Grow, Live (Blackburn with Darwen substance misuse service provider)
BwD Borough Council (Alcohol Licensing Team, Youth Justice Team, Community safety Partnership, Social Care, Communications)
Public Health England
Lancashire Police
BwD CCG
Lancashire Fire and Rescue
Lancashire Road Safety Partnership
East Lancashire Hospital Trust
Blackburn College
National Probation Service
North West Ambulance Service
Blackburn BID
Age UK
Strategic Youth Alliance
Blackburn with Darwen Youth Council



EXECUTIVE BOARD DECISION



REPORT OF:	Executive Member for Growth and Development
LEAD OFFICERS:	Strategic Director of Place
DATE:	Thursday, 10 th March 2022

PORTFOLIO(S) AFFECTED:	Growth and Development
WARD/S AFFECTED:	(All Wards);
KEY DECISION:	Y

SUBJECT:
Local Transport Plan 2022-23

1. EXECUTIVE SUMMARY

To seek the Executive Board’s approval for the detailed Local Transport Plan programme for the financial year 2022/23.

2. RECOMMENDATIONS

That the Executive Board:

- 1) Approves the Local Transport Plan detailed programme for 2022/23
- 2) Delegates authority to the Strategic Director of Place, in consultation with the Executive Member for Growth and Development, to amend, seek and accept tenders subject to adequate budget provision.

3. BACKGROUND

The Council approved its Local Transport Plan 3 (LTP3) in April 2011 with the following goals, to:

- Support the economy
- Tackle climate change
- Increase safety and security
- Promote equality of opportunity
- Promote quality of life, health and the natural environment
- Promote the management of the Council’s transport assets.

On the 28th February 2022 the Department for Transport (DfT) confirmed details of future Integrated Block Allocations and Local Highways Maintenance Capital Block Funding for 2022/23.

The Council has also been successful in securing a number of Section 106 developer contributions to deliver Capital Highways improvement schemes.

In line with national guidance, Highways adopted an asset management approach for the maintenance of the Borough’s local highway network, ensuring effective delivery with the best long-term outcomes for our local communities. However, the highway network is an expensive asset to maintain and at present investment levels we improve approximately 0.5% of our network annually and presently we estimate that we have a maintenance backlog of circa £55M. The existing backlog, the aging local road network, and the fact that ongoing maintenance requires

longer term levels of investment to remain constant, rather than one-off amounts, means that roads often do not receive the investment they need, when they need it. Existing budgets are therefore focussed on work that is deemed essential, rather than on maintenance at the optimum time.

The table below summarises the total amount of funding available:

	2022/23
DfT Integrated Transport Block	£1,435,000
DfT Highways Capital Maintenance	£1,070,000
DfT Highways Maintenance Incentive Fund	£268,000
DfT Pothole Fund	£1,070,000
17/0211 Section 106 Gib Lane Phase C (Story Homes) - West Blackburn Highways Infrastructure	117,862
17/0578 Section 106 Yew Tree Drive (Wainhomes)	631,371
18/0895 Section 106 Roe Lee (Persimmon Homes)	150,000
20/0265 Section 106 106 Blackburn North, Ramsgreave Drive (McDermott Homes)	130,000
20/1048 Former Westholme Nursery (Issa Foundation)	69,000
18/1116 Brokenstone Road	26,000
16/1132 Section 106 Gib Lane Phase A (Kingswood Homes)	51,000
16/0789 (17/1523) Section 106 Pole Lane North Darwen (Kier Living)	40,000
21/0122 Section 106 Ellison Fold Way	197,030
Grand Total	£5,255,263

Any additional funds received from Section 106 or monies from third parties will be reported within the 6 monthly LTP update report to be published later in 2022.

4. KEY ISSUES & RISKS

Proposed schemes have been informed by lifecycle planning factors developed as part of the authority's asset management strategy, where relevant schemes within the resilient network have been prioritised.

The 2022/23 Capital Programme for Transport and Highways will be allocated as follows:

LTP Integrated Transport Block: totals £1,435,000

Bog Height Road / Ashwood Avenue – Link Road - Phase 1
A666 / Jack Walker Way Junction Improvement - Phase 1
Fore Street / Duchess Street Junction Improvements
Chapels / Holden Fold Junction Improvements - Phase 1
Goose House Lane / Hollins Grove Signalisation - Feasibility and Design
Junction 5 Feasibility
Highway Schemes Part 1 compensation claims
On street Electric Vehicle Charging
Public Rights of Way Improvement Plan, including walking and cycling improvements
Local Road Safety schemes
LTP Project Management and Development

LTP Capital Maintenance: totals £1,070,000

A666 / Jack Walker Way Junction Improvement
Carriageway improvements
Birchall Ave, Junction with Ribble Avenue, Darwen
Barbara Castle Way, Limbrick, Blackburn
Barbara Castle Way, Eanam, Blackburn

Capital Drainage
Aqueduct Road, Blackburn
Branch Road / Bolton Road, Blackburn
Jack's Key Drive / Bolton Road, Darwen
UTC Capital Upgrades
Junction of Preston Old Rd and Witton Park Detection Upgrade
Ewood Park Detection Upgrade
Aqueduct Road Detection and Lining Upgrade
Whalley Old Rd / St Stephens Rd
Livesey Branch Rd / Kings Rd
Emerging Priorities
Highways Bridges and Structures
Lithermans Culvert, Chapelton – Strengthening works
Plane Street Railway Bridge – Parapet wall strengthening repairs
Whalley New Road, opposite Jasper Street – Scour repairs
Garstang Cottages West Retaining Wall - Repointing
Taylor Street Retaining Wall - Strengthening
Phillips Road Culvert – Scour repairs
Union Street Bridge – Arch repointing
Walk Mill Bridge – Parapet works and Confined Space Inspection
Plane Street Railway Bridge – Principal Bridge Inspection
Redearth Road Retaining Wall – Mobile platform inspections
Bridge Inspections - Various confined space structures
Brownhill Railway Bridge – Assessment and Principal Bridge Inspection
Gantry Inspections – Various locations
Phillips Road Roundabout – Barrier improvements
High Street Subway
Wainwright Railway Bridge lighting scheme
Emerging Priorities and Management
Street Lighting
LED replacement programme phase 2
Street Lighting column repairs
DfT Highways Maintenance Incentive Fund: totals £268,000
Darwen Street, Canterbury Street to Bridge Street, Blackburn
Bolton Road, Church Street to The Circus, Darwen
Daisy Street, Blackburn
Emerald Avenue, Blackburn
Amber Avenue, Blackburn
Beryl Avenue, Blackburn
Pearl Street, Blackburn
Rosewood Avenue, Blackburn
Kelsall Avenue, Blackburn
Greenhead Avenue, Blackburn
Unnamed Road leading from Whalley New Road, by Leo's Carpets, Blackburn
Heys Lane, Darwen
Dove Lane, Darwen
Harwood Street, Darwen
Prospect Avenue, Darwen
Owlet Hall Road, Darwen
Vale Street Darwen
Furness Avenue, Blackburn
DfT Pothole Fund: totals £1,070,000
Targeting defect areas

Specialist Carriageway Patching Programme
Insitu recycling – Quebec Road, Blackburn
Carriageway resurfacing – Accrington Road, No. 298 East to Boundary, Blackburn
Carriageway resurfacing – Pleckgate Road, No. 160 South to Pleck Farm Avenue, Blackburn
Additional Project Delivery
17/0211 Section 106 Gib Lane Phase C (Story Homes)
17/0211 Section 106 Gib Lane Phase C (Story Homes) - West Blackburn Highways Infrastructure
17/0578 Section 106 Yew Tree Drive (Wainhomes)
18/0895 Section 106 Roe Lee (Persimmon Homes)
20/0265 Section 106 106 Blackburn North, Ramsgreave Drive (McDermott Homes)
20/1048 Former Westholme Nursery (Issa Foundation)
18/1116 Brokenstone Road
16/1132 Section 106 Gib Lane Phase A (Kingswood Homes)
16/0789 (17/1523) Section 106 Pole Lane North Darwen (Kier Living)
21/0122 Section 106 Ellison Fold Way
Reserve Projects
Yew Tree Drive, Eastbound crossover between columns 325 and 327 to Whinney Lane
Blackburn Road, Bolton Road to Isherwood Fold, Edgworth
Whalley New Road, Greenacre garage south of Perry's garage, Blackburn

Any changes to the approved 2022/23 programme will be reported via the Council's Executive Member for Growth and Development later in 2022. Changes to the LTP programme as detailed within this report will be resourced from within the programme, and as such there will be no additional impact on Council finances. The equality impacts of each project are considered and assessed at the scheme design stage.

In relation to schemes funded from Section 106 and developer contributions, scheme design and delivery will only commence once monies have been received.

The Council is currently developing the next Local Transport Plan (LTP4) strategy covering the period from 2022-2041. Accompanying the strategy will be an implementation plan containing Blackburn with Darwen's provisional capital programme and transport projects from 2023/24 to 2026/27.

5. POLICY IMPLICATIONS

All schemes proposed directly accord with the Local Transport Plan 3 Strategy.

6. FINANCIAL IMPLICATIONS

Funding sources are identified within section 3 of this report. The programme will be closely monitored to ensure full spend and any further variations or amendments will be reported via the Executive Member for Growth and Development.

7. LEGAL IMPLICATIONS

The Council has a statutory duty under Sections 108 and 109 of the Transport Act 2000 ("the Act") (as amended by the Local Transport Act 2008) as local transport authority to ensure that the Council has up to date policies for the promotion and encouragement of safe, integrated, efficient and economic transport to, from and within their area. Each local transport authority must prepare a document to be known as the local transport plan ("LTP") containing its policies for the purposes above and its proposals for the implementation of those policies.

All schemes within the programme will be designed and implemented in accordance with relevant highway, transport, traffic and equality legislation; and will need to be procured in accordance with the Council's constitution, procurement law and; where relevant, European directives; and any grant conditions.

8. RESOURCE IMPLICATIONS

All professional fees will be met from allocations detailed, and staff time met from existing resources. External contractors will be procured to deliver schemes that cannot be delivered by internal resources. Procurement will be in line with current best practices identified by HMEP standards.

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

All schemes will be the subject of detailed individual consultations with the emergency services, stakeholders and the wider community.

The proposed works have been informed by the options expressed in the most recent National Highways and Transport Public Satisfaction Survey. Residents and stakeholders will be informed prior to the start of the proposed works in respect to the nature of the scheme and their anticipated duration. This will be communicated via the Council's website, social media facilities, leaflets and letters as appropriate. Customer feedback will be actively sought on completion of each scheme, with feedback analysed and used to improve the service in the future.

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:	Dwayne Lowe, Head of Highways, Transport and Networks, dwayne.lowe@blackburn.gov.uk
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DATE:	
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**BACKGROUND
PAPER:**

EXECUTIVE BOARD DECISION



REPORT OF: Executive Member for Growth and Development

LEAD OFFICERS: Director of Place

DATE: 10th March 2022

PORTFOLIO/S

AFFECTED: Growth and Development

WARD/S AFFECTED: (All Wards);

KEY DECISION: YES NO

SUBJECT: Funding of Flood defence Grant in Aid (FDGiA) projects

1. EXECUTIVE SUMMARY

To seek the Executive Board's approval for the addition of Flood Defence Grant in Aid projects to the Capital programme.

2. RECOMMENDATIONS

That the Executive Board:

Approves the addition of the Flood Defence Grant in Aid projects to the Capital programme.

3. BACKGROUND

The Flood and Coastal Erosion Risk Management (FCERM) Investment Programme is a Defra capital investment plan to better protect homes and non-residential properties from flood risk and coastal erosion. The conditions of the Investment Programme are that overall schemes must attract at least 15% of partnership funding and deliver 10% efficiency saving on projects.

The funding from Defra for managing flood risk in England is known as 'Flood Defence Grant in Aid' (FDGiA). This funding from Defra is administered by the Environment Agency (EA). The amount of FDGiA available for a particular scheme is based on a set formula that takes into account the number of households protected against flood risk; the estimated value of damages being prevented; and the other benefits a particular project would deliver, such as environmental improvements.

Within Defra's FCERM 6 year programme (2021 to 2027), the Council has the following projects that have recently been approved for funding:

Project	Allocated FDGiA Grant (£)	Properties better protected against flood risk	Estimated total project cost (£)
Brecon Road Area Drainage Study, Blackburn	90,000	0	90,000
Waterfall Surface Water, Blackburn	150,000	26	150,000
Aqueduct Road Scheme, Blackburn	150,000	15	184,000
Quick win fund (Hope Street)	7,500	1	7,500

In addition to above, the Council also has an underspend of FDGiA grant amounting to £202,630 from the last FCERM programme cycle (2014 – 2020). Under the Ministry of Housing, Communities & Local Government (MHCLG) rules, as long as the grant is spent on capital projects the authority has flexibility for spend within the programme. It is proposed therefore that the underspend will be allocated to the following urgent drainage/flood improvement works:

Project	Grant Allocation (£)	Comments
Bury Fold Brook	14,000	Outstanding Landowner Compensation
Pottery Farm Flood Alleviation Scheme (FAS)	10,000	2020/21 carry over scheme
Grimshaw Park FAS	3,000	2020/21 carry over scheme
Old Gates Drive FAS	56,000	Completion of 2020/21 scheme
Preston Old Road	65,000	Drainage Improvement Works
Corporation park	30,000	Flood and environment improvement works
Aqueduct Road Scheme	24,630	Contribution to above scheme due to increased scope of works

Please note that the above only shows the FDGiA allocation to each project and does not include any additional funding from other sources.

Any changes to the allocated projects will be reported via the Council's Executive Member for Growth and Development. Changes to the FCERM programme as detailed within this report will be resourced from within the programme, and as such there will be no additional impact on Council finances. The equality impacts of each project are considered and assessed at the scheme design stage.

4. KEY ISSUES & RISKS

The projects included will mitigate flood risk and better protect our residents from flooding. The projects identified accord with the Lancashire Local Flood Risk Management Strategy 2021 – 2027 Strategy. The council's primary purpose for this strategy is to ensure that, as far as is reasonably practicable, the risk of flooding to human health and life, the environment, economic activity, infrastructure and cultural heritage arising from surface water, groundwater and ordinary watercourses is minimised.

5. POLICY IMPLICATIONS

All schemes proposed directly accord with the Lancashire Local Flood Risk Management Strategy 2021 – 2027 Strategy.

6. FINANCIAL IMPLICATIONS

All flood risk management schemes are funded through EA governed FDGiA capital grant with no additional cost to the Council.

7. LEGAL IMPLICATIONS

The Flood and Water Management Act 2010 (FWMA) designates Blackburn with Darwen Borough Council as a Lead Local Flood Authority (LLFA) responsible for managing flood risk from 'local' sources; surface water, groundwater and ordinary watercourses. One of our responsibilities is to undertake drainage investigations and identify flood risk mitigation projects then develop business cases and bid for capital funding. These projects have been identified in compliance with those duties.

8. RESOURCE IMPLICATIONS

None

9. EQUALITY AND HEALTH IMPLICATIONS

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

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

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

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

10. CONSULTATIONS

All schemes will be the subject of detailed individual consultations with the emergency services, stakeholders and the wider community.

Residents and stakeholders will be informed prior to the start of the proposed works in respect to the nature of the scheme and their anticipated duration. This will be communicated via the Council's website, social media facilities, leaflets and letters as appropriate. Customer feedback will be actively sought on completion of each scheme, with feedback analysed and used to improve the service in the future.

11. STATEMENT OF COMPLIANCE

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

12. DECLARATION OF INTEREST

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

VERSION:	1
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CONTACT OFFICER:	Dwayne Lowe, Imran Munshi, Drainage Manager
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DATE:	2/3/2022
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BACKGROUND PAPER:	
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EXECUTIVE BOARD DECISION



REPORT OF:	Executive Member for Finance and Governance
LEAD OFFICERS:	Director of Finance (Please Select)
DATE:	10 March 2022

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

SUBJECT: Procurement Strategy and Social Value Policy

1. EXECUTIVE SUMMARY

The Council has developed a new Procurement Strategy and Social Value Policy to ensure that every pound the Council spends maximises value for money for the borough and helps to deliver the priorities of the Council.

2. RECOMMENDATIONS

That the Executive Board:

- approves the Procurement Strategy and Social Value Policy
- notes that the Social Value Policy will now be taken to Full Council for approval

3. BACKGROUND

The Council's previous procurement strategy was out of date and in need of updating to respond to a range of factors that make effective procurement more important than ever.

Social Value has been approached by the Council on a case by case basis to date with some successes but there is an opportunity to drive out much more benefits for the borough with a policy that sets out a clear approach and priorities.

The Government has issued a National Procurement Policy and a number of Procurement Policy Notes which set out the government's priorities for procurement as the country recovers from the effects of the pandemic. The Government has also issued a Green Paper on Transforming Public Procurement setting out its proposals for changes to procurement regulations after the UK's departure from the European Union.

Procurement will play a key role in the Council delivering its medium term financial strategy and in meeting the aim of being net zero by 2030 set out in the Climate Emergency Declaration. In addition pressures in supply chains caused by the pandemic and Brexit have emphasised the need for effective procurement and contract management.

The Council has also recently participated in a Local Government Association (LGA) benchmarking exercise for procurement which identified a number of areas of strength to be built on together with some opportunities to strengthen the Council's procurement arrangements. Notable strengths were related to working with partners, managing strategic risk and engaging VCSEs. Areas for improvement included engaging Councillors, contract and relationship management and obtaining social value. Implementation of the strategy and policy will address these areas for improvement.

The Procurement Strategy and Social Value Policy provides the outline and framework for the Council's response to the above issues and challenges.

4. KEY ISSUES & RISKS

The Procurement Strategy sets out the roles and responsibilities of different teams in departments in relation to procurement. This largely reflects roles and responsibilities currently set out but also seeks to enhance the role of elected members in line with the feedback from the LGA assessment. The strategy then sets out 5 priorities for procurement in the Council and an Action Plan to deliver those priorities. Those priorities are:

- Supporting the Local Economy
- Achieving Savings
- Delivering Social Value
- Responding to Climate Change
- Being Effective and Efficient

The Social Value Policy summarises the Council's approach to Social Value to date and the proposed policy going forward. The approach under the policy is different for high value contracts (those above the threshold for services under the Public contracts regulations 2015 – currently £213k) and low value contracts (those below that value).

The policy recognises that local suppliers are more likely to deliver social value and so it is proportionate to take an approach for low value contracts that there should be a focus on using local providers where possible. In addition for low value contracts the policy sets out that the council will require minimum social value commitments from providers.

For high value contracts the policy sets out that 15% of the evaluation criteria must be for social value. The policy sets out that this will be determined by how suppliers can help the Council meet some of its biggest challenges which are set out in the policy, these are:

- Helping the borough meet its target to be carbon neutral by 2030
- Helping disadvantaged children and young people in Blackburn with Darwen overcome the challenges those disadvantages bring
- Helping the people and businesses of the borough recover from the economic impact of Covid 19
- Helping the people of Blackburn with Darwen overcome some of the worst health inequalities in the country by addressing social determinants of health
- Helping the Our Community Our Future Strategy by connecting our communities to improve integration across a diverse borough
-

The policy sets out that these priorities will be reviewed annually and updated to reflect the latest challenges facing the borough.

5. POLICY IMPLICATIONS

The strategy and policy have been developed to align with other key Council policies including the Corporate Plan, the Start Well Strategy, the Climate Emergency Declaration and the Our Community our Future Strategy. The strategy and policy shall also help the Council comply with the National Procurement Policy and Procurement Policy Notes.

6. FINANCIAL IMPLICATIONS

There are no direct financial implications of approving the strategy and the policy. The nature of the strategy and the policy is to set the framework within which the procurement of goods and services will be undertaken. The financial implications of individual procurements will, as required, be reported in line with the Council's Constitution.

Effective implementation of the strategy should help the Council deliver its medium term financial strategy. It should be noted that by allocating 15% of tender evaluation criteria to social value may result in awarding contracts to higher priced bidders than if this were not included however the overall value for money for the borough in the long term should outweigh the increase in cost.

7. LEGAL IMPLICATIONS

The proposed strategy and policy will help the Council meet its legal obligations in relation to procurement including under the Public Contracts Regulations 2015 and Social Value Act 2012. The government is currently in the process of developing new procurement regulations. Part of the strategy is designed to ensure the Council is ready to adapt and drive maximum value from the opportunities presented by these new regulations.

8. RESOURCE IMPLICATIONS

Implementation of the policy and strategy will be done from within existing resources primarily within the Contracts and Procurement team.

9. EQUALITY AND HEALTH IMPLICATIONS

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

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

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

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

10. CONSULTATIONS

The policy and strategy have been produced following consultation with officers across all departments in the Council.

11. STATEMENT OF COMPLIANCE

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

12. DECLARATION OF INTEREST

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

VERSION:	1
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CONTACT OFFICER:	Christopher Bradley
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DATE:	9 February 2022
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BACKGROUND PAPER:	Procurement Strategy 2022-25 Social Value Policy
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BLACKBURN
with
DARWEN
BOROUGH COUNCIL

PROCUREMENT STRATEGY

2022 - 2025

INTRODUCTION

WHAT IS PROCUREMENT?

Procurement is the process of acquiring supplies, services and works. It includes acquisition from third parties and in-house providers. The process spans the full procurement cycle from identifying the need, through to the end of a contract or the end of useful life of an asset and lessons learnt. It involves early stakeholder engagement, assessing impact on relationships and linkages with services internally and externally, options appraisals and the critical 'make or buy' decision whilst determining the appropriate procurement strategy and route to market. Procurement is therefore much wider than simply purchasing, and through the effective implementation of our procurement strategy we will be able to demonstrate the added value that procurement can bring.

WHY IS PROCUREMENT IMPORTANT?

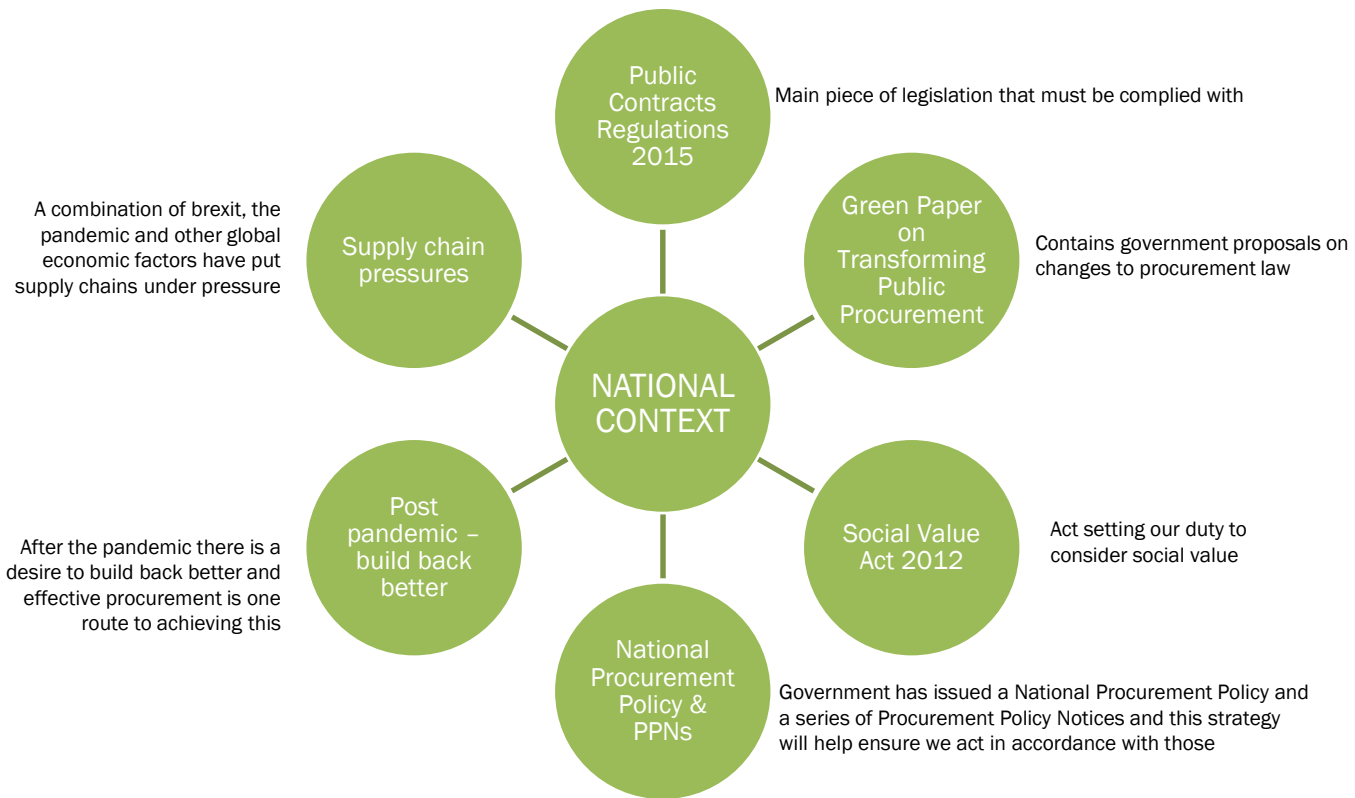
The Council spent £112m on goods and services in 2020/21. Therefore the procurement activity that buys in supplies and services is critical to ensuring that best value is being obtained.

- Public procurement is about improving the delivery and cost effectiveness of quality public services to citizens
- Procurement can be a mechanism to challenge current service arrangements and find new models for service delivery
- Savings realised through better procurement can be channelled back into priority services
- Procurement can achieve additional added value benefits to residents through effective use of supply chains
- Our professionalism and planning can help prevent financial loss to the Council

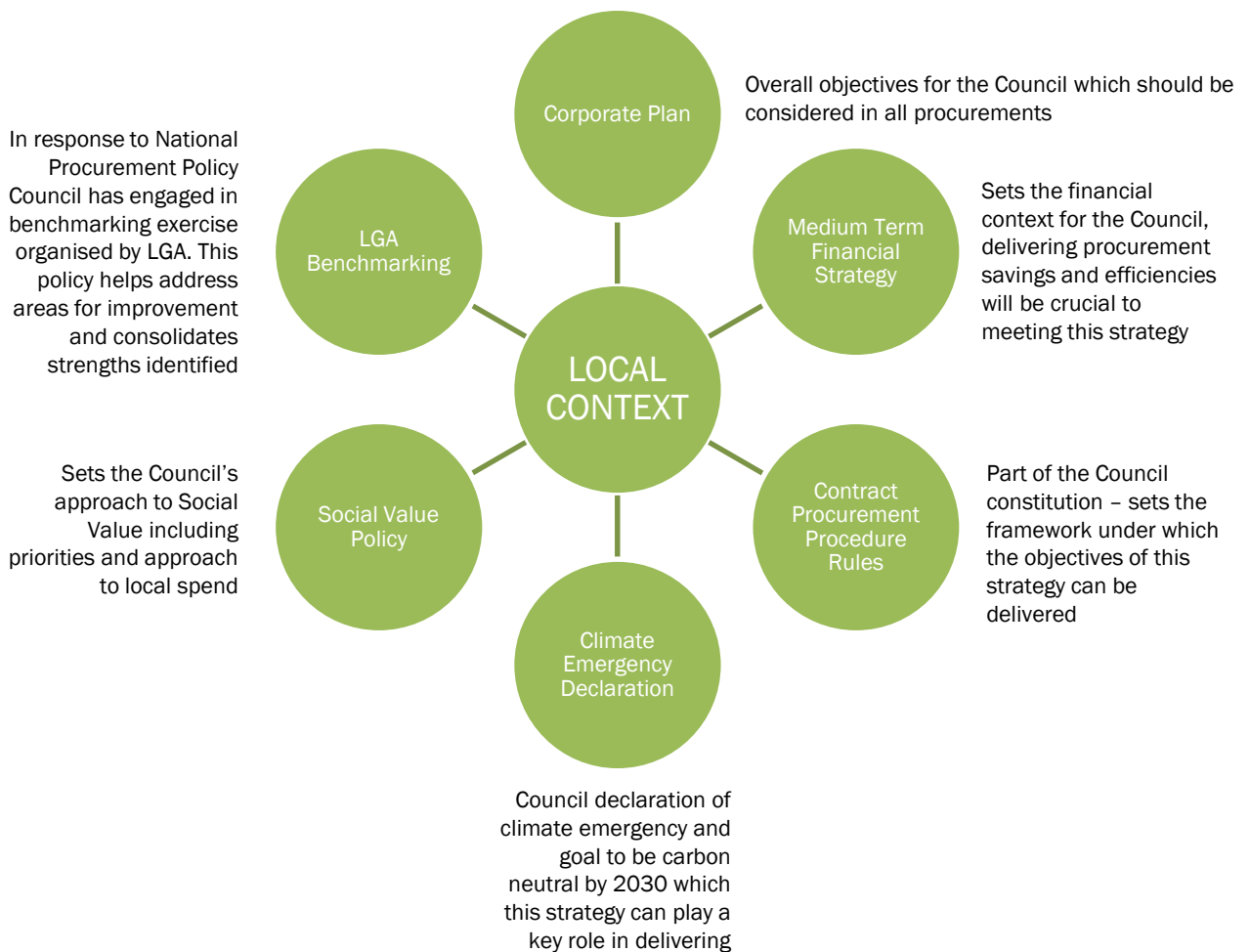
WHY DO WE HAVE A PROCUREMENT STRATEGY?

Our Procurement Strategy sets out our strategic approach to procurement activity. It is not intended to be an operational guide to procurement; however the objectives should be applied to all our procurement activity.

NATIONAL CONTEXT



LOCAL CONTEXT



PROCUREMENT STRUCTURE

The Council's Procurement structure is made up of three elements – leadership, the Contracts and Procurement team and officers in departments who undertake procurement activity. Their key roles and responsibilities are set out below.



PRIORITIES

- Supporting the Local Economy
- Achieving Savings
- Delivering Social Value
- Responding to Climate Change
- Being Effective and Efficient

SUPPORTING THE LOCAL ECONOMY

We will aim to be a catalyst to boost the local economy. The Council recognises that, as highlighted by PPN 11/20, when it spends money locally there is enhanced value delivered for the borough beyond quality and price as local supply chains are more likely to employ local people, train local people, give back to the local community and have a lower carbon footprint. This will help to create new businesses, new jobs and new skills. We will therefore seek to maximise opportunities for local businesses by :

- taking a local first approach where we can – we will identify capable local suppliers and if there can be effective competition between local suppliers we will seek quotes from them first
- offering training to local providers to help them bid for our contracts and those of other public sector organisations
- Increasing how much we spend locally measured via a KPI reported on annually

ACHIEVING SAVINGS

In order to meet the financial challenge faced by the Council due to less funding and to drive value for money it is as important as ever that procurement activity consistently maximises savings. To do this we will:

- identify opportunities for new savings using spend analysis
- obtain best value offers through effective competition and negotiation
- explore with departments opportunities to use procurement as a catalyst for transformational change of services to drive better value
- engage with suppliers to encourage diversity, innovation and resilience
- continue and develop use of innovative procedures such as e-auctions which drive best prices from markets
- develop our spend analysis and report on this to departments

DELIVERING SOCIAL VALUE

The Council will demonstrate through a Social Value Policy the additional benefits that can be brought to the borough through consideration of social value. This will include its priorities which will be consistent with the National Procurement Policy set out in PPN 05/21. We will achieve those priorities by measuring social value as set out in the policy and effectively managing contracts to ensure social value that is promised is delivered on.

RESPONDING TO CLIMATE CHANGE

Procurement can and must play a key role in tackling climate change. In July 2019 the Council declared a climate emergency. The Council's Climate Emergency Action Plan identified a need to revise procurement policies and procedures to ensure environmental impact is considered as part of all major procurements. To do this we will:

- When procuring goods, works and services consider if there are any alternatives available that would help the borough meet its targets
- in line with the Social Value Policy for every tender include social value questions which include the priority of being carbon neutral by 2030
- work with existing suppliers to understand the carbon footprint of contracts and whether it can be reduced

BEING EFFECTIVE AND EFFICIENT

As custodians of the public purse it is the Council's duty to ensure that money is spent effectively and in accordance with the principles of fairness and transparency. To ensure this is the case we will:

- have an up to date contracts register for each department and a plan of upcoming procurement activity for each department to ensure compliance with upcoming publication requirements
- ensure systems and process are in place to maximise value and effectively manage risk
- ensure our systems for purchasing and procurement operate as effectively as possible
- implement role specific training for members, procurement officers, budget holders and staff who raise orders
- offer appropriate qualifications (at least CIPS Level 4) to all Procurement Officers
- have a toolkit of standard documents and guidance to help our procurement activity to align with best practice
- have a continuous improvement plan to ensure we are always improving our ways of working
- to demonstrate delivery of this policy we will prepare an annual report to the Executive Member for Finance and Governance setting out progress against these priorities
- be prepared for upcoming changes in procurement law and embrace and maximise opportunities it presents
- working jointly with colleagues across the public sector to explore opportunities for collaboration

ACTION PLAN 2022-25

Action	Priority	Measure	By when
Develop local supplier register	Local Economy	In place	Summer 2023
Produce quarterly report on local spend by department	Local Economy	Target increase local spend by 10%	Increase by Spring 2025
Hold training events for local providers, including on social value	Local Economy, Social Value	2 per annum	First event Summer 2022
Develop spend analysis tool	Savings, Effective and Efficient	Quarterly spend reports to department	Spring 2023
Produce savings identification plan	Savings	Target savings of 5% of influenceable spend	Savings delivered by Spring 2025
Finalise, approve and implement Social Value Policy	Local economy, social value and climate change	Policy approved	Approval Early 2022
Develop Social Value Commitment Tracker	Local economy, social value and climate change	Annual report on social value benefits delivered	Summer 2022

ACTION PLAN 2022-25 CONTINUED

Action	Priority	Measure	By when
Procurement Training Plan produced and implemented	Effective and Efficient	100% of those involved in procurement received annual training	2023
Establish Procurement Board	Effective and Efficient	Board established	Spring 2022
Climate change assessment for all high value procurements	Climate Change	100% of high value procurements have assessment	Spring 2023
Measure Carbon Footprint of high value contracts	Climate Change	100% major contracts to have measurement	2024
Contract Management Toolkit used for all high value contracts	Effective and Efficient	100% of high value procurements have CM in line with toolkit	2023

ACTION PLAN 2022-25 CONTINUED

Action	Priority	Measure	By when
Draft new Contract Procurement Procedure Rules once new procurement regulations are in place	Effective and Efficient	New rules in place	Aligned to new law implementation date
Develop and maintain Continuous Improvement Plan for Procurement	Effective and Efficient	Plan reviewed quarterly	2022
Annual report to the Procurement Board on delivery against this plan	Effective and Efficient	Report submitted annually	Winter 2022
Develop links with other anchor institutions in the borough to agree mutually beneficial approaches	Effective and Efficient	Agreements with at least 2 anchor institutions	2024

Social Value Policy

Summary

This policy sets out the Council's revised approach to delivering social value going forward. It aims to make every penny in every pound we spend matter. It focusses on maximising local spend where possible and maximising local benefits. It sets out our social value priorities, which are focussed on the biggest challenges facing the borough.

Background

The [Public Services \(Social Value\) Act 2012](#) requires public bodies operating solely in England to give due consideration to the inclusion of Social Value when commissioning goods, services, and works to which the Public Contracts Regulations 2015 apply. The Act does not alter the procurement process, however, it ensures that the public sector gives due consideration to the wider impact (social, economic, and environmental) of the requirements to be delivered.

In Blackburn with Darwen our approach has looked to deliver Social Value in three ways:

- for contracts between £5k and £80k requiring that if there are capable local suppliers known to the authority they must be invited
- minimum ethical requirements included in tendering process
- on a case by case basis consideration of whether to include specific social value questions

For the Growth and Development framework an approach was trialled for evaluation of social value delivery based on number of criteria from the successful AGMA social value framework adapted to the requirements of BwD. This approach was successful securing a number of commitments from the successful bidders which are reported on regularly to the Growth team. This approach has been used as a basis for applying to a range of other tenders since where it has been considered appropriate.

The government has issued a Procurement Policy Note in relation to contracts below the thresholds where the Public Contracts Regulations apply. For central government bodies, the PPN permits procurements below certain thresholds to be reserved to suppliers from a specific location and/or to SMEs. The PPN suggests that non central government contracting authorities (such as local authorities) could follow a similar approach. However local authorities do not have complete freedom to follow the guidance because of Section 17(5)(e) Local Government Act 1988 (LGA 1988) which prohibits a local authority from taking into account in their procurement decisions "the location in any country or territory of the business activities or interests of contractors". There is however an exception within the Social Value Act 2012 for services contracts - to the extent that it is "necessary or expedient" to secure the social value, the local authority has decided to secure this through a services contract it is procuring. Unfortunately, though, this applies only to services contracts and not contracts for works or supplies.

Approach

The Blackburn with Darwen approach to Social Value is split into the following elements:

- Minimum commitments
- Low value services contracts

- Low value works and goods contracts
- High value contracts

References to “low value” mean contracts up to or below the threshold for public supply and services contracts for sub-central authorities which from 1 January 2022 will be £213,477 inclusive of VAT. Please note that for the purposes of this policy only the supply and services threshold will also be used for determining whether other contracts are low or high value – i.e. for works and those subject to the light touch regime.

Minimum Commitments

To ensure every contract (over a de minimis level of £25k) contributes social value to the borough every supplier will be expected to make certain commitments. These commitments are not intended to be onerous but designed to show that suppliers are willing to at least consider what they can do to support some key areas of focus. These commitments are set out in a table below which is split into levels to keep proportionate to the value of the contract:

Value	The supplier shall:
£25k to £80k	<ul style="list-style-type: none"> • maximise the use of a local (preferably Blackburn with Darwen) supply chain where possible whilst maintaining value for money
	<ul style="list-style-type: none"> • commit to paying sub-contractors within 30 days
	<ul style="list-style-type: none"> • have a plan for developing and training employees
	<ul style="list-style-type: none"> • consider how they can implement the contract in a way which contributes to the Council’s target of being carbon neutral by 2030 and implement any financially reasonable measures to do so
	<ul style="list-style-type: none"> • have a plan to reduce waste (including single-use plastics) and increase recycling
Low value over £80k	<ul style="list-style-type: none"> • all of above
	<ul style="list-style-type: none"> • advertise suitable jobs locally in Blackburn with Darwen
	<ul style="list-style-type: none"> • consider offering apprenticeships to people from Blackburn with Darwen where suitable for their business
	<ul style="list-style-type: none"> • have a plan to improve the health and well-being of their staff
	<ul style="list-style-type: none"> • consider whether there are appropriate opportunities for volunteers as part of its activities
	<ul style="list-style-type: none"> • consider if they can be Fostering Friendly organisation
High value below £1m	<ul style="list-style-type: none"> • all of the above plus produce an annual report on progress against them
Above £1m	<ul style="list-style-type: none"> • All of the above plus provide a contract specific Carbon Reduction Plan consistent with PPN 06/21 including detailed information on current emissions, reporting mechanisms involved, the environmental management measures in place, including certification schemes or specific carbon reduction measures they have adopted that will be applied when performing the contract

Low value services contracts

Recognising that local providers are more likely to deliver social value benefits for Blackburn with Darwen. For contracts of this value it is disproportionate to expect bidders to provide detailed social value proposals to Blackburn with Darwen contracts. A proportionate and pragmatic approach to

delivering Social Value on these lower value service contracts will be to focus on local delivery where possible combined with a commitment to certain minimum standards.

Procuring officers must consider whether there is sufficient competition within Blackburn with Darwen to deliver value for money (minimum three organisations believed to have the capability to deliver the contract and likely to bid if invited). It is recognised that organisations based near to BwD are likely to deliver some social value to Blackburn with Darwen and so if there is not sufficient competition within BwD then procuring officers should consider if sufficient competition can be drawn from Pennine Lancashire (being the boroughs of Hyndburn, Burnley, Rossendale, Pendle and Ribbles Valley).

If sufficient competition to deliver value for money cannot be found on this basis then the contract should be procured via a competitive exercise in accordance with the Contract Procurement Procedure Rules.

Low value works and goods contracts

As these contracts cannot be restricted by area it is proposed that the existing rules are maintained, including the requirement to invite known local capable companies if known. In addition procuring officers shall consider including a simple social value question if it believes it is appropriate for the particular market (for example if there are local suppliers who regularly take on local apprentices).

High value contracts

Being higher in value above these contracts have to be procured following open procurement. However as these have a higher value it is reasonable to ask for specific commitments in their submission on how (without increasing the cost of their bid) they will commit to help meeting Blackburn with Darwen's social value aims. The commitments can they help the decision to award, delivery of them can be monitored and if necessary non-compliance can be enforced through contractual mechanisms.

Award

To ensure consistency across the Council it is proposed that all high value contracts should have 15% of the award criteria reserved for social value unless the Director of Finance decides that to do so would have a significant adverse effect on value for money. This criterion shall be assessed on the proposals ability to deliver social value in Blackburn with Darwen and the impact that will make. Different bidders and markets will be better suited to addressing different challenges so it will be emphasised that it will be the overall impact on the borough that will be scored. Doing one thing that will have a significant impact on just one challenge will score more highly than doing minor impact against multiple challenges. To deliver maximum impact for the borough that bidders should be asked how they will deliver social value in specific ways that help address some of the boroughs biggest challenges. The challenges are set out below and come with a brief example of what this could look like but these are only examples and are far from exhaustive and bidders will be encouraged to innovate and propose anything they believe helps the borough meet its challenges.

CARBON NEUTRAL	
The Challenge	To help the borough meet its target to be carbon neutral by 2030

What it could look like	Commitment to any sites in borough being carbon neutral, changing working practices to reduce carbon produced on this contract, ability to demonstrate any carbon neutrality including by way of measures that offset carbon produced
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DISADVANTAGED CHILDREN & YOUNG PEOPLE	
The Challenge	To help disadvantaged children and young people in Blackburn with Darwen overcome the challenges those disadvantages bring
What it could look like	Offering jobs, internships and/or training to children in our care, care leavers and those with special educational needs, otherwise contributing to priorities of the corporate parent

ECONOMIC RECOVERY	
The Challenge	To help the people and businesses of the borough recover economically from the impact of Covid 19
What it could look like	Local apprenticeships (greater impact if it is for those from disadvantaged background), providing training and education for unemployed, maximising the use of an in borough supply chain,

HEALTH INEQUALITIES	
The Challenge	To help people in Blackburn with Darwen overcome some of the worst health inequalities in the country by addressing social determinants of health
What it could look like	Improving the health of workforce in the borough, working with local organisations to support ill-health prevention activities,

COMMUNITY INTEGRATION	
The Challenge	To help the Our Community Our Future Strategy by connecting our communities to improve integration across a diverse borough
What it could look like	Introducing workforce integration ambassadors into workplaces in the borough, supporting projects led by youth or community ambassadors, hosting events which help promote community

These priorities shall be reviewed annually and updated to reflect the latest challenges facing the borough.

Monitor, Report & Enforce

Asking for these requirements as part of tender submissions is only of value if efforts are made to monitor, report and enforce these requirements. Telling the success of promises made when awarding contracts is useless unless those promises are delivered upon. To ensure that all commitments made as part of tender submissions are delivered they will be recorded centrally by Contracts and Procurement team and then periodically check a sample of those for compliance with those commitments. The Council will publish details of commitments made and delivered upon. Failure to deliver against those commitments shall initially result in a letter reminding the supplier of commitments, if subsequently it is found that they have still not delivered then the Council may serve a notice on them informing them that their breach of their commitments will result in them not being considered for future Council contracts.

Ethical Standards

It is proposed to keep the ethical standards currently in contracts. Breach of those ethical standards could result in the termination of the contract.

EXECUTIVE BOARD DECISION



REPORT OF:	Executive Member for Finance and Governance
LEAD OFFICERS:	Director of Finance
DATE:	10 March 2022

PORTFOLIO/S AFFECTED:	Finance and Governance
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WARD/S AFFECTED:	All
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KEY DECISION:	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
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SUBJECT: TREASURY MANAGEMENT STRATEGY REPORT 2022/23

1. EXECUTIVE SUMMARY

1.1 Treasury risk management is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 Edition (the Treasury Management Code) which requires the Council to approve a Treasury Management Strategy before the start of each financial year. This report fulfils the Authority's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code.

2. RECOMMENDATIONS

It is recommended that the Executive Board:

2.1 Approves the proposed Treasury Management Strategy for 2022/23, detailed in Appendix 1, including the proposed Treasury Management Indicators.

3. BACKGROUND

3.1 Treasury management is the management of the Council's cash flows, borrowing and investments, and the associated risks. The Council borrows and invests substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Council's prudent financial management.

3.2 Investments held for service purposes or for commercial profit are considered in the Capital Strategy report, approved by Finance Council in February 2022.

4. RATIONALE

The Council is required to approve a Treasury Management Strategy before the start of each financial year. It must also set Treasury and Prudential Indicators and a policy for determining a “prudent” level of Minimum Revenue Provision for repayment of debt, which is consistent with the Council’s Medium Term Financial Plan (MTFP).

5. KEY ISSUES

Working within the regulatory and professional frameworks, the Council considers and agrees an annual Treasury Management Strategy before the start of each year. This is followed up with a mid-year Strategy Review, considered alongside the Annual Outturn Report, summarising the position for the previous financial year. The key requirements for the Council are to maintain its two investment priorities, the security of capital and the liquidity of investments.

6. POLICY IMPLICATIONS

The policy implications arising from the Treasury Management Strategy are contained within the overall Budget Strategy of the Council.

7. FINANCIAL IMPLICATIONS

The financial implications arising from the Treasury Management Strategy are also contained within the overall Budget Strategy of the Council.

8. LEGAL IMPLICATIONS

Under the Local Government Act 2003, the Council is required to have regard to CIPFA’s *Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes*.

9. RESOURCE IMPLICATIONS

None as a direct consequence of this report.

10. EQUALITY AND HEALTH IMPLICATIONS

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

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

Option 2 In determining this matter the Executive Member needs to consider the EIA associated with this item in advance of making the decision.

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.

11. CONSULTATIONS

The issues raised in this report have been discussed previously with Audit and Governance Committee and Treasury Management Group.

12. 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.

13. DECLARATION OF INTEREST

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

VERSION:	1.0
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CONTACT OFFICER:	Jody Spencer-Anforth (Ext 507748)
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DATE:	March 2022
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BACKGROUND PAPER:	None
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TREASURY MANAGEMENT STRATEGY 2022/23

1 Introduction

- 1.1 Treasury management is the management of the Authority's cash flows, borrowing and investments, and the associated risks. The Authority has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Authority's prudent financial management.
- 1.2 Treasury risk management at the Authority is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 Edition (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of each financial year. This report fulfils the Authority's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code.
- 1.3 Investments held for service purposes or for commercial profit are considered in a different report, the Capital Strategy.
- 1.4 Should the assumptions on which this report is based change significantly, it may be necessary to seek approval to a revised Treasury Management Strategy. Such circumstances could include, for example, a large unexpected change in interest rates, or in the Authority's capital programme or in the level of investments made or borrowing required.

2 External Context

- 2.1 **Economic Background:** The ongoing impact on the UK from coronavirus, together with higher inflation, the likelihood of higher interest rates, and the country's trade position post-Brexit, will be major influences on the Authority's treasury management strategy for 2022/23.
- 2.2 The invasion of Ukraine by Russia could have a short and medium-term effect on the UK economy, although the increase in geo-political uncertainty will have longer and less perceptible impacts on the global economy. As major producers of cereals and energy, disruptions to exports from either country will further tighten global supplies, possibly producing more severe inflation in the UK in 2022. The Bank of England, already concerned about second-round effects of existing high inflation, may therefore consider tighter monetary policy as a response to avoid more persistent consumer inflation in the medium term. This response will have to be balanced against the sharper decline in real incomes experienced by households and the slower economic growth this will entail.
- 2.3 The Bank of England (BoE) increased Bank Rate to 0.25% in December 2021 while maintaining its Quantitative Easing programme at £895 billion. Within the announcement the MPC noted that the pace of the global recovery was broadly in line with its November Monetary Policy Report. Prior to the emergence of the Omicron coronavirus variant, the Bank also considered the UK economy to be evolving in line with expectations, however the increased uncertainty and risk to activity the new variant presents, the Bank revised down its estimates for quarter 4 Gross Domestic Product (GDP) growth to 0.6% from 1.0%. Inflation was projected to be higher than previously forecast, with Consumer Price Index (CPI) likely to remain above 5% throughout the winter and peak at 6% in April 2022. The labour market was generally performing better than previously forecast and the BoE now expects the unemployment rate

to fall to 4% compared to 4.5% forecast previously, but notes that Omicron could weaken the demand for labour.

- 2.4 UK CPI for November 2021 registered 5.1% year-on-year, up from 4.2% in the previous month. Core inflation, which excludes the more volatile components, rose to 4.0% year-on-year from 3.4%. The most recent labour market data for the three months to October 2021 showed the unemployment rate fell to 4.2% while the employment rate rose to 75.5%.
- 2.5 In October 2021, the headline 3-month average annual growth rate for wages were 4.9% for total pay and 4.3% for regular pay. In real terms, after adjusting for inflation, total pay growth was up 1.7% while regular pay was up 1.0%. The change in pay growth has been affected by a change in composition of employee jobs, where there has been a fall in the number and proportion of lower paid jobs.
- 2.6 GDP grew by 1.3% in the third calendar quarter of 2021 according to the initial estimate, compared to a gain of 5.5% quarter-on-quarter in the previous quarter, with the annual rate slowing to 6.6% from 23.6%. The Q3 gain was modestly below the consensus forecast of a 1.5% quarter-on-quarter rise. During the quarter activity measures were boosted by sectors that reopened following pandemic restrictions, suggesting that wider spending was flat. Looking ahead, while monthly GDP readings suggest there had been some increase in momentum in the latter part of quarter 3, quarter 4 growth is expected to be soft.
- 2.7 GDP growth in the euro zone increased by 2.2% in calendar quarter 3 2021 following a gain of 2.1% in the second quarter and a decline of -0.3% in the first. Headline inflation has been strong, with CPI registering 4.9% year-on-year in November, the fifth successive month of inflation. Core CPI inflation was 2.6% year-on-year in November, the fourth month of successive increases from July's 0.7% year-on-year. At these levels, inflation is above the European Central Bank's target of 'below, but close to 2%', putting some pressure on its long-term stance of holding its main interest rate of 0%.
- 2.8 The US economy expanded at an annualised rate of 2.1% in quarter 3 2021, slowing sharply from gains of 6.7% and 6.3% in the previous two quarters. In its December 2021 interest rate announcement, the Federal Reserve continue to maintain the Fed Funds rate at between 0% and 0.25% but outlined its plan to reduce its asset purchase programme earlier than previously stated and signalled they are in favour of tightening interest rates at a faster pace in 2022, with three 0.25% movements now expected.
- 2.9 **Credit Outlook:** Since the start of 2021, relatively benign credit conditions have led to credit default swap (CDS) prices for the larger UK banks to remain low and had steadily edged down throughout the year up until mid-November when the emergence of Omicron has caused them to rise modestly. However, the generally improved economic outlook during 2021 helped bank profitability and reduced the level of impairments many had made as provisions for bad loans. However, the relatively recent removal of coronavirus-related business support measures by the government means the full impact on bank balance sheets may not be known for some time.
- 2.10 The improved economic picture during 2021 led the credit rating agencies to reflect this in their assessment of the outlook for the UK sovereign as well as several financial institutions, revising them from negative to stable and even making a handful of rating upgrades.
- 2.11 Looking ahead, while there is still the chance of bank losses from bad loans as government and central bank support is removed, the institutions on the Authority's counterparty list are well-capitalised and general credit conditions across the sector are expected to remain benign. Duration limits for counterparties on the Authority's lending list are under regular review and will continue to reflect economic conditions and the credit outlook.

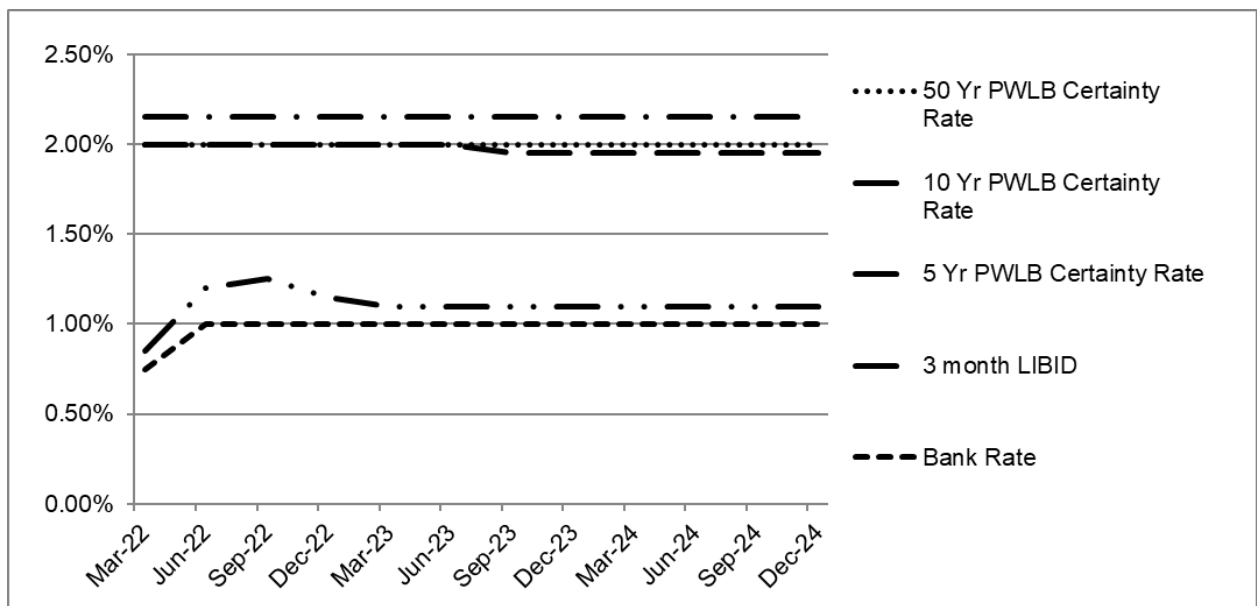
2.12 **Interest Rate Forecast:** The Authority’s treasury management adviser Arlingclose is forecasting that Bank Rate will continue to rise in the first half of 2022 to subdue inflationary pressures and the perceived desire by the BoE to move away from emergency levels of interest rates.

2.13 Investors continue to price in multiple rises in Bank Rate over the next forecast horizon, and Arlingclose believes that although interest rates will rise again, the increases will not be to the extent predicted by financial markets. In the near-term, the risks around Arlingclose’s central case are to the upside while over the medium-term the risks become more balanced.

2.14 Gilt yields are expected to remain broadly at current levels over the medium-term, with the 5, 10 and 20 year gilt yields expected to average around 1.2%, 0.90%, and 1.15% respectively. The risks around for short and medium-term yields are initially to the upside but shifts lower later, while for long-term yields the risk is to the upside. However, as ever there will almost certainly be short-term volatility due to economic and political uncertainty and events.

2.15 The Council’s latest interest rate forecast, reflecting advice from Arlingclose, is shown below.

The Public Works Loan Board (PWLB) rates relate to potential long-term borrowing, and the LIBID (London Interbank Bid Rate) to short-term borrowing and investment.



For the purpose of setting the budget for 2022/23, it was assumed that:

- any new investments would be at low rates, averaging around 0.1%,
- short-term borrowing would be available at an average of around 2.0% and
- new long-term loans would be available, if required, at rates around 3.0%.

3 Local Context

3.1 At the end of January 2022 the Council held around £236.9 M of borrowing and £55.9M of treasury investments:

Table 1: Existing Debt and Investment Portfolio Position

	£m
Short-Term Debt – maturing 21/22	10.0
Short-Term Debt – maturing 22/23	10.0
Long-Term Debt	143.6
Lancashire County Council (LCC) Debt	13.2
Debt re PFI Arrangements	60.1
Gross Borrowings	236.9
This was offset by investments of:	55.9
Net Borrowing (gross borrowing less investments)	181.0
Net Borrowing (if LCC and PFI debt are excluded)	107.7

3.2 The Council's Capital Financing requirement (CFR) is the key measure of the Council's borrowing **need** in the long term. It is:

the accumulated need to borrow **to finance capital spend** (not funded from grants, etc.)

LESS the accumulated Minimum Revenue Provision (MRP) charges already made - councils must make a prudent MRP charge in their accounts, to finance their debt

LESS any capital receipts applied to finance outstanding debt.

The CFR tends to increase if capital spend financed from borrowing exceeds MRP.

3.3 Forecast changes in CFR and borrowing needs are shown in the table below:

Table 2: Balance Sheet Summary and Forecast

	31.3.21 Actual £m	31.3.22 Estimate £m	31.3.23 Forecast £m	31.3.24 Forecast £m	31.3.25 Forecast £m
General Fund CFR	298.5	293.8	341.7	341.1	342.9
Less: CFR re Other debt liabilities *1	-84.8	-84.1	-128.7	-128.3	-127.9
Loans CFR	214.1	209.7	213.0	212.8	215.0
Less: External borrowing *2	-145.7	-141.8	-138.2	-134.9	-124.7
Internal borrowing	68.4	67.9	74.8	77.9	90.3
Less: Usable reserves *3	-81.8	-81.9	-68.7	-62.0	-58.4
Plus/Minus: Working capital	32.5	-7.3	-7.6	5.6	5.1
Remaining Net borrowing NEED	19.1	-21.2	-1.5	21.5	37.0

Net borrowing NEED addressed by	
Short Term borrowing	78.3 15.0
Treasury Investments	-59.2 -36.2

*1 CFR regarding PFI liabilities, leases and transferred debt that form part of the Council's total debt. From 2022/23 this figure includes an estimate of £45.0 million arising from a change in accounting for leases.

*2 Only loans to which the Council is committed over the longer term

*3 Includes schools balances and grants received in advance of need

The Council's usable reserves and working capital allow less borrowing to be taken than would otherwise be required. This is sometimes termed internal borrowing.

The Council's "Loans CFR" initially increases, due to the levels of prudential borrowing under its Capital Programme plans. Thereafter, unless the level of prudential borrowing is increased beyond current plans, it will remain steady in later years, as the level of MRP being made would be broadly similar to the increase in CFR resulting from additional spend financed from borrowing.

- 3.4 CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that total debt should be lower than the highest forecast CFR over the next three years. The Council expects to comply with this recommendation during 2022/23.

4 Liability Benchmark

- 4.1 To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes the same forecasts as table 2 above, but that cash and investment balances are kept to a minimum level of £10M at each year-end to maintain sufficient liquidity but minimise credit risk.

Table 3: Liability Benchmark

	31.3.21 Actual £m	31.3.22 Estimate £m	31.3.23 Forecast £m	31.3.24 Forecast £m	31.3.25 Forecast £m
Loans CFR	214.1	209.7	213.0	212.8	215.0
Less: Balance sheet resources	-81.8	-81.9	-68.7	-62.0	-58.4
Net loans requirement	132.3	127.8	144.3	150.8	156.6
Plus: Liquidity allowance	42.5	2.7	2.4	15.6	15.1
Liability Benchmark	174.8	130.6	146.7	166.4	171.7
Actual Borrowing	224.0	156.8	138.2	134.9	124.7

- 4.2 The above table shows that the borrowings the Council has already committed to are forecast to be below the liability benchmark, and therefore the Council would be expecting to enter into new borrowings over the next 3 years. The majority of this would be replacing maturing short-term loans.
- 4.3 Current borrowing levels are above the liability benchmark due to additional borrowings required for the advance of pension costs made in April 2020.

5 Borrowing Strategy

- 5.1 The authority currently holds £143.6M of loans (excluding PFI and transferred debt), a decrease of £80.3M on the previous year, as part of its strategy for funding previous years' capital programmes. The balance sheet forecast in table 2 shows the authorities borrowing expectations for the next three years. The authority may also borrow additional sums to pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing of £384.4M.

- 5.2 **Objectives:** The authority's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs

over the period for which funds are required. The flexibility to renegotiate loans should the Authority's long-term plans change is a secondary objective.

- 5.3 **Strategy:** Given the significant cuts to public expenditure and in particular to local government funding, the authority's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead. By doing so, the Council can reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk.
- 5.4 The benefits of internal and short-term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Arlingclose will assist the Authority with this 'cost of carry' and breakeven analysis. Its output may determine whether the Authority borrows additional sums at long-term fixed rates in 2022/23 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.
- 5.5 The Authority has previously raised much of its long-term borrowing from the PWLB, but will consider long-term loans from other sources including banks, pensions and local authorities, and will investigate the possibility of issuing bonds and similar instruments, in order to lower interest costs and reduce over-reliance on one source of funding in line with the CIPFA Code. PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield; if the Council was to undertake such activities, alternative long term funding options would need to be explored. It is likely that this would take longer to arrange, and the process would require additional resources to complete. The interest rates at which such borrowing could be obtained are uncertain but may be at rates higher than those currently available from the PWLB.
- 5.6 Alternatively, the Council may arrange forward starting loans, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period. The authority will continue to maintain a flexible approach to borrowing.
- 5.7 In addition, the Council may take further short-term loans to cover cash flow requirements.
- 5.8 **Sources of Borrowing:** The approved sources of long-term and short-term borrowing will be:
- Public Works Loan Board (PWLB) and any successor body
 - any institution approved for investments (see below)
 - any other bank or building society authorised to operate in the UK
 - any other UK public sector body
 - UK public and private sector pension funds (except the Lancashire County Council Fund)
 - capital market bond investors
 - UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues

Other Sources of Debt Financing: In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- leasing
- hire purchase
- Private Finance Initiative
- sale and leaseback

5.9 **Municipal Bonds Agency:** The UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. Blackburn with Darwen BC was one of a number of local authorities investing in the Agency to help to establish it. It issues bonds on the capital markets and lends the proceeds to local authorities.

This is a more complicated source of finance than the PWLB for two reasons:

- (a) borrowing authorities will be required to provide bond investors with a guarantee to refund their investment in the event that the agency is unable to for any reason; and
- (b) there will be a lead time of several months between committing to borrow and knowing the interest rate payable.

Any decision to borrow from the Municipal Bonds Agency will be subject to a separate report to Executive Board.

5.10 **LOBOs:** The Council holds £13M of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Council has the option to either accept the new rate or to repay the loan at no additional cost. £8M of these LOBOs have options which may be exercised during 2022/23, and although the Authority understands that lenders are unlikely to exercise their options in the current low interest rate environment, there remains an element of refinancing risk. The Authority will take the option to repay LOBO loans at no cost if it has the opportunity to do so. It is not currently expected that the Council will take any further LOBO loans - however in order to allow for some flexibility, the Council will limit its total exposure to LOBO loans to £25M.

5.11 A review has been undertaken into the possibility of making early repayments of the Council's LOBO loans, following successful repayments and refinancing of LOBO loans by other authorities, which resulted in interest cost savings for those authorities. Following discussions with the relevant financial institutions and our advisors, Arlingclose, the high premiums offered for early repayment of the Council's debt make this an uneconomic option, early repayment and refinancing would result in additional costs for the Council.

5.12 **Short-Term and Variable Rate Loans:** Short-term and variable rate loans leave the authority exposed to the risk of short-term interest rate rises and are therefore subject to the interest rate exposure limits in the treasury management indicators below. Financial derivatives may be used to manage this interest rate risk (see section below).

5.13 **Debt Rescheduling:** The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Authority may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

6 Treasury Investment Strategy

6.1 On a day-to-day basis the Council can hold significant invested funds representing income received in advance of expenditure requirements, in addition to balances and reserves held. In the past 12 months, the Council's treasury investment balance has ranged between £45 million and £85 million, reflecting in particular the profiles of capital spending, grant funding, short-term borrowing levels and long-term debt repayments. Treasury investment levels are expected to reduce over the forthcoming year.

- 6.2 **Objectives:** The CIPFA Code requires the Council to invest its treasury funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Council will try, whilst balancing the above, to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.
- 6.3 **Negative Interest Rates:** Should the Bank of England set its Bank Rate at or below zero, this would likely to feed through to negative interest rates on all low risk, short-term investment options. Since investments cannot pay negative income, negative rates would be applied by reducing the value of investments. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.
- 6.4 **Strategy:** Given the increasing risk and very low returns from short-term unsecured bank investments, the Authority aims to diversify into secure higher yielding asset classes during 2022/23. This is especially the case for amounts estimated to be available for longer-term investment. All of the Authority's surplus cash remains invested in short-term unsecured bank deposits and money market funds along with fixed term deposits with other local authorities and the Debt Management Office (DMO). This diversification will represent a change in strategy over the coming year, however the security of the investments will be the primary consideration in line with the measures outlined below.
- 6.5 In order to prioritise the security of investments, the Council sets limits on the amounts placed with different institutions and as to the duration of the investment. This is to maintain a diversified investment portfolio and to align amounts and durations of investments to the perceived risks associated with different counterparties.
- 6.6 **Business Models:** Under the IFRS 9 standard, the accounting for certain investments depends on the Authority's "business model" for managing them. The Authority aims to achieve value from its treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.
- 6.7 **Approved Counterparties:** The Authority may invest its surplus fund with any of the counterparty types in table 4 below, subject to the limits shown.
- 6.8 The counterparty limits set out below, do allow for a wider range of investment opportunities to be taken up than have been used by the Council to date. Should the circumstances arise under which this would be appropriate, this would allow an increased diversification of the overall portfolio and in some instances, increase the security of investments made. The take up of any new investment opportunities will be closely managed by Officers in the Treasury Management Group, following advice given by the Council's Treasury Management Advisers.

Table 4: Treasury Investment Counterparties and Limits

Approved Investment Counterparties	Time Limit	Cash Limit	Sector Limit
The UK Government	50 years	Unlimited	N/A
Local Authorities* & Other Government Entities	364 days	£5M each	Unlimited
<i>* as defined in the Local Government Act 2003</i>			
Banks and Building Societies – Secured			
long-term credit ratings no lower than AA- (or equivalent)	364 days	£5M each	Unlimited
long-term credit ratings no lower than AA (or equivalent)	364 days	£4M each	
long-term credit ratings no lower than A- (or equivalent)	364 days	£3M each	
Banks and Building Societies – Unsecured			
long-term credit ratings no lower than AA- (or equivalent)	9 months	£5M each	Banks – Unlimited
long-term credit ratings no lower than AA (or equivalent)	6 months	£4M each	
long-term credit ratings no lower than A- (or equivalent)	4 months	£3M each	Building societies - £6M in total
The Council's current account banker – provided long-term credit rating no lower than BBB- (or equivalent)	next day	£3M each	
Corporates or Registered Providers with long-term credit ratings no lower than A- (or equivalent)	4 months	£3M each	£5M in total
Money Market Funds			
long-term credit ratings no lower than A- (or equivalent)	N/A	£5M each	Unlimited
unrated or long-term credit ratings under A- (or equivalent)	N/A	£4M each	
Strategic Pooled Funds and Real Estate Investment Trusts (incl. money market funds)			
long-term credit ratings no lower than A- (or equivalent)	N/A	£5M each	£10m in total
unrated or long-term credit ratings under A- (or equivalent)	N/A	£4M each	

Other Investment Limits	Cash Limits
Any group or organisation under the same ownership	Group or overall limit same as would be set for parent company
Foreign Countries – limited to those with sovereign credit rating of AA+ or better (from all agencies)	£5M each
UK investments will not be limited by the UK's sovereign credit rating	
Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.	

6.9 Cash flow surpluses can be considered as falling into three categories -

- (a) **Short-term funds** that are required to meet cash flows occurring in the next month or so, and for which the preservation of capital and liquidity is therefore of paramount importance. Generating investment returns is of limited concern here, although should not be ignored. Instant access AAA-rated money market funds and bank deposit accounts will be the main methods used to manage short-term cash.
- (b) **Medium-term funds** that may be required in the next one to twelve months will be managed concentrating on security, with less importance attached to liquidity but a slightly higher emphasis on yield. The majority of investments in this period will be in the form of fixed term deposits with banks and building societies. A spread of counterparties and maturity dates will be maintained to maximise the diversification of credit and interest rate risks.

- (c) **Long-term funds** that are not required to meet any liquidity need and can be invested with a greater emphasis on achieving higher returns. Security remains fundamental however, as any losses from defaults will impact on the total return. Liquidity is of lesser concern, although it should still be possible to sell investments with due notice if large cash commitments arise unexpectedly. This is where a wider range of instruments, including structured deposits, certificates of deposit, gilts, corporate bonds and pooled funds in bond, equity and property funds, which could be used to diversify the portfolio.

6.10 The overall Investment Strategy will be to prioritise security of funds and maintain a mix of short-term (largely instant access) and medium-term investments to generate investment income as market conditions permit. If the Council expects to have funds available for long-term investment, the Council will consider its options for such funds, including potential investment in strategic pooled funds.

6.11 With short-term interest rates still significantly lower than long-term rates, due consideration will also be given to continuing to use surplus funds to defer making long-term borrowing or even make early repayments of long-term borrowing. In addition to the savings on the interest rate differential, this strategy will also reduce the Council's exposure to credit risk and interest rate risk. In the context of the borrowing strategy, it is likely that most investments will continue to be in instant access and short-term deposits, to manage the Council's liquidity.

6.12 **Government:** Loans to, and bonds and bills issued or guaranteed by, national government, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Government are deemed to be zero credit risk due to its ability to create additional currency and therefore may be made in unlimited amounts for up to 50 years.

6.13 **Secured investments:** Investments secured on the borrower's assets, which limits the potential losses in the event of insolvency. The amount and quality of the security will be a key factor in the investment decision. Covered bonds and reverse repurchase agreements with banks and building societies are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used. The combined secured and unsecured investments with any one counterparty will not exceed the cash limit for secured investments.

6.14 **Banks and building societies (unsecured):** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.

6.15 **Registered providers (unsecured):** Loans to, and bonds issued or guaranteed by, registered providers of social housing or registered social landlords, formerly known as housing associations. These bodies are regulated by the Regulator of Social Housing (in England), the Scottish Housing Regulator, the Welsh Government and the Department for Communities (in Northern Ireland). As providers of public services, they retain the likelihood of receiving government support if needed.

6.16 **Money market funds:** Pooled funds that offer same-day or short notice liquidity and very low or no price volatility by investing in short-term money markets. They have the advantage over bank accounts of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a small fee. Although no sector limit applies to

money market funds, the Authority will take care to diversify its liquid investments over a variety of providers to ensure access to cash at all times.

- 6.17 **Strategic pooled funds:** Bond, equity and property funds that offer enhanced returns over the longer term but are more volatile in the short term. These allow the Authority to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives will be monitored regularly.
- 6.18 **Real estate investment trusts:** Shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term, but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties.
- 6.19 **Corporates:** This covers loans, bonds and commercial paper issued by companies other than banks and registered providers. These investments are not subject to bail-in but are exposed to the risk of the company going insolvent.
- 6.20 **Operational Bank Accounts:** The Authority may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments but are still subject to the risk of a bank bail-in, and balances will therefore be kept below £3 million per bank. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Authority maintaining operational continuity.
- 6.21 **Risk Assessment and Credit Ratings:** Credit ratings are obtained and monitored by the Authority's treasury advisers, who will notify changes in ratings as they occur. The credit rating agencies in current use are listed in the Treasury Management Practices document. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:
- no new investments will be made,
 - any existing investments that can be recalled at no cost will be recalled and
 - full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.
- 6.22 Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "negative watch"), so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

Where a credit rating agency awards a different rating to a particular class of investment instrument as opposed to the credit rating of the counter-party as a whole, the Council will base its investment decisions on the instrument credit rating rather than the counterparty credit rating.

- 6.23 **Other Information on the Security of Investments:** The Authority understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from the Authority's

treasury management adviser. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.

6.24 When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2020, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Authority will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Authority's cash balances, then the surplus will be deposited with the UK Government, or with other local authorities. This will cause investment returns to fall but will protect the principal sum invested.

6.25 **Liquidity Management:** The Council uses a cash flow model to determine the period for which funds may prudently be committed. The forecast is compiled on a prudent basis, to minimise the risk of the Council being forced to borrow on unfavourable terms to meet its financial commitments. Furthermore, a prudent level of funds is maintained in 'instant access' investments, to cover most likely eventualities. However to mitigate risk further, it is possible to borrow funds to cover short-term needs.

The Authority will spread its liquid cash over at least four providers (e.g. bank accounts and money market funds) to ensure that access to cash is maintained in the event of operational difficulties at any one provider.

7 Treasury Management Indicators

7.1 The Council measures and manages its exposures to treasury management risks using the following indicators:

7.2 **Maturity Structure of Borrowing:** This indicator is set to control the Council's exposure to refinancing risk - i.e. to prevent too much debt maturing at any one time, with a risk the Council will have to refinance at the rates then prevailing. The limits for up to 24 months continue to be relaxed to allow for a higher level of short-term borrowing.

The upper and lower limits on the maturity structure of fixed rate borrowing will be:

	Upper	Lower
Under 12 months	50%	0%
12 months and within 24 months	30%	0%
24 months and within 5 years	30%	0%
5 years and within 10 years	30%	0%
10 years and above	95%	20%

This indicator applies to the financial years 2021/22, 2022/23, and 2023/24, from the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment. Where there is a prospect that a LOBO may be called, this has been reflected in setting these limits.

7.3 **Principal Sums Invested for Periods Longer than a Year:** The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the total principal sum invested to final maturities beyond the period end will be:

	2022/23 £M	2023/24 £M	2024/25 £M
Limit on principal invested beyond year end	7.0	5.0	3.0

The Indicators above are “standard” Treasury Management Indicators that are generally adopted by local authorities, in line with individual circumstances. These indicators have not directly addressed the key treasury priorities of Security and Liquidity, though these issues are already closely tracked throughout the year. However, working in conjunction with the Council's Treasury Advisers, options for the formal monitoring of performance in regard to these priorities remain under consideration.

7.4 **Interest Rate Risk:** CIPFA has withdrawn the previous recommendation for standard indicators for Upper Limits on Fixed and Variable Interest Rate Risk. Nonetheless, this Council recognises that it must have regard to the risk that fluctuations in interest rates could create an unexpected burden on its finances, and will therefore continue to monitor its exposure to Fixed and Variable Interest Rate Risk. In addition, without setting a formal limit, this Council will also monitor, on an ongoing basis, the potential impact of a 1% change in interest rates on its current borrowing and investment portfolio.

The upper limits on fixed and variable rate interest rate exposures, expressed as an amount of net principal borrowed will be:

	2022/23 £M	2023/24 £M	2024/25 £M
Upper limit on Fixed Interest rate exposures	280.6	268.2	270.4
Upper limit on Variable Interest rate exposures	125.3	119.4	120.5

8 Related Matters

8.1 **Financial Derivatives:** Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in section 1 of the Localism Act 2011 removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

8.2 The Authority will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Authority is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

8.3 Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria, assessed using the appropriate credit rating for derivative exposures. An allowance for credit risk calculated using the methodology in the Treasury Management Practices document will count against the counterparty credit limit and the relevant foreign country limit.

- 8.4 In line with the CIPFA Code, the Authority will seek external advice and will consider that advice before entering into financial derivatives to ensure that it fully understands the implications.
- 8.5 **Markets in Financial Instruments Directive (MiFID):** The Authority has opted up to professional client status with its providers of financial services, including advisers, brokers and fund managers, allowing it access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of the Authority's treasury management activities, the Director of Finance believes this to be the most appropriate status.

9 Financial Implications

- 9.1 Excluding PFI costs (which are offset by Government grant funding) and costs arising from the change to accounting for leases, the budget for debt interest payable in 2022/23 is £6.9 million (including the interest element of payments to LCC for debt managed on our behalf), reflecting:
- (a) £5.8 million interest payable, at an average interest rate of around 3.7%, on the long-term debt portfolio (forecast to average £153 million over the year),
 - (b) up to £1.1 million for short-term borrowing, at interest rates averaging 1.8%.

Projected investment income in 2022/23 is around £25,000, based on an average investment portfolio of circa £20 million, and interest rates averaging 0.1%.

If actual levels of investments and borrowing and/or actual interest rates differ from those forecast, performance against budget will be correspondingly different.

10 Other Options Considered

The CIPFA Code does not prescribe any particular treasury management strategy for local authorities to adopt. The Director of Finance, having consulted with the Executive Member for Finance and Governance, believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

EXECUTIVE BOARD DECISION



REPORT OF:	Executive Member Growth and Development Executive Member Finance and Governance
LEAD OFFICERS:	Strategic Director Place Director of Finance
DATE:	10 th March 2022

PORTFOLIO/S AFFECTED:	Growth and Development	Finance and Governance
WARD/S AFFECTED:	Darwen East; Darwen South; Darwen West	
KEY DECISION:	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	

SUBJECT: Darwen Town Deal Update

1. EXECUTIVE SUMMARY

This report provides an update on the Darwen Town Deal, including the development of the Town Deal Board's Town Investment Plan (TIP), as agreed with Government, and the role and contribution of the Council in managing, co-investing and delivering agreed TIP priorities. The report also updates on the work and approvals needed by August 2022, including the completion of TIP project business cases and local assurance framework.

2. RECOMMENDATIONS

That the Executive Board:

1. Notes the update on the Darwen Town Deal, including the development and timescales for project business cases required by Government;
2. Notes the business case preparation underway for the 9 Town Deal funded projects confirmed by Government in December 2021, see Annex 1;
3. Notes the role of the Council, as accountable body for the Darwen Town Deal; in co-funding the Town Deal Investment Programme, as agreed at Finance Council on 28 February; and in providing programme and financial management for the 5-year delivery programme
4. Delegates authority to the Strategic Director of Place and the Director of Finance, in conjunction with the Executive Member for Growth and Development and the Executive Member for Finance and Governance, and in consultation with the Chair and Darwen Town Deal Board, to allocate and spend Government's 5% advanced capital funding to support business case preparation, procurement of professional services and project delivery, as set out in Annex 2; and
5. Delegates authority to the Strategic Director of Place and Director of Finance, in conjunction with the Executive Member for Growth and Development and the Executive Member for Finance and Governance, and in consultation with the Chair of the Darwen Deal Board, to finalise the Town Deal's local assurance framework.

3. BACKGROUND

In September 2019, Darwen was one of the original 100 (now 101) towns across England invited by

Government to develop an innovative regeneration plan and potentially secure a Towns Fund allocation of up to £25 million.

The Towns Fund is part of Government's COVID recovery and levelling up agenda aiming to help rebalance the national economy by boosting economic growth and improving living standards in under-performing places.

As part of the process of securing a Town Deal, a Board was required by Government and tasked with developing an agreed Town Investment Plan (TIP), with a clear vision, rationale and set of priorities. The Darwen Town Deal Board (DTDB) developed its Plan throughout 2020 - a very challenging time for the Borough due to the pandemic - and submitted its TIP to Government at the end of January 2021.

The Chair of the DTDB is local business leader, Wayne Wild, with the Executive Member for Growth and Development acting as Vice Chair. Jake Berry MP also serve on the Board along with a number of other private and community sector representatives.

Government set strict criteria for Town Deal funding with an emphasis on capital funding to create / safeguard jobs; viable and attractive town centres; new business growth opportunities; and improved connectivity for residents and businesses. Government guidance also recognises the role and contribution of sport, culture and heritage buildings in strengthening local pride.

While developing the TIP, Government allocated the Board stand-alone funding of £750,000 to advance works on three community projects – the refurbishment of Darwen Tower, a phase one development at J4 Skatepark, and new community facilities at AFC Darwen.

Extensive evidence and analysis informed the development of the Plan. This work benefitted from innovative engagement with the local community (given prevailing COVID restrictions) to understand their aspirations and concerns, which, in turn, helped refine TIP priorities. The submitted Plan requested the maximum Government funding allocation of £25 million to support the delivery of a wider public/private sector delivery programme valued at £90m.

The TIP is an ambitious long-term growth framework for Darwen, with key outcomes including the potential to create / safeguard over 600 jobs; both create / engage over 200 new businesses in higher value economic activity; and connect over 10,000 homes and businesses to ultrafast broadband. The Plan has the potential to generate new economic activity (GVA) valued at over £400M over the next 15 years. The underpinning new vision for Darwen is set out below.

'Our vision sees Darwen emerge as a place where flexible working is truly integrated into the town's economy; our key businesses retained and growing; new ones attracted by the town's reputation as a centre for innovative manufacturing; new housing opportunities for families integrated into our long established communities, with residents and businesses able to access ultrafast connectivity; and a town that offers an abundance of accessible sport, leisure and recreation opportunities for our young people alongside our beautiful Victorian parks and accessible Pennine moorland right on the doorstep.

By 2030, Darwen will be an attractive modern maker-town that punches way above its economic weight; a leading centre for clean and innovative manufacturing and a town of choice, where upwardly mobile, flexible and active communities can experience our rich heritage and natural environment helping to transform Darwen into a dynamic and sustainable maker-town.'

In July 2021, Government informed the Board that they had been successful in securing the maximum allocation of £25 million. The Board and Council confirmed with Government broad Heads of Terms to accept this funding, subject to a review of project viability and deliverability tests with submission of a revised delivery plan in October 2021, see enclosed Annex 1. The Government approved the Board's revised delivery plan in December 2021.

The key elements of the delivery programme include:

- **Darwen Town Centre** – This includes projects to refurbish and re-purpose Darwen’s important heritage buildings, including the Market Hall and The Library Theatre, and improve the settings of their buildings and their connections within the centre. This will also include new residential development, new retail space, new cultural, learning and community opportunities, and new landscaping and environmental improvements.
- **Employment Growth and Business Innovation** – a range of exciting projects which build on Darwen’s proud and still strong manufacturing strengths. These will provide modern business premises to support the creation of new jobs for both existing and new businesses. The new Advanced Manufacturing Research Centre, which is part of Sheffield University, is a real coup for Darwen and will extend the town’s research and development capacity in new composite technologies and play an important role in regional business growth. The relocation, retention and expansion of Perspex International to a new site in Darwen will safeguard jobs and help establish a new production centre and research facilities to support their global operation.
- **Destination Darwen** – the town’s fantastic setting as a gateway to the West Pennine Moors came through very strongly in the public consultation as something local people wanted to cherish and improve. Proposals to create new and improved connections linking the Town Centre, residential neighbourhoods, our parks and the Moors will develop into detailed plans. These trails will encourage active travel – particularly walking and cycling – and outdoor exercise options for residents as well as encouraging new visitors, boosting the local economy.
- **Connected Darwen** – this proposal will bring ultrafast broadband to more than 10,000 homes and businesses in Darwen with free Wi-Fi for town centre users and low income households.
- **East Lancashire Sports Village** – this initiative will be spearheaded by new sporting facilities at Darwen Cricket Club, AFC Darwen and J4 Skatepark, with the latter capable of hosting national and international events, and providing training facilities for our Olympic stars of the future which are accessible to all.

Work is now underway to develop the required business cases for the 9 agreed projects for submission to Government by the deadline of early August 2022. To this end, the Board have commissioned Genecon - experienced economic consultants - to support the Council, the Board and project sponsors.

Project delivery is expected to begin in late 2022 once Government has reviewed the Board’s business case submissions.

4. KEY ISSUES & RISKS

Work is now underway on the detailed business cases for the 9 Town Deal projects and will be finalised for final Board approval for submission in August 2022.

Business case preparation requires early work to test viability, deliverability and better cost certainty. Due to tight timescales for all Town Deal delivery plans, Government has advanced 5% of the capital funding to support early development of each town’s projects, make early interventions to enable the projects to bring forward delivery timescales, and reduce financial risk for those Councils acting as accountable bodies.

This funding is specifically for project development and will support a variety of surveys including brownfield site investigations, building conditions and architectural feasibility studies which will contribute to the final delivery of the projects approved for funding. This advanced funding is within Darwen’s £25m Town Deal allocation. Annex 2 sets out the proposed use of this advanced capital funding. It is recommended that the Council and DTDB finalise and submit this programme to Government by 31 March 2022. Given this demanding deadline, which is fixed, it is proposed that authority be delegated to relevant senior officers and Executive Members, in consultation with DTDB, to finalise and submit this programme to Government.

The Council is the accountable body for the Board and is responsible for the allocation and spend of the early capital funding and the overall financial management and delivery of the Town Deal programme, in conjunction with the Board. An agreed local assurance framework will be finalised and approved by the Council, as accountable body, and the Board, prior to the submission of business cases in August.

5. POLICY IMPLICATIONS

The TIP and DTDB delivery programme supports the Council's Corporate Plan objectives, including:

- Supporting young people and raising aspirations
- Connected communities
- Safe and clean environment
- Strong economy to enable social mobility
- Supporting our town centres and businesses

The Town Deal is also a key strategic initiative within the Borough's new draft Local Plan 2019 – 2037, which is currently out to final consultation.

6. FINANCIAL IMPLICATIONS

As outlined at Annex 1, funding of £25.0m (comprising capital funding of £24.475m and revenue funding of £525k) is to be made as a contribution to the delivery of an overall programme of investment estimated to cost c£90m.

As part of the Capital Strategy and Capital Programme 2022/25, approved by Finance Council on 28th February 2022, provision has been made in the Council's Capital Programme for the match funding from the Council necessary to support the delivery of the Town Deal programme of projects. This is to be largely met from additional borrowing, the costs of which are factored into the Council's approved General Fund Revenue Budget, and with the Town Deal grant, will leverage a further c£54m of private funding.

The delivery of the Town Deal is additional to the Council's normal 'business as usual' activities. In recognition of this, the revenue funding provided as part of the Town Deal will be used to support a Programme Management Team to manage the Programme as required.

For those projects being undertaken directly by the Council, there may be additional financial implications arising from the specific projects. However, it is too early to say what, if anything, these might be given the process of developing detailed individual business cases is still at an early stage. As and when projects are developed, and subject to there being financial implications for the Council, these will be subject to further reports on this matter in compliance with the Council's Financial Procedure Rules.

As with programmes of this nature which comprise a range of projects to be delivered by various public, private and community/voluntary sectors partners, including the Council, consideration will need to be given to national subsidy control (previously known as State Aid) provisions. It may be necessary to obtain advice on this matter as part of the development of projects to ensure the Council remains compliant with the relevant provisions. This will be considered on a case-by-case basis with any related costs factored into the individual projects.

Likewise, consideration will need to be given to the VAT implications associated with each project to ensure that the Council does not breach its in-year partial exemption limits (which would, potentially, make the Council liable to the repayment of VAT). Again, advice may need to be obtained to understand, develop and implement appropriate VAT planning measures to mitigate this risk and the costs of this will be factored into the individual projects.

As indicated in the report, regardless of whether the Council is delivering projects, it remains the accountable body for the Town Deal funding. As a consequence, the Council will need to ensure that the local assurance framework is robust to ensure value for money in the delivery of the projects thereby managing the risk of potential grant repayments to the Government.

Finally, whilst the Town Deal Board will undertake regular monitoring of the development, planning and implementation of projects, high-level monitoring of the Town Deal finances will form part of the Council's quarterly updates on the Capital Programme.

7. LEGAL IMPLICATIONS

The Council has received and signed the Heads of Terms for the confirmed £25m offer, as accountable body. Once business cases are approved by Government, which is expected by late 2022, the Council will receive an overarching Grant Funding Agreement that will be translated into individual Grant Funding Agreements for project sponsors. Detailed conditions will be passed down as well as the delivery of specific outcomes and outputs via regular claims and monitoring reports.

The Board and the Council as accountable body will be responsible for local assurance arrangements with an appropriate framework will be finalised by the Strategic Director for Place and Director of Finance with support from the Head of Legal Services. Any issues or concerns regarding funding obligations and risks will be reported to future meetings of the Executive Board.

8. RESOURCE IMPLICATIONS

A number of officers from the Growth and Development Department are working with project sponsors on the programme with support from specialist consultants with a strong track record in developing business cases for submission to Government led by the Strategic Director for Place. Following the approval of business cases, revenue funding as part of the programme will support the recruitment of Programme Officers to manage the programme on behalf of the Board.

9. EQUALITY AND HEALTH IMPLICATIONS

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

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

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

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

10. CONSULTATIONS

Extensive public consultation was planned and undertaken by the Board and project team. This helped to shape the Darwen TIP and prioritise projects. The Town Deal has a communications strategy, including a website, led by the Board, and it is the intention to continue to inform and engage the public

and key stakeholders in the work of the Board.

11. STATEMENT OF COMPLIANCE

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

12. DECLARATION OF INTEREST

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

VERSION:	1
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CONTACT OFFICER:	Clare Turner
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DATE:	7/2/2022
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BACKGROUND PAPER:	
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Name of Project:	Description	Town Fund capital amount:	Town Fund revenue amount:	Co funding public:	Co funding private:
P1 Town Centre Core.	Refurbishment and repurposing of Darwen Market Hall and complex, Darwen Library Theatre and The Arches new Cafe Bar space	£8,115,084	£0	£4,750,000	£600,000
P2 Employment Growth Sites	Preparation and development of Employment sites at Balle Mill and Chapels with Barnfield Developments to bring forward new commercial units and employment uses.	£1,500,000	£0	£0	£6,963,000
P3 Town Centre Living.	To enable the completion of the Belgrave Heights site and bring forward town centre residential opportunities to meet current and future housing needs and demand.	£2,200,000	£0	£2,400,000	£9,650,000
P4 AMRC Additive Accelerator	The project will create a new Additive Manufacturing (3D Printing) Accelerator based at Chapels site in Darwen. As one of the UK's first, the centre will provide support to both metals manufacturers and the wider manufacturing sector in Darwen and the rest of the UK.	£2,800,000	£0	£1,500,000	£825,000
P5 Strategic Manufacturing	To support the relocation of Perspex into new modern purpose built facilities and enable the expansion of R and D capability and safeguard skilled jobs.	£3,000,000	£0	£500,000	£30,000,000

P6 Destination Darwen	To improve and create new links and pathways from Darwen Town Centre and across the Moors making best use of Darwen's beautiful natural setting.	£2,225,000	£0	£1,600,000	£0
P7 East Lancs Sports Village	To support the creation of world class sporting and community facilities at Darwen's key sports venues including AFC Darwen, J4 Skatepark and Darwen Cricket club.	£1,500,000	£0	£1,000,000	£2,100,000
P8 Ultrafast Broadband	To provide more than 10,000 properties around the town with ultrafast broadband connectivity including town centre Wi-Fi and support for low income families to access.	£1,820,000	£0	£0	£3,750,000
P9 Gateways	To improve key pedestrian routes around the town centre improving accessibility and appearance.	£1,314,916	£0	£1,100,000	£0
Programme Management	To create a small programme management team to manage the funding and governance assurance required by the government reporting to the Board.	£0	£525,000		
Total		£24,475,000	£525,000	£12,850,000	£53,888,000

Total Match Funding (Public & Private)	Total value of project:
£5,350,000	£13,465,084
£6,963,000	£8,463,000
£12,050,000	£14,250,000
£2,325,000	£5,125,000
£30,500,000	£33,500,000

£1,600,000	£3,825,000
£3,100,000	£4,600,000
£3,750,000	£5,570,000
£1,100,000	£2,414,916
	£525,000
£66,738,000	£91,738,000

Name of Project:	Description	Town Fund capital predevelopment costs
P1 Town Centre Core.	Refurbishment and repurposing of Darwen Market Hall and complex, Darwen Library Theatre and The Arches new Cafe Bar space	£70,000
P2 Employment Growth Sites	Preparation and development of Employment sites at Balle Mill and Chapels with Barnfield Developments to bring forward new commercial units and employment uses.	£360,000
P3 Town Centre Living.	To enable the completion of the Belgrave Heights site and bring forward a range of town centre residential to meet current and future housing needs and demand.	£26,000
P4 AMRC Additive Accelerator	The project will create a new Additive Manufacturing (3D Printing) Accelerator based at Chapels site in Darwen. As one of the UK's first, the centre will provide support to both metals manufacturers and the wider manufacturing sector in Darwen and the rest of the UK.	£0
P5 Strategic Manufacturing	To support the relocation of Perspex into new modern purpose built facilities and enable the expansion of R and D capability and safeguard skilled jobs.	£0
P6 Destination Darwen	To improve and create new links and pathways from Darwen Town Centre and across the Moors making best use of Darwen's beautiful natural setting.	£0
P7 East Lancs Sports Village	To support the creation of world class sporting and community facilities at Darwen's key sports venues including AFC Darwen, J4 Skatepark and Darwen Cricket club.	£520,000

P8 Ultrafast Broadband	To provide more than 10000 properties around the town with ultrafast broadband connectivity including town centre Wi-Fi and support for low income families to access.	£10,000
P9 Gateways	To improve key pedestrian routes around the town centre improving accessibility and appearance.	£12,000
Contingency		£252,000
Total		£1,250,000

Description
feasibility, measured surveys, condition surveys, procurement strategy
Electricity North West diversion
Due diligence on Belgrave Heights site
Early work funded by AMRC
Early work funded by private sector. Linked to Employment Growth pre development costs on Chapels
Council in house design team working up scheme
Land acquisition, phase 2 development of J4 Skatepark, Darwen Cricket Club Design fees

Scoping and procurement strategy

Feasibility Designs for public realm costing

As agreed

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

Document is Restricted