

Policy Council

Thursday, 2nd December, 2021

6.00 pm

Council Chamber, Blackburn Town Hall

[Link to Webcast here](#)

AGENDA

1. **Welcome and Apologies**
2. **Prayers by the Mayor's Chaplain**
3. **Minutes of the Council Forum Meeting held on 7th October 2021**
Council Forum Oct 2021 2 - 5
4. **Declarations of Interest**
DECLARATIONS OF INTEREST FORM 6
5. **Civic Service Award**
The Mayor will present a Civic Service Award to former Councillor Colin Rigby OBE.
6. **Delivering through the Covid-19 Pandemic and looking towards the future**
Policy Council report 7 - 44
Appendix One HalfYear 21-22 Performance v1
Appendix Two HalfYear 21-22 Exception reports v1
Appendix Three Managing our performance V1
7. **Year Planner 2022/23**
Year Planner 2022-23 45 - 48
To receive the draft Year Planner for 2022/23, ahead of submission of the final version to the Council Forum Meeting on 27th January 2022.

COUNCIL FORUM
Thursday 7th October 2021

PRESENT – *The Mayor Councillor Derek Hardman, Councillors, Akhtar H, Akhtar P, Baldwin, Bateson, Brookfield, Browne, Connor, Desai M, Desai S, Fielding, Floyd, Gee, Gunn, Harling, Humphrys, Hussain I, Hussain M, Hussain S, Irfan, Jan-Virmani, Khan M, Khan Z, Khonat, Liddle, Mahmood, Marrow, McFall, McGurk, Oates, Patel Ab, Patel Alt, Rawat, Rigby, Riley, Russell, Sidat, Shorrocks, Slater Jacq, Slater Jo, Slater N, Smith D, Smith J, Talbot, Walker and Whittle.*

RESOLUTIONS

25 Welcome and Apologies

The Chief Executive read out the notice convening the meeting.

There then followed Prayers by the Mayor's Chaplain.

Apologies were received from Councillors Casey, Fazal, Jan-Virmani, Salton and Julie Slater.

26 Minutes Of The Previous Meeting

RESOLVED – That the Minutes of the meeting held on 22nd July 2021 be agreed as a correct record

27 Declarations of Interest

Councillor Katrina Fielding declared an interest in Agenda Item No's 10.1 and 10.6 (Community Group involved in received grant funding).

28 Mayoral Communications

The Mayor highlighted some recent events and engagements, advising that he had attended 40 engagements since the last meeting, including the WISH Centre AGM, 999 Day, Veteran's Breakfast Club at Blackburn Rovers FC and the Heritage Weekend.

29 Council Forum

The Chief Executive reported that no questions had been received under Procedure Rule 12.

30 Motions

The Chief Executive announced that no Notices of Motion had been submitted under Procedure Rule 12.

31 Updates from Other Committees

The Chairs of the Policy and Corporate Resources, PEOPLE and PLACE Overview and Scrutiny Committees, and the Chair of the Standards Committee provided updates on the work of their committees.

The Standards Committee report contained recommendations relating to mandatory Members training in 2021/22 and also an updated Remote Meetings Protocol.

RESOLVED – 1) That the update reports from the Chairs of the Overview and Scrutiny Committees and the Chair of the Standards Committee be noted;

2) That the Council note the Training Plan developed by the Standards Committee for 2021/22 and agree the mandatory training elements and that Members be encouraged to take advantage of the training and development provided to support their roles in the community; and

3) The the updated Protocol for Remote Meetings be agreed.

32 Governance Update Report

Members received a report requesting approval for an update to the Constitution to amend the Officer Scheme of Delegation and in relation to the Common Seal of the Council, approval of the updated Council Appointments for 2021/22, and the agreed appointments to Various Bodies, Groups and Panels.

The report advised that the wording of the functions relating to town and country planning and development control delegated to the Strategic Director Place has been reviewed, in light of changes in the Government's definitions of planning application categories. Changes to the wording of these delegated powers, and the reciprocal changes to the powers of the Planning & Highways Committee have been proposed. This was considered by the Planning & Highways Committee on 16 September 2021, which recommended the proposed changes be approved by Council and the Constitution amended. The proposed changes to the Officer Scheme of Delegation and the reciprocal changes to the Planning & Highways Committee powers were detailed in Appendix 1 of the report.

Other proposed changes to the Constitution referred to in the report had arisen following a review by the Monitoring Officer of operational procedures following recent structural changes.

Since the approval of Council Appointments for 2021/22 at Annual Council on 20 May 2021, there had been some minor changes to the membership to committees, which was reflected in the updated list in Appendix 2.

Annual Council on 20 May 2021 also recommended the agreed

appointments to Various Bodies, Groups and Panels be submitted to the next available meeting of the Council, and these were submitted at Appendix 3.

Members of the Conservative Group raised concerns that the proposed amendments to the Officer Scheme of Delegation would mean important Planning decisions would be taken behind closed doors and requested assurances that Planning Applications that received objections from members of the public, would still be submitted to the Planning and Highways Committee.

Councillors Riley and Dave Smith advised that all rules and procedures would be followed and that in terms of bringing items to the Committee, whilst there was no written minimum threshold for numbers of objections requiring an application being submitted to the Committee, that they would err on the side of caution and ensure any matters attracting public interest would be brought to Committee.

RESOLVED – That Council approve:

- the revisions to the Constitution as set out in Appendix 1 to this report.
- the updated list of Council Appointments for 2021/22, as contained in Appendix 2.
- the appointments to Various Bodies, Groups and Panels (Appendix 3).

33 Reports of the Executive Members with Portfolios

The Leader and Executive Members presented their reports, providing updates as appropriate.

Several Members also passed thanks to various teams throughout the Council for their excellent contributions and successes over the past months.

RESOLVED -. That the reports of the Leader and Executive Members be noted.

34 Questions from Members

No questions from Members had been received under Procedure Rule 11.

Signed at a meeting of the Policy Council

On 2nd December 2021

(being the ensuing meeting on the Council) by

MAYOR



REPORT OF:	LEADER
TO:	POLICY COUNCIL
DATE:	2 DECEMBER 2021

Delivering through the Covid-19 pandemic and looking towards the future

1. PURPOSE OF THE REPORT

- To outline the key national and local policy challenges and proposals
- Reflect on the Council's performance over the last year
- Look ahead to next year, including plans for a major programme of engagement with residents, businesses and partners
- Endorse the bid for city status for Blackburn
- Update on plans for a Covid-19 memorial for the borough

2. RECOMMENDATIONS

That Policy Council:

- Note the report
- Note the performance of the Council for the first six months of 2021/22 (1 April to 30 September 2021)
- Note the plans for engagement over the next six months
- Endorse the submission of the bid for city status for Blackburn on December 8
- Note plans for a Covid-19 memorial for the borough

3. SUMMARY

The last two years have been incredibly challenging for the whole borough, for our residents and businesses as well as the Council and its partners. Blackburn with Darwen has been one of the worst affected areas by Covid-19 due to the long-term structural, social and health inequalities that already exist.

Despite the challenges, the borough has responded exceptionally well with the whole community playing their part – following guidance, getting vaccinated, getting tested, looking after each other and showing resilience.

At the time of writing, the case rate locally has been below the national average for some time, and while this winter is set to be challenging, especially for the NHS and the wider

health and care sector, Blackburn with Darwen is in a much better position than it was last year.

Throughout the pandemic, the Council, its members and staff have continued to show leadership, working with our partners, communities and volunteers, in the fight against the virus.

Council staff have continued to deliver for the borough despite the enormous challenges the pandemic has presented.

The Corporate Plan 2019-2023 was endorsed in 2019 but even though Covid-19 has had a huge impact on the organisation, we have still performed well as shown by the latest performance report.

The impact of Covid will continue to be felt for some time but we are returning to more business as usual and can now concentrate more fully on the policy agendas that will support sustained recovery, drive improvements in services and make the borough a better place for residents and businesses. These policy areas and priorities will be shaped by the national policy picture including the government's Levelling Up agenda.

The Council is also proposing to engage with residents, businesses and partners over the next six months to facilitate discussions to shape the Council's future priorities and a vision for the borough post-pandemic.

Given the Corporate Plan was endorsed pre-pandemic, it is important we look at refreshing it to take into account the impact of Covid.

This robust engagement, detailed later in the report, will form the evidence base for a new Corporate Plan for 2022-2026 and help determine the Council's strategic priorities for the next four years.

4. NATIONAL POLICY IMPACTS

Covid-19 has dominated national policy throughout the last year but, following the completion of the roadmap out of lockdown, and as both national and local government return to more business as usual, attention and focus has turned back onto the big policy agendas the current Government hopes to deliver.

4.1 Devolution

A key focus of the current Government has been the Levelling Up agenda. The Government announced its intention in the Queen's Speech to introduce a Levelling Up White Paper. At the time of writing, the white paper has yet to be published and the current expectation is that it will be published before the end of the calendar year, although that remains uncertain.

The Government has indicated that the white paper will build on actions it is already taking to level up across the UK.

These actions include programmes such as town deals, the community renewal fund and the proposed 'county deals' programme, including potential for more devolution.

Blackburn with Darwen Council has a good track record of successful bids. Our Darwen Town Board has successfully secured £25m from Government to kick start the transformation of the town. Two projects, namely the Blackburn with Darwen Low Carbon Technologies Business Support and Skills Academy and the Pennine Lancashire Linear Park Pilot were successful as part of the bid to the Community Renewal Fund.

Lancashire leaders have been in discussions about working together more closely over recent months to develop proposals to secure the powers, funding and flexibilities we need to deliver real improvements for the residents of the whole county and help us address the issues and inequalities which Covid brought into sharp relief. These discussions are ongoing and further updates will be provided to Council in due course.

4.2 Budget

In October, the Chancellor of the Exchequer announced the Autumn Budget Statement which included information on the Spending Review 2021.

The Budget included various announcements about investments to deal with backlogs in health, education and the criminal justice system as a result of the pandemic, some funding to support individuals such as changes to the Universal Credit taper rate, an increase in the National Living Wage and additional funding to tackle homelessness. However, other funding which had been in place through the pandemic, such as the uplift to Universal Credit and the furlough scheme has now ended. In addition the planned rise in National Insurance contributions next April will also impact on businesses and many residents in the borough.

The spending review announced departmental spending totals for each Government department each year to 2024/25. For local government, this includes additional grant funding of £1.6bn for Councils in each year over the next three years, however the additional funding will have to cover significant cost increases including increases to National Insurance, the National Living Wage and rising inflation affecting other costs such as energy. The Council Tax increase threshold is expected to remain at 2% with the Government expecting upper tier local authorities to raise further funding through an additional social care precept of 1% per year. The budget also reaffirms £5.4bn to fund reforms to the adult social care sector. The sector is currently awaiting the white paper on social care reform to understand the full implications of this in the context of the resources available.

As well as announcing details of the successful bids to the first round of the Levelling Up Fund (totalling £1.7bn), the Government also set out the amount of funding available for further rounds (a further £3.1bn), although timescales for the next round of bids, for which we are working on proposals for Blackburn, remain unclear. The budget also provided some information on the funding available through the planned UK Shared Prosperity Fund (the successor to EU funding programmes). Both the Levelling Up Fund and UK Shared Prosperity Fund (along with other bid-based monies such as the Towns Fund) are intended to support the Government's approach to levelling up; we would hope to see more detailed information in the anticipated Levelling Up White Paper.

While the spending review appears relatively more positive for local government finance than we anticipated, the actual local government settlement, including distribution methodologies to local authorities, will not be announced until later this month.

4.3 Health and social care changes

In February 2021 the Government published a white paper outlining how the NHS in England needs to change to enable health and care to work more closely together. The Health and Social Care Bill is currently going through Parliament.

It has long been our aspiration to improve the way services work together and to be excellent partners to each other, but bureaucracy has sometimes got in the way.

The proposals are designed to be flexible and will allow our health and care system to continue to evolve in a way which best suits us locally. It is recognised that the bill does not address adult social care or public health reforms, which will be critical to ensure ambitions for integrated care are achieved, proposals for these areas are expected later in the year.

Members are encouraged to read a more detailed update on health and care reform and its local context contained in a report to October's Executive Board.

4.4 Environment Act and COP26

The Environment Act 2021 received Royal Assent in November. The act creates powerful new laws to protect and enhance the environment. It is a wide-ranging and important piece of legislation. It delivers long term targets to reduce waste and improve resource efficiency, as well as improve air quality, biodiversity, and water. The Act also introduces the Office for Environmental Protection, which will be a new public body to hold government and public authorities to account.

Other outcomes of the act include extending producer responsibility to make producers pay for 100% of the cost of disposal of products, starting with plastic packaging, a deposit return scheme for single use drinks containers, greater consistency in recycling collections in England and electronic waste tracking to monitor waste movements and tackle fly-tipping.

The Act became law during the 26th UN Climate Change Conference of the Parties (COP26) in Glasgow during October and November. COP26 brought parties together from across the world to accelerate action on climate change.

As a Council, we take our responsibilities to the environment and efforts to tackle climate change extremely seriously. We have declared a climate emergency and helping tackle the emergency will be a major priority for our Council. An update on our plans will be provided in the new year.

5. "DELIVERING FOR YOU" – HIGHLIGHTS AND PERFORMANCE AGAINST THE CORPORATE PLAN

A central theme over the last year has been how the Council, its staff and members have risen to the challenges presented by the pandemic while still delivering for our residents and businesses.

As members will be aware, the Council has received national recognition through being shortlisted and commended in a number of prestigious awards and our Covid-19 response has received praise from the highest levels of government.

While our performance data has inevitably been affected by Covid, it is pleasing to note that we are still on track for meeting the vast majority of our targets.

5.1 Managing our performance

There are 70 measures within the corporate performance framework linked to the Council's eight strategic priorities. Since early March 2020, the Council has been responding to the emergencies of the Coronavirus pandemic. Therefore, in some instances we have not been able to report data for all of the 70 Key Performance Indicators (KPIs). However, where possible, they still provide a summary of the borough's key characteristics.

Policy Council is asked to note the overall performance against the delivery of the Council's strategic objectives as illustrated in Appendix One Performance, and the remedial action to improve delivery against the 2019-2023 corporate priorities which are giving cause for concern, as outlined in Appendix Two exception reports. Appendix Three outlines a high level summary of our performance.

Each portfolio has been asked to provide a red, amber or green forecast for their performance measures. Information relating to the 70 KPIs for the first half-year of 2021/22 (April 2021 to September 2021) is as follows:

- 3% (2 actual) forecast "red" where performance is, or is likely to be off track
- 32% (22 actual) forecast "amber" where delivery is on track and currently being managed
- 53% (37 actual) forecast "green" or on track
- 12% (9 actual) of the measures' data and/or a RAG rating is currently unavailable

5.2 Reflections on the last 12 months

The table below reflects on some of our activity over the last 12 months while recognising the impact of Covid-19 on council services. It is not intended to be a comprehensive list. Highlights of council activity are published frequently through our online news outlet – The Shuttle and shared with local, regional and national media.

PEOPLE:

Children's Services and Education teams have remained resilient throughout Covid, continuing to offer safe face-to-face services as

A good quality of life for all of our residents

1. Supporting young people and raising aspirations
2. Safeguarding and supporting the most vulnerable people
3. Reducing health inequalities and improving health outcomes

required. As restrictions have eased, we have responded in a way that prioritises children's welfare and allows for effective working with families in line with statutory guidance and legislation.

Throughout Covid we've worked to ensure families receive the right support at the right time by increasing the input of social work interventions where needed, and working closely with partners. We have analysed how Covid has impacted on care proceedings and the overall impact on staff welfare and absence to inform our forward planning and recovery.

An LGA Peer Review in June 2021 confirmed that our staff should be commended for their ongoing work with children and families. As well as many areas to be proud of and build on, development opportunities were identified which have already been incorporated into our business plans.

Our new Corporate Parenting Strategy has also been co-produced and launched, with clearer expectations from our cared for children and care leavers about what they need from us.

When the second lockdown was announced in January 2021, all schools and settings moved to remote learning, whilst remaining open to vulnerable children and the children of key workers. Following the second lifting of lockdown in March 2021, they were opened fully to children and young people. The Education Response team continued to work to ensure they were safe. An updated risk assessment was arranged for schools to adopt before the wider opening that was in line with Department for Education (DfE) operational guidance for schools and settings. Schools continued to work with the Education response team in dealing with positive case management. To date we have had no school or settings closure this academic year.

During the first half term of this academic year attendance in the borough remained above the national average and consistently one of the highest in the region. Attendance for our children and young people with an Education and Health Care plan was higher than national average, and children and young people with a social worker remained at or slightly higher than national average. These attendance figures are testament to the work of council officers, and our schools and settings staff.

Our Education, Schools and SEND teams within the Council have continued business as usual throughout this year. This has ensured a quality and directed service providing the right support to our schools, children, young people and families. Our school improvement strategy remains an important element of our work.

The Holiday and Food 2021 programme aimed to offer valuable support to families on lower incomes, through access to rewarding activities alongside healthy meals. Blackburn with Darwen's initial allocation was

£735,610 which was used to provide free holiday clubs for school-aged children eligible for benefits-related Free School Meals. 4,405 children and young people accessed face to face activity, 56,630 meals were provided with 21 community venues used to deliver activities. We will be delivering services again during the Christmas 2021 holidays.

Despite the very tough circumstances of the past 12 months, staff, volunteers and frontline workers from across adult social care, prevention, neighbourhoods and community safety have gone above and beyond to continue delivering personal, community-focussed work with residents that has made a real difference to lives.

Our Neighbourhoods Teams have continued to staff our Help Hub, providing advice and support on a range of issues to residents affected by the pandemic, and residents in need in the borough. Between January and October 2021, the Help Hub team responded to 1,597 requests for support, with food, utilities and wellbeing being the most common needs identified. 32% of callers lived alone, 45% with children and 34% were isolating at the time they made the call.

Reablement and Home First teams have been at the forefront of the response to the Covid 19 pandemic. These services have collectively worked across seven days, providing the consistent levels of care that local people have required despite the significant challenges. The services have also supported the wider care sector at times of need and crisis.

The last 12 months have seen a significant focus on further developing the four Integrated Neighbourhood Teams (INTs) to ensure local people are being offered the best possible health, care and community support available to help them be healthy, well and independent in their homes and communities. We have recently seen a significant rise in the number of referrals into the INTs, on average this equates to 220 referrals each month.

Housing pods were reinstalled in November. The pods, which offer emergency accommodation for those who might find themselves with nowhere to live, will be in place until March 2022. They come with a full wraparound support service 24hrs a day, with help available for people to improve their circumstances.

Day services are now back up and running and looking forward will continue to increase capacity across all sites, in line with national guidelines, as a means to increase the numbers of residents using services in a safe and planned way. Short breaks services continue to develop with a view to supporting residents with more complex needs and our Shared Lives service currently supports 36 residents within permanent placements.

The Our Community, Our Future programme resumed in 2021 with successful programmes delivered by our partners in the VCFS sector and successful small grant allocations.

Throughout the pandemic the Covid Community Champions were able to share important messaging with their friends, family, workplace contacts and wider social networks. In addition, Neighbourhood Teams made contact with 700 residents (April to October 2021) who were identified as needing support to isolate via national Test & Trace team members. The Refresh team also adapted physical activity delivery throughout varying levels of restrictions ensuring everyone, in particular those who are vulnerable or shielding, had access to support to be active. From July, the Health Trainers also became actively involved with local contact tracing. The service received 3,070 contacts in 2020-21. The Wellbeing Service has also continued to work with residents to improve their health. During the first half of the year, 3,995 contacts were received. The Adult Learning teams have delivered Mental Health First Aid courses across the borough. They have also offered support to residents experiencing long Covid via the formation of a long Covid support group.

Moving more and being active have been key public health messages over the last year. Leisure Centres were able to re-open their doors at the beginning of the summer and have welcomed over 4,500 members back into our fitness facilities (75% of pre Covid numbers) whilst also welcoming back school swimming, families and community groups.

Additional resource accessed through the Sport England funded Together an Active Future project has supported local organisations to support and connect with those people who have found the lockdown periods especially challenging. Reaching out using digital channels or through socially distanced activities has proved important for mental wellbeing, resilience and physical health recovery. Over the last 12 months there has been exciting usage of the extensive facilities in Witton Park, including the greenhouses. The Council, alongside a range of partners and volunteers, are working together to develop an expanding hub of outdoor activities to increase access, including creative football, green gym, cycling, walking and gardening.

Expanding the increasing range of community activities, the Bureau centre for the arts has been successful in securing funding for a creative social prescribing programme and hub which is bringing people together from across the borough.

The Public Health team has continued to provide vital support for the borough's response to, and recovery from, Covid - including testing and vaccination programmes. Since early August, Blackburn with Darwen has been in the lowest quartile (25%) of local authorities in England for Covid rates.

The team has also engaged in many other programmes and priorities focussed on reducing health inequalities and improving health outcomes. A new innovative sexual health service for the borough was launched in April. Commissioned by the Council on behalf of residents and delivered by sexual health charity Brook and partners, the new provision has given residents access to a 24/7 digital service through which they can manage their sexual health.

The 5 Ways to Wellbeing were put front and centre of a successful summer campaign highlighting health and wellbeing opportunities locally. The programme saw us working with partners and using the 5 Ways for 5 weeks to promote various local services and activities designed to make people feel good and function well.

Smoking harms were highlighted during a programme promoting the benefits of giving up which also signposted people to local areas of support.

In June, we marked Breastfeeding Celebration week across the borough. Our partnership to develop a breastfeeding friendly borough was recognised nationally when it was highly commended at the recent Local Government Chronicle awards.

Vigils were held in Blackburn and Darwen town centres to mark World Suicide Prevention Day. The multi-faith events involved speeches from Councillors, faith representatives, volunteers and those whose lives have been impacted by suicide and aimed to amplify an ongoing programme of events, activities, training opportunities and suicide awareness raising locally.

**PLACE:
Community
pride in a
vibrant place to
live and visit**

- 4. Connected communities
- 5. Safe and clean environment

The introduction of the new blue bins for clean paper and cardboard last year has seen the quality of the material being recycled improve significantly. Previously, the contamination level in the blended recycling bin was over 30%, meaning that a large quantity of the material being placed in the recycling bin couldn't be recycled. Since the introduction of the blue bin, the contamination level has reduced to between 14% and 18%. The market rates for recycling materials varies on a monthly basis. In September 2021, the Council received an income for the recycling materials for the first time which was in excess of the cost of the recycling processing for the previous four months.

The 2021/22 Local Transport Plan (LTP) annual improvements programme was approved at Executive Board in June 2021 and included a range of highway improvement projects including road resurfacing and surface treatments, bridges and structures, road safety and improvements to traffic signals, drainage, street lighting and cycle routes. This programme is substantially completed, delivering significant improvements to our highways and associated infrastructure.

Our libraries and museums have offered virtual resources and access to archive information and online resources throughout the last 12 months and at times when Covid restrictions have prevented physical access to books, exhibitions and community history. This digital approach has seen increased borrowing of e-books and more virtual visits to see the contents of the museum and Turton Tower.

With focus placed on digital completion of the Census for England and Wales 2021, the library service, along with the Adult Learning Team, were able to offer face to face support and access to onsite IT facilities for independent use via a booking system at Blackburn Library, Darwen Library and Audley and Queens Park Neighbourhood Learning Centres. Uptake of these services was high in comparison to other areas in the region.

King George's Hall (KGH) and Darwen Library Theatre (DLT) were the last public buildings to re-open following the extensive restrictions. Confidence of younger audiences is growing with mainstream entertainment and ticket sales showing resilience. However, this is not the case for all shows with those aimed at the older generation fairing less well. Work will continue to secure customer confidence and encourage everyone safely back.

It was exciting this year to see the return of the borough's popular cultural and music festivals. Over the summer the Council worked with partners to bring a Luminarium to Corporation Park which attracted over 20,000 visitors. Other highlights were the excellent British Textile Biennale, with events and exhibitions across the borough in October, and the annual lantern parade in December. Witton Park has been host to a range of large open air events since the summer from Restricted Rocks and the Easter Fairs to Park Run and the Town Bonfire.

The fabulous setting of historic Turton Tower is now licenced as a marriage venue and hosted its first wedding this summer. The Grade 1 building has undergone significant building works, which are now complete and will open fully in March 2022 with the new season. In the meantime a successful heritage fund bid has meant that the volunteers have received training and a programme of events is planned.

**ECONOMY:
A strong and
inclusive
economy with
continued
growth**

- 6. Strong, growing economy to enable social mobility
- 7. Supporting our town centres and businesses

The completion of the final project within the Growth Deal 3 'Pennine Gateways' programme of infrastructure improvements, the South East Blackburn Growth Deal Major Transport Scheme, will complete and open in December 2021. This project includes the widening of Haslingden Road in the vicinity of the Royal Blackburn Hospital, and the provision of a new Link Road, 'Issa Way', from Blackmoor Road to Roman Road creating access and opportunity to develop the land around Fishmoor Reservoir. This is the final project to be completed from the Growth Deal 3 funding which also included the major infrastructure improvements at Carl Fogarty Way, Brownhill Roundabout, Pleckgate Road, Whalley Old Road and Four Lane Ends.

	<p>With doors closed to public buildings for part of the year services continued to innovate. KGH was transformed into a Smart Testing site for 76 days playing a crucial role in the borough's Covid response plan, supporting businesses and employees to keep workplaces and services open, identify infections early and reducing transmission of Covid-19.</p> <p>In 2020/21, 421 new homes were completed across the borough and 176 long-term empty properties were brought back into re-occupation. New family homes were completed on a number of housing sites across the Borough including large sites such as Gib Lane, Roe Lee and Yew Tree Drive in Blackburn and Pole Lane in Darwen.</p> <p>The new eight screen Reel Cinema opened in Spring 2021 which is a fantastic addition to Blackburn and is at the heart of the town centre's Northgate regeneration scheme. The state-of-the-art entertainment facility also includes a retail outlet and under-croft parking for customers and local shoppers. A new statue of the late Baroness Castle of Blackburn was unveiled in October 2021 in our new Jubilee Square.</p> <p>The completed Millbank Road opened in Summer 2021 which provides a long awaited new road linking Greenbank Terrace and Milking Lane. The road not only provides access to the future development plots for residential and commercial use, but also reduces congestion on Milking Lane.</p> <p>In summer, working with the Darwen Town Deal Board, the Council secured the maximum Government allocation of £25M in support of an ambitious £110M investment plan for Darwen. Key scheme proposals, including a transformed town centre core, are currently being refined and tested with the aim of this programme entering delivery by Autumn 2023.</p> <p>Over the past twelve months, our growth team working alongside colleagues within business rates, have provided business support for Covid-impacted businesses in Blackburn with Darwen. Our ARG (Additional Restrictions Grant) discretionary programme has provided support to eligible businesses excluded from other forms of support. To date, the Council has deployed over £6.5m in ARG / discretionary support with over 2,000 direct payments to local businesses. This is in conjunction with over £63m provided since March 2020, via the Government's mandatory business support schemes. In total, the Council has provided over £70m in COVID business support with 14,500 individual grant payments.</p>
<p>COUNCIL: Delivered by a strong and resilient council</p> <p>8. Transparent and effective organisation</p>	<p>To allow departments to return to business as usual, and allow staff deployed to support the response to Covid to return to their substantive roles, the Core Covid team was established in the summer of 2021.</p> <p>The overall purpose of the Core Covid Team is to lead the Council's continued response to the pandemic and support plans</p>

and operational activity across services as we continue to move through recovery.

This has included:

- Leading and delivering testing, contact tracing, vaccination uptake, engagement and self-isolation support.
- Working with Public Health to help the Council deliver on its Local Outbreak Management Plan.
- Ensuring appropriate plans and strategies are in place (including 'step up' and 'surge planning'), reviewed and kept up-to-date in line with national policy.
- Providing appropriate reporting and assurance to chief officers, members and Government departments where required.
- Ensuring other departments responding to Covid have appropriate plans in place, adequate resource and support.
- Keeping up-to-date with changes in guidance and legislation and effectively communicating to residents and staff.

Our commitment to apprenticeships continues. We held an open day on October 28th where the '20 and '21 starters came together and met with Council officers and the Leader, engaged in some fun development activities with YPS staff and learnt more about the organisation.

November saw the implementation of our new HR and Payroll System, iTrent4U. The brand new cloud based HR and Payroll solution has been developed to be easy to use and improve all aspects of self-service for both managers and employees.

We have continued to provide HR & payroll services to schools and will be expanding the programme to include eight new schools from April 2022.

We were delighted to receive the Gold Award and first place in the Digital & Technology category at this year's national Public Sector Transformation Awards. Our submission highlighted the Council's new Digital Customer Platform which has been used heavily throughout the pandemic to enable residents and businesses to access support and services quickly and easily online 24/7, especially those who have had to self-isolate. Our Revenues and Benefits teams have also used digital throughout this time to provide rapid support to individuals and businesses.

This excellent work has dovetailed with improvements to the Council's website which has gone from strength-to-strength over the past year. Behind the scenes work has taken place to improve accessibility, make the site easier to navigate, improving content and look and feel.

The continued modernisation of our back office systems has also continued apace with Office 365 and MS Teams now well established among our members and workforce. Along with moving our finance and HR systems into the cloud, this work allows for the potential to enable efficiencies and transformation as we go forward.

The continued usage of digitisation has allowed us to keep staff and council members working in flexible ways. We've hosted Teams live events for member meetings and democracy has continued via technology when people weren't allowed to gather together in the workplace.

As restrictions have eased, we've also helped oversee the continued redevelopment and refurbishment of the Town Hall to a high standard, increasing usable office space in the building. The last 12 months has seen completion of phase one with staff moving onto floors 3 and 4, as well as progress on the second phase of work on floors 1 and 2 which will be completed by the end of 2021. As part of phase 2 we have installed a new audio visual system in the Council Chamber which will enable live streaming of Council meetings from 2022. This modernisation provides improved facilities for members supporting effective and modern democracy.

The digital and customer services teams have also supported during Covid by moving to take Help Hub calls and we have had to work with agility to stand up the necessary processes, staffing and systems.

We continue to roll out work from our new digital strategy, which was approved in April 2021.

6. LOOKING FORWARD

The Corporate Plan still stands and the Council will continue to deliver the strategic priorities it sets out as well as measure performance against it over the next year.

There are a number of exciting programmes and projects which will help achieve better outcomes for our residents.

The below table contains some key areas. Again, this is not a comprehensive list but intended to give a flavour of the areas we will be working on.

PEOPLE:
A good quality of life for all of our residents

We have co-produced and launched a Participation Strategy with our children and young people, ensuring this is implemented is a top priority for the coming year. We are reviewing the impact of our Start Well Strategy and giving a real focus to challenging health and education inequalities.

1. Supporting young people and raising aspirations
2. Safeguarding and supporting the most vulnerable people
3. Reducing health inequalities and improving health outcomes

The development at Albion Mill is now complete and the building has been handed over. Each aspect of service delivery is scheduled to begin over the coming weeks.

The Extra Care provision within Albion Mill is open to local people aged over 18 with an assessed need for care and/or support. In the run up to opening, work has been undertaken to process and review applications, coordinate care assessments and allocate suitable apartments. Individuals will begin moving into their apartments from November 2021.

The Intermediate Care facility is currently being inspected by CQC for registration approval, This service, opening early December 2021, will provide high quality, person-centred, short-term therapy led provision to residents from their own home as 'step up' and to those being discharged from hospital as 'step down'. The development of the scheme demonstrates the strong and effective partnerships across Blackburn with Darwen Council, the Clinical Commissioning Group, Inclusion Housing, Lancashire and South Cumbria Foundation Trust, Local Primary Care GP Federation and Willowbrook Homecare.

Over the next 12 months an '*Adults Social Care Quality Assurance Strategy and Framework*' will be developed and implemented in readiness for the new CQC Adult Social Care Inspection framework, due to become statutory in April 2022.

Our statutory obligations in relation to the Deprivation of Liberty Safeguards (DOLS) will continue going forward, however the framework is under review and expected to be replaced by the Liberty Protection Safeguards by the end March 2022. We are in a good position to accommodate these changes, with good lines of communication across relevant parties.

Our partnerships across the health and care system will continue to strengthen and become more effective in integrating service provision. A number of Programme areas are well established across Pennine Lancashire, supporting the delivery and future strategic direction of hospital, community and intermediate tier services. Support to the Regulated Care Sector is also very significant at this time, particularly with respect to the recruitment and retention of care worker roles. Our Integrated Neighbourhood Teams and Primary Care Neighbourhood Groups will continue to lead and deliver high quality and locally responsive services. There is an emphasis on developing early intervention and preventative services whilst ensuring that residents receive more formal care and treatment as soon as this is required. Our wider colleagues across the Voluntary, Community and Faith Sector and across the social prescribing alliance are a key part of our neighbourhood teams and alongside the Help Hub, will continue to support our communities to stay well, active and resilient.

Over the next 12 months, the team is working with Adult Social Care teams to develop a package to facilitate the recruitment of suitably qualified and skilled employees within the care sector. This will form an important part of an overarching strategy to address workforce pressures within these essential services.

Health trainers are supporting primary care with the delivery of the NHS Health Checks programme. Teams are connecting with Practices and offering the skills of our health trainers, therefore freeing up GP and Nurse resource for other Covid recovery priorities.

The Service is also actively engaged in Business Health Matters (BHM) which is a workplace health initiative led by Active Lancashire. BHM has two strands: delivery of workplace health & wellbeing checks and the identification & training of workplace health champions.

The introduction of the Domestic Abuse Act 2021 has prompted an update to our needs assessment and strategy. Blackburn with Darwen has a positive track record in supporting survivors of abuse and working with those causing harm to affect their behaviour, with the majority of the requirements within the Act already in place. Additional funding from Government has been invested in further improvements to our refuge offer and support work for both perpetrators and survivors. We have also worked with Lancashire colleagues on successful bids to enhance our work with perpetrators, a priority for the partnership, securing over £1.6m over the next 2 years.

Blackburn with Darwen led a successful Lancashire-wide bid to the Changing Futures programme in July of 2021. £6.5m has been secured to improve the way in which public services respond to our most vulnerable adults with complex needs and multiple disadvantage. Blackburn with Darwen, are also leading the implementation of the programme across East Lancashire and will be the first of the four regions of Lancashire to commence operations in December 2021. By 2024 we are looking to embed the learning from the programme into mainstream delivery, achieving better outcomes with those in greatest need.

As the work progresses to affect those areas of disadvantage that can result in addiction, poor mental health and homelessness amongst other adversities for those in greatest need, Blackburn with Darwen Council will once again be running our SWEP + provision, going significantly beyond the national requirements on providing somewhere to stay during adverse weather over the winter.

Road safety remains a challenge for the authority, with concerns from residents on speeding and the standard of driving raised consistently through councillors. The Council and its partners, including the Police, are investing in more enforcement, education and engineering programmes over the coming 12 months in response. Further details on

	<p>this will be contained within the 2021-23 BwD Road Safety Strategy due for publication in December with action already ongoing in the highest risk, highest concern areas.</p> <p>In October 2021 we received £282k Capability Funding from the Department for Transport (DfT) to encourage more residents to walk and cycle more through delivery of behavioural change activities (including training, travel plans, led events, grants and loan schemes) and the development of a local cycling and walking infrastructure plan (LCWIP) for the borough. We intend to use this, and future funding, to deliver change, encouraging our residents to walk and cycle more, and to do so safely, leaving a legacy of accessible and maintained infrastructure.</p> <p>Our Highways service is working in collaboration with Public Health, Community Safety colleagues and external stakeholders to develop a Safer Roads Operational Group. This group brings together multi-agency partners working collaboratively with the joint aim of delivering healthier and safer roads within Blackburn with Darwen. The purpose of the Group is to manage the delivery of the new Road Safety Strategy for Blackburn with Darwen in order to reduce road casualties and achieve the vision that people are safe and feel safe on Blackburn with Darwen's roads. In particular, the Group will facilitate a collaborative approach to engagement, education, enforcement and engineering activities across Blackburn and Darwen.</p> <p>Investment in the gyms at Blackburn Sports and Leisure Centre and Witton Park Arena early in 2022 will reinvigorate these fitness facilities and provide an excellent platform to launch Leisure's New Year membership campaign; encouraging increased participation and promoting the benefits of being and staying active.</p>
<p>PLACE: Community pride in a vibrant place to live and visit</p> <ul style="list-style-type: none"> 4. Connected communities 5. Safe and clean environment 	<p>In October 2021 the Council, in collaboration with Lancashire County Council (LCC), published the Bus Service Improvement Plan (BSIP) which details the bus priority and improvement measures that will, over time, make public transport the mode of choice in Blackburn with Darwen and Lancashire. This plan will deliver a multi-million pound investment in the Lancashire region's public transport system, providing bus priority measures to help speed up services, increases in services and reduction in waiting times, aiming to make buses easier and more attractive to use through development of a multi-operator ticketing system and developing Demand Responsive Transport (DRT) services.</p> <p>To ensure that the public transport services being provided meet local needs we will establish a Lancashire Passengers Charter and the Bus Service Improvement Plan will be updated annually to enable us to remain flexible to changes and demands.</p> <p>The Council is planning for the future with the proposed development of a new household waste recycling centre as referenced in the Local Plan consultation earlier this year. The site being investigated is in Darwen</p>

and would be a split level site which will provide residents with an “elevated position” from which to dispose of waste, removing the need for steps. It also means containers can continue to be moved and emptied without the need to close the site. Site investigations are continuing, to ensure that the site is suitable and a report on the proposed development will be submitted to the Council’s Executive Board for consideration in early 2022.

With the burial land available at the Council’s two working cemeteries becoming limited, the Council has been investigating additional sites for future burials. Site investigations are well underway and it is anticipated that suitable new burial land will be confirmed in both Blackburn and Darwen within the next 12 months.

Public protection continues to enforce legacy Covid-19 provisions and undertake test and trace visits, and stands ready to enforce Plan B rules should they be introduced by Government. Increasingly however the focus is on catching up on work which has been delayed due to Covid, and re-establishing a business as usual service.

Digital access and inclusion remain key priorities for the Council, ensuring residents have the means to get online, stay connected and receive support with their digital journey.

The library and Adult Learning Service will continue to work together with ICT to ensure that the Council’s public access PCs and WiFi are fit for purpose.

The Council continues to work with partners to develop an exciting programme of local events and national festivals for 2022. More popular music in Witton Park combined with use of parks in Darwen and Blackburn to host events and the return of the National Festival of Making will attract many visitors and create a high profile for the borough.

**ECONOMY:
A strong and
inclusive
economy with
continued
growth**

- 6. Strong, growing economy to enable social mobility
- 7. Supporting our town centres and businesses

The Highways and Transport Service have a forward programme of highway infrastructure improvement projects to deliver in future years that are identified utilising data from inspections and are prioritised on a risk based approach. In addition, the service works with colleagues across the Place directorate to identify small to medium transport infrastructure projects that can be delivered through the annual Local Transport Plan, enabling growth and regeneration across the borough. In line with present Government guidance the Council will focus on delivery of projects that create more opportunities to walk and cycle and improve access to and the efficiency of our public transport network.

During 2021/22, another 400 new homes are anticipated, which will include the completion of 73 new family homes at Alaska St, built through Modern Methods of Construction, plus new affordable homes and bungalows in the Griffin redevelopment area. Following a protracted

CPO process at Laneside in Mill Hill, the Council is pleased to welcome the addition of 16 new family homes at Shorrocks Lane. Other new housing sites commencing in 2022 include land at Fishmoor Drive and Milking Lane in Lower Darwen, and at Ellison Fold in Darwen.

Our Growth Programme is maintaining a healthy pipeline of development sites progressing through the development cycle. For example, the recently opened Issa Way at Guide has created multiple large development plots for mixed use and the Council will be seeking proposals from developers in 2022.

A developer was recently appointed to develop Council land at Haslingden Road which includes up to 150 keyworker homes to support the Royal Blackburn Hospital in providing accommodation for key staff, such as nurses and junior doctors, alongside provision of 150 new family homes for sale. A further residential site is currently out to tender at Whalley Old Road in Blackburn and detailed planning proposals are expected to be received late 2022.

In early 2022, an ambitious Darwen investment plan will be complemented by our work to develop the Blackburn Growth Axis, a new economic investment framework which will identify key growth and infrastructure priorities and opportunities, with a focus on the town centre and connecting growth corridors. These include links to the AMRC NW and new national Cyber Taskforce HQ at Samlesbury EZ; our Furthergate, Linear Park, Imperial Mill to J6 corridor; and Haslingden Road / J5 corridor linking with new housing, the health economy and high value business growth opportunities, along with our East – West rail and road connectivity priorities.

The Council is to appoint a design team in 2022 to draw up proposals for the refurbishment of the former St John's Church following an accidental fire which caused extensive damage to the building. This flagship project will be the starting point for the wider redevelopment of the eastern Blackburn town centre area, with further exciting proposals to be shared alongside the new Local Plan, to be published for consultation in January 2022.

In early 2022, we will have developed a new skills plan and Cultural Investment Framework to support our growth plans, strategic case-making work and the development of the Council's new Corporate Strategy.

These key pieces of work will look to position Blackburn with Darwen to take advantage of new national growth funds, as Government clarifies Levelling Up, Shared Prosperity and other new investment opportunities, while we continue to work hard with private investors and others to secure new employment and wealth creation opportunities for the borough.

	Work continues to defray remaining funds to help best support the economic recovery within Blackburn with Darwen. All ongoing ARG work will come to a close on March 31st 2022, as per Government guidance.
<p>COUNCIL: Delivered by a strong and resilient council</p> <p>8. Transparent and effective organisation</p>	<p>We will be continuing to roll-out our digital strategy. Within the next 12 months we will be upgrading our telephony infrastructure and more digital systems will move to the cloud, continuing our structured approach to modernising back office systems, delivering efficiencies and increasing digitisation and service improvements for customers.</p> <p>Over the next 12 months the third and final phase of our Town Hall refurbishment programme will deliver modernised and improved spaces for staff to work flexibly and effectively.</p> <p>We will continue to deliver improvement and transformation across the Council, further developing new ways of working, process improvement and best value for money services.</p> <p>Through our customer research and service design methods we will deliver further improvements to our website enabling increasing public involvement and transparency. The introduction of regular web casting of council meetings will strengthen our approach to more open, local democracy and increase opportunities for involvement across the borough.</p>

6.1 The Covid-19 memorial

Similar to a number of other Councils across the country, we are planning to create a permanent Covid memorial in the borough.

Early thinking is to use and build on existing plans linked to the environment, wellbeing and creative arts activity to establish a 'trail' of different elements which people can follow on a map. This could include many things from benches, garden areas and woodland planting to commissioned works of art and way markers or plaques in local beauty spots.

The outdoor theme and the various elements will create positivity and a lasting legacy recognising the tremendous efforts of the NHS and all frontline workers, the community spirit and resilience shown by the people of the borough, whilst honouring and remembering lost loved ones.

Planning is taking place and residents will be asked for their view on locations and the type of things to include via the Shuttle Extra magazine in the New Year.

6.2 Blackburn's bid for city status: #BackingBlackburn

On behalf of the town, the Council has announced it is intending to bid for City Status for Blackburn. This is part of a national competition to mark the Queen's Platinum Jubilee in 2022. The Council is engaging with a wide range public sector organisations, education

providers, businesses and other high profile civic leaders and personalities on a local, regional and national level, asking them to back the bid.

To support the application, local authorities are asked to submit 50 pictures to 'sell the place'. A photography competition has been launched to help with this which has already had an overwhelming response.

A campaign with the strapline #BackingBlackburn has been launched and has already received wide-reaching support.

The benefits of city status include international exposure, attracting new and growing business - benefiting both business and employee confidence - highlighting the area as a tourist destination as well as upping our role on the national stage and giving us a stronger voice both regionally and nationally. Research has also shown that the economic advantages are demonstrable with those newest appointed cities outperforming their regional counterparts in terms of increasing investment and reducing unemployment.

Although this is a Blackburn bid, being granted city status will have benefits for the whole borough. It will complement the investment provided by the Dawen Town Deal and increase opportunities for more investment, tourism, media, economic impact, skills, jobs as well as highlight the array of cultural assets and projects the borough delivers.

We are currently in the final stage of preparing the application with a deadline of December 8. An announcement is expected in 2022.

6.3 Corporate plan refresh and engagement

From January, the Council will look to embark on a programme of engagement with our residents, businesses and partners.

As the response to Covid has shown, the Council cannot achieve its ambitions for the borough without working closely with others.

Partnership working is a key foundation of the current corporate plan and continues to be viewed as a major strength of this Council and this borough.

We want to continue this approach and ensure the Council's priorities are shaped by our residents, businesses and partners. It will be our explicit commitment that there will be a number of ways for our communities to have their voices heard.

We will be gathering insight from already planned consultations such as the Local Plan, use existing engagement networks such as the Covid champions, hold specific stakeholder events, commission a residents' survey, the first one since 2018, and develop a programme of executive member-led engagement sessions.

Individual pieces of engagement to develop other complementary plans and strategies will also be used.

The programme will underpin the new corporate plan with a view to having the new plan agreed by Council in summer next year.

6.4 Climate change action plan and other key strategies to be developed

In July 2019, Council Forum declared a 'Climate Emergency' and in February this year Executive Board approved our first draft Climate Emergency Action Plan (CEAP). An update on this plan will be presented to December's Executive Board.

Delivering on our climate responsibilities and providing leadership to tackle the climate emergency will be a key focus of this Council. Every area of the Council will be involved. The Council needs to show real leadership on this agenda and we will need every resident, business and all partners to work with us if we are to meet our climate change obligations. Robust engagement with our residents and businesses is a major priority. Our action plan will be one of the central planks of a refreshed corporate plan.

We will also renew our Health and Wellbeing Strategy. The current strategy aligned work across the life course, for which a Start Well, Live Well and Age Well board were set up, with a range of partners including health, social care and the voluntary sector. The updated strategy will revisit the current strategy, highlight the progress made in each area, as well as highlighting the impact that Covid-19 has had on our local population. It will be another key document that underpins the new corporate plan.

To ensure our services are the best they can be, and we continue to be a transparent and effective organisation, we have also started a substantial programme of organisational development. The programme will relook at our values and culture, our story and corporate narrative, our training and skills offer for staff, the way we recruit talent and how we involve staff in shaping the future of the organisation in a post-pandemic world. Improving the health and wellbeing of our staff will also be a central theme. The organisational development (OD) programme will also create a framework to enable staff to shape the new corporate plan.

A communications and engagement strategy will also be developed over the next year. The Council has always been recognised for its commitment to open, honest and effective communications. This has been especially true throughout the pandemic when clear messages and meaningful engagement with our communities has been of the utmost importance.

While we have continuously shown good practice as a Council and have developed several excellent targeted strategies, such as our Participation Strategy with our children and young people, we have yet to produce and publish a single overarching document which outlines our principles, aims, objectives, how we communicate and engage and how we evaluate. The strategy will be developed alongside engagement work.

7. POLICY IMPLICATIONS

There are no additional policy implications. The proposed activity over the next 12 months will strengthen existing policies.

8. FINANCIAL IMPLICATIONS

Funding for both Blackburn's city bid and the robust engagement programme will be managed from existing resources.

9. LEGAL IMPLICATIONS

There are no legal implications.

10. RESOURCE IMPLICATIONS

There are no additional resource implications. Activity will be managed within existing resources.

12. EQUALITY IMPLICATIONS

An equality impact assessment is not required.

13. CONSULTATIONS

There are no consultations.

Chief Officer

Contact Officer: Denise Park, Chief Executive

Date: 25/11/21

Background Papers: Corporate Plan 2019-2023; Health and Wellbeing Strategy 2018-2022; NHS Health and Social Care Integration Update on Partnerships and Governance – October Executive Board.

Background documents are any files, guidance or other materials that have been relied upon in producing the paper. Any background documents listed must be available for public inspection upon request.

**Appendix One: Corporate Plan 2021/2022:
Performance Report for half-year (1st April 2021 to 30th September 2021)**

	Priority	Performance measure	Portfolio	Department	Good performance is	Baseline	21/22 target	Half-year performance and rating (Q1 & Q2 – April 21 to September 21)
P E O P L E	1 – Supporting young people and raising aspirations	1. % increase in uptake of the two years old offer by eligible children	Children's, Young People & Education Cllr Julie Gunn	Children's Services & Education	Higher	58% (2018/19)	3% increase on previous year (60% or higher)	60% (GREEN)
		2. Personal Education Plans for cared for children	Children's, Young People & Education Cllr Julie Gunn	Children's Services & Education	Higher	84% (2018/19)	95%	93% for academic year 2020/21 (GREEN)
		3. Personal Education Plans (PEP) for cared for children	Children's, Young People & Education Cllr Julie Gunn	Children's Services & Education	Higher	46% (2018/19)	55%	70% good or outstanding for academic year 2020/21 (GREEN)
		4. Council Apprenticeship start-ups	Finance & Governance Cllr Vicky McGurk	HR, Governance & Engagement	Higher	20 apprentices	20 apprentices	22 apprentices recruited 2021/22 (GREEN)
	P2 – Safeguarding and supporting the most vulnerable people	5. % of Transforming Lives Cases closed with outcomes achieved	Adult Services & Prevention Cllr Mustafa Desai	Adults & Prevention	Higher	50%	56%	Q1 – 56% Q2 – 50% (GREEN)
		6. % of looked after children with 3 placements or more in year	Children's, Young People & Education Cllr Julie Gunn	Children's Services & Education	Lower	13.1% (2019/20)	Achieve at or below national average for 2021/22	9.6% October 2020 to September 2021 (National Average 11%) (GREEN)
		7. % of children in care for 2 ½ years who have remained in the same placement for at least 2 years	Children's, Young People & Education Cllr Julie Gunn	Children's Services & Education	Higher	65% (2020/2021)	Achieve at or below national average for 2021/22	60% (National average 68%) (AMBER)
		8. % of children leaving care where a Special Guardianship Order (SGO) placement is granted.	Children's, Young People & Education Cllr Julie Gunn	Children's Services & Education	Higher	23% (2018/19)	Higher than 2020/21 (25%)	26% April to September 2021 (GREEN)

	Priority	Performance measure	Portfolio	Department	Good performance is	Baseline	21/22 target	Half-year performance and rating (Q1 & Q2 – April 21 to September 21)
		9. Number of children open to children's social care including; those who are Child in Need, looked after or open to child protection.	Children's, Young People & Education Cllr Julie Gunn	Children's Services & Education	Lower	1,852 (open referrals as at end March 2019)	Benchmarked at comparator average	1,338 open referrals as at end September 2021 Awaiting comparator
		10. Rate of cared for children per 10,000 compared with the regional average.	Children's, Young People & Education Cllr Julie Gunn	Children's Services & Education	Lower	105* per 10k as at 31 st March 2019	At or below the regional average for 2021/22	100.67 per 10k as at end September 2021 Awaiting comparator
		11. Rate of re-referrals into Children's Social Care	Children's, Young People & Education Cllr Julie Gunn	Children's Services & Education	Lower	17.9% (BWD 2018/19)	At or below national average for 2021/22	16.1% as at end September 2021 Awaiting comparator
		12. Increase in the number of Young Carers identified	Children's, Young People & Education Cllr Julie Gunn	Children's Services & Education	Higher	183 young people (2019/20)	200 Young People	203 (GREEN)
		13. Percentage of commissioned residential placements for Looked After Children as a total of all Looked After Children placements.	Children's, Young People & Education Cllr Julie Gunn	Children's Services & Education		7.1% (2018/19)	Maintain (5.96% or lower)	4.95% (GREEN)
	P3 – Reducing health inequalities and improving health outcomes	14. Continue to achieve over 85% of Learning Disability service users living in settled accommodation	Adult Services & Prevention Cllr Mustafa Desai	Adults & Prevention	Higher	92.3% (2019/20)	85%	93% of Service Users were in settled accommodation April to September 2021 (GREEN)
		15. Number of those in residential care aged 65 and above to be within 5% of the 2018-19 figure.	Adult Services & Prevention Cllr Mustafa Desai	Adults & Prevention	Lower	157 (2019/20)	150	59 admissions into Long Term Residential /Nursing care for people aged 65+ April to September 2021 (GREEN)
		16. Increase the number in Extra Care by over 10%	Adult Services & Prevention Cllr Mustafa Desai	Adults & Prevention	Higher	120 (2019/20)	176	140 people were in Extra care as at 30th September 2021 (GREEN)
		17. Greater than 80% of people aged 65 and over independent at home for 91 days or more following hospital discharge into one of our intermediate tier services.	Adult Services & Prevention Cllr Mustafa Desai	Adults & Prevention	Higher	89% (2019/20)	80%	85% were still at home April to September 2021 (GREEN)

	Priority	Performance measure	Portfolio	Department	Good performance is	Baseline	21/22 target	Half-year performance and rating (Q1 & Q2 – April 21 to September 21)
		18. Increased number of residents referred and discussed at the integrated neighbourhood team (INTs) weekly meeting	Adult Services & Prevention Cllr Mustafa Desai	Adults & Prevention	Higher	740 (2018/19)	777	517 April to September 2021 (GREEN)
		19. Ensure 90% of Mental Health Act requests are responded to within 8 hours of notification	Adult Services & Prevention Cllr Mustafa Desai	Adults & Prevention	Higher	100% (2019/20)	90%	98% of cases were responded to within 8 hours April to September 2021 (GREEN)
		20. Where outcomes are expressed by the service user in safeguarding investigations, to ensure that 85% are fully or partially achieved.	Adult Services & Prevention Cllr Mustafa Desai	Adults & Prevention	Higher	95% (2019/20)	85%	95% were fully or partially achieved in completed cases April to September 2021 (GREEN)
		21. Number of households prevented from becoming homeless.	Adult Services & Prevention Cllr Mustafa Desai	Adults & Prevention	Higher	814 (2019/20)	550	245 (GREEN)
		22. Number of Domestic Abuse victims contacted for support within 48 hours.	Adult Services & Prevention Cllr Mustafa Desai	Adults & Prevention	Higher	100% (2020/21)	95%	100% (GREEN)
		23. Number of leisure attendances (including pitches)	Public Health & Wellbeing Cllr Damian Talbot	Public Health & Wellbeing	Higher	688,337	275,334	248,131 attendances (GREEN)
		24. Total number of referrals into the BwD wellbeing service	Public Health & Wellbeing Cllr Damian Talbot	Public Health & Wellbeing	Higher	570	825	400 referrals (AMBER)
		25. Reduce smoking in adults	Public Health & Wellbeing Cllr Damian Talbot	Public Health & Wellbeing	Lower	15.5%	16%	15.5% (RED) See Exception Report
		26. Proportion of all in drug treatment who successfully completed treatment and did not re-present within six months.	Public Health & Wellbeing Cllr Damian Talbot	Public Health & Wellbeing	Higher	18.7%	22%	20.85% (AMBER)
		27. Child obesity – child measurement programme survey for both reception and year 6 children – prevalence of overweight (including obesity)	Public Health & Wellbeing Cllr Damian Talbot	Public Health & Wellbeing	Lower	Reception 22.1% Year 6 36.6% (2019/20)	Target yet to be agreed due to the disruption in the measurement programme	Data Unavailable PHE have advised that Local Authorities will only be required to achieve a representative sample of 10% data as per PHE guidance for

	Priority	Performance measure	Portfolio	Department	Good performance is	Baseline	21/22 target	Half-year performance and rating (Q1 & Q2 – April 21 to September 21)
								2020/21. This will not produce Local Authority level data for 2020/21
		28. % of alcohol retailers compliant with licensing conditions.	Environmental Services Cllr Jim Smith	Environment & Operations	Higher	≥95%	≥95%	Data unavailable Inspections of licensed premises in the first quarter of 2021/22 have focused on Covid security measures being in place.
		29. *New Measure 21/22* % of food businesses achieving 3 Star and above rating on the National Food Hygiene Rating Scheme	Environmental Services Cllr Jim Smith	Environment & Operations	Higher	New measure 2021/22 baseline year	85%	93.3% The measure is artificially higher than the target set because many new businesses or businesses with a change of ownership are classed as "Awaiting inspection". Whilst awaiting inspection these businesses are taken out of the total number of food businesses included in the National Food Hygiene Rating Scheme. (AMBER)
PLACE	P4 – Connected communities	30. Number of referrals "Stepped Down" from Social Work Teams to the Neighbourhood Service for Community Connectors and Volunteers	Adult Services & Prevention Cllr Mustafa Desai	Adults & Prevention	Higher	165 (2019/20)	165	114 (GREEN)
		31. Number of individuals engaged in activity across the Our Community Our Future Programme	Adult Services & Prevention Cllr Mustafa Desai	Adults & Prevention	Higher	New measure 2020/21	1,000	405 (GREEN)
		32. Number of community groups engaged in activity across the Our Community, Our Future Programme	Adult Services & Prevention Cllr Mustafa Desai	Adults & Prevention	Higher	New measure 2020/21	80	33 (GREEN)
		33. Number of volunteers supporting Council services	Adult Services & Prevention Cllr Mustafa Desai	Adults & Prevention	Higher	1,173 volunteers (2018/19)	2,000	2,170 (GREEN)
		34. Number of citizens engaged through Digital Health and Care Hubs	Public Health & Wellbeing Cllr Damian Talbot	Public Health & Wellbeing	Higher	490 (2020/21)	550	265 Provision of onsite digital support events and activities is increasing as service areas reopen. (AMBER)

	Priority	Performance measure	Portfolio	Department	Good performance is	Baseline	21/22 target	Half-year performance and rating (Q1 & Q2 – April 21 to September 21)
		35. Number of volunteer hours supporting Culture and Leisure services delivery	Public Health & Wellbeing Cllr Damian Talbot	Public Health & Wellbeing	Higher	4,215 (2020/21)	12,645	4,525 volunteer hours Refresh = 706 Arts & Heritage = 1,270 Libraries = 2,549 (AMBER)
		36. Number of cultural events and activities across arts and heritage services	Public Health & Wellbeing Cllr Damian Talbot	Public Health & Wellbeing	Higher	182 (2018/19)	200	177 cultural events and activities Arts and Heritage: 42 Libraries: 135 (GREEN)
		37. Number of digital library loans	Public Health & Wellbeing Cllr Damian Talbot	Public Health & Wellbeing	Higher	53,241 (2020/21)	54,000	18,161 (Changes to the supplier data reporting mechanism for e-magazine loans has shown a fall for all members of the AGMA consortia group, including BwD). (AMBER)
	P5 – Safe and clean environment	38. Increase in number of your call community litter pickers	Environmental Services Cllr Jim Smith	Environment & Operations	Higher	1,898 (2020/21)	2,000 volunteers registered	2,000 volunteers (GREEN)
		39. Increase number of prosecutions for enviro-crime offences	Environmental Services Cllr Jim Smith	Environment & Operations	Higher	119 (2020/21)	125 enforcement actions across the year as a whole	101 enforcements. Which includes: 74 Prosecutions, 26 Fixed Penalty Notices, 1 Simple Caution. (GREEN)
		40. Number of 4-hour repair/make safe following inspection of dangerous defects on the highways	Growth & Development Cllr Phil Riley	Environment & Operations	Higher	96%	98%	98.19% (GREEN)
		41. Increase the household recycling rate	Environmental Services Cllr Jim Smith	Environment & Operations	Higher	29%	32%	Q1 – 31% Q2 – data not yet available (AMBER)
		42. Reduce waste to landfill	Environmental Services Cllr Jim Smith	Environment & Operations	Lower	98.05% (2020/21)	65%	Q1 – 84% (16% landfilled) Q2 – data not yet available (GREEN)

	Priority	Performance measure	Portfolio	Department	Good performance is	Baseline	21/22 target	Half-year performance and rating (Q1 & Q2 – April 21 to September 21)
E C O N O M Y	P6 – Strong, growing economy to enable social mobility	43. Number of adult qualifications achieved (via the Adult Learning contract)	Adult Services & Prevention Cllr Mustafa Desai	Adults & Prevention	Higher	400 (2018/19)	425	337 (August 2020 to July 2021 outturn) (Still awaiting some results) Despite the pandemic, the team was able to achieve 84% of the target by delivering new online qualifications April to September 2021 – 103 Awaiting results of an additional 15. No concerns about achieving the target as a number of qualifications are 24 weeks and not included in the data until they are either a 'Pass' or 'Fail' (AMBER)
		44. Number of people supported into employment or learning. <i>*NCS - National Citizen Service</i> <i>** MPT - More Positive Together</i>	Adult Services & Prevention Cllr Mustafa Desai	Adults & Prevention	Higher	845	1,235	300 (235* NCS, 65 **MPT) (April to September 2021) October and November traditionally see a spike in numbers due to the impact of appointments with college and adult learning customers (AMBER)
		45. Private rented sector homes, which have been inspected and have had Cat 1 and 2 hazards removed	Environmental Services Cllr Jim Smith	Environment & Operations	Higher	112 Cat 1 and 2 hazards removed (2020/21)	>112 Cat 1 and 2 Hazards removed	29 Guidance issued by DCLG recommended that proactive inspection work should cease therefore only high-risk service requests have been responded to during this period. (AMBER)
		46. Number of long term (over 6 months) empty properties brought back into use	Growth & Development Cllr Phil Riley	Growth & Development	Higher	400 properties	500 properties	325 Properties brought back into use (GREEN)
		47. Monitoring against national planning performance targets	Growth & Development Cllr Phil Riley	Growth & Development	Higher	85%	95%	100% 16 applications determined.

	Priority	Performance measure	Portfolio	Department	Good performance is	Baseline	21/22 target	Half-year performance and rating (Q1 & Q2 – April 21 to September 21)
		2018: Major projects decided in 13 weeks						5 applications determined within 13 weeks, and 11 applications determined within agreed extensions of time. (GREEN)
		48. Monitoring against national planning performance targets 2018: Non-major projects decided in 8 weeks	Growth & Development Cllr Phil Riley	Growth & Development	Higher	90%	95%	98% 343 applications determined. 219 applications determined within 8 weeks, and 118 applications determined within agreed extensions of time. (GREEN)
		49. Appeals: Major applications allowed preceding 2 years	Growth & Development Cllr Phil Riley	Growth & Development	Lower	2%	2%	0% 0 major applications determined at appeal. (GREEN)
		50. Appeals: Non-major applications allowed preceding 2 years	Growth & Development Cllr Phil Riley	Growth & Development	Lower	2%	2%	0.28% 1 appeal allowed against all non-major applications determined (GREEN)
		51. Development of new employment space in the year (m ²)	Growth & Development Cllr Phil Riley	Growth & Development	Higher	8,000 sq.m	9,000 sq.m	1,595 sq.m (Q1 & Q2) (This measure should be read as a trend across 3 yrs+, therefore it is not an immediate cause for concern). (AMBER)
	P7 – Supporting our town centres and businesses	52. Total number of events at King Georges Hall (KGH)	Environmental Services Cllr Damian Talbot	Environment & Operations	Higher	213 events	200 events	70 (In addition to booked events during the restriction closure KGH was used as a testing centre for 76 days April to the end of July). (AMBER)

	Priority	Performance measure	Portfolio	Department	Good performance is	Baseline	21/22 target	Half-year performance and rating (Q1 & Q2 – April 21 to September 21)
		53. Total attendances for ticketed events at King Georges Hall (KGH)	Environmental Services Cllr Damian Talbot	Environment & Operations	Higher	107,537 attendances	53,768 attendances	9,846 (First ticketed event 29th August 2021). (AMBER)
		54. Total number of events at Darwen Library Theatre (DLT)	Environmental Services Cllr Damian Talbot	Environment & Operations	Higher	240 events	116 events	21 (AMBER)
		55. Total attendances for ticketed events at Darwen Library Theatre (DLT)	Environmental Services Cllr Damian Talbot	Environment & Operations	Higher	13,383 attendances	6,693 attendances	1,543 (AMBER)
CONCILI	P8 – Transparent and effective organisation	56. Online satisfaction rates for new Blackburn with Darwen website	Digital & Customer Services Cllr Quesir Mahmood	Resources	Higher	2019/20 Baseline year	Increase on previous year	Data is presently unavailable
		57. Number of online customer transactions and forms completed	Digital & Customer Services Cllr Quesir Mahmood	Resources	Higher	New measure 2019/20	163,674 (2019/20) Target excludes Covid related services	81,465 forms (AMBER)
		58. Response to Freedom of Information Requests (FOIs) within timescale	Digital & Customer Services Cllr Quesir Mahmood	Resources	Higher	92.11% (2020/21)	90%	94.24% FOIs due in last 6 months 538 FOIs responded to on time 507 (GREEN)
		59. Response to Environmental Information Requests (EIRs) within timescale	Digital & Customer Services Cllr Quesir Mahmood	Resources	Higher	72.82% (2020/21)	90%	98.08% EIRs due in last 6 months 938 EIRs responded to on time 920 (GREEN)
		60. Response to Subject Access Requests (SARS) under the Data Protection Act within timescale	Digital & Customer Services Cllr Quesir Mahmood	Resources	Higher	89.32% (2020/21)	90%	93.98% SARS due in last 6 months 133 SARS responded to on time 125 (GREEN)
		61. 95.5% collection of Council Tax	Finance & Governance Cllr Vicky McGurk	Resources	Higher	94.77% (2020/21 outturn)	95.5%	Q1 27.36% Q2 52.51% (AMBER)

	Priority	Performance measure	Portfolio	Department	Good performance is	Baseline	21/22 target	Half-year performance and rating (Q1 & Q2 – April 21 to September 21)
		62. 98.5 % collection of Business Rates	Finance & Governance Cllr Vicky McGurk	Resources	Higher	96.52% (2020/21 outturn)	98.5%	Q1 20.13% Q2 51.33% (AMBER)
		63. Undisputed and valid supplier invoices paid within 30 days	Finance & Governance Cllr Vicky McGurk	Finance	Higher	94% (2020/21)	95%	90% (AMBER)
		64. Current ratio of total useable reserves (excluding Public Health and schools) to net revenue expenditure	Finance & Governance Cllr Vicky McGurk	Finance	Higher	Average level reported by all Unitary Authorities in 2019/20 41.06% Average in 2020/21 = not yet published due to delays because of Covid-19)	The data is only published after submission of the Revenue Outturn Returns to MHCLG at the year-end This target to be reviewed in 2021/22	A review of the relevance and appropriateness of this target is underway
		65. Percentage change in reserves over the past 3 years	Finance & Governance Cllr Vicky McGurk	Finance	Higher	Data for 2020/21 is not yet available for other LAs BwD 2019/20 15.27% reduction BwD 2020-21 70.71% increase	The data is only published after submission of the Revenue Outturn Returns to MHCLG at the year-end This target to be reviewed in 2021/22	A review of the relevance and appropriateness of this target is underway
		66. Achieve a breakeven or underspend against overall portfolio and corporate budgets	Finance & Governance Cllr Vicky McGurk	Finance	Higher	Breakeven	Breakeven or underspend	A review of the relevance and appropriateness of this target is underway
		67. 10% year on year reduction of carbon emissions from Council facilities	Growth & Development Cllr Phil Riley	Growth & Development	Lower	5,378 tonnes CO2	10% reduction	+94 tonnes CO2 +5% (RED) See Exception Report
		68. Response time and progress of stage One complaints to the Council	Digital & Customer Services Cllr Quesir Mahmood	HR, Governance & Engagement	Higher	85% (2018/19)	90%	Qtr. 1 - 100% Qtr. 2- 50% Two Stage 1 Complaints were received during Q1, both of which were completed on time. 96% of the complaints received at the informal stage were successfully resolved.

	Priority	Performance measure	Portfolio	Department	Good performance is	Baseline	21/22 target	Half-year performance and rating (Q1 & Q2 – April 21 to September 21)
								<p>During Q2, 10 Stage 1 complaints were received of which 50% were successfully completed on time. For more complex cases where the investigating officer requires more than 15 working day's response time, a holding response email/letter is sent with an extension request to the complainant. 97% of the complaints received at the informal stage were successfully resolved.</p> <p>(AMBER)</p>
		69. Reduction in employee absence through sickness	Finance & Governance Cllr Vicky McGurk	HR, Governance & Engagement	Lower	7.58 days (2020/21 excluding Covid-19 absences)	8 days per annum	<p>Quarter 1 – 1.95 days per FTE (excluding Covid-19 absences)</p> <p>Awaiting figures for Quarter 2.</p> <p>(AMBER)</p>
		70. Information relating to RIDDOR	Finance & Governance Cllr Vicky McGurk	HR, Governance & Engagement	Lower	7 RIDDOR per annum (2020/21)	10 RIDDOR per annum	<p>3 RIDDOR</p> <p>(GREEN)</p>

Corporate Plan 2021/2022: Performance Report
Half-year (1 April 2021 to 30 September 2021) Exception Reports

Priority:

P3 – Reducing health inequalities and improving health outcomes

- KPI No. 25 Reduce smoking in adults

Priority: P8 – Transparent and effective organisation

KPI No. 67 10% year on year reduction of carbon emissions from Council facilities

Department: Public Health & Wellbeing		
Priority: P3 – Reducing health inequalities and improving health outcomes		
Performance Measure: KPI No. 25 Reduce smoking in adults		Good performance is: Lower
Target: 16% (annual)		Baseline: 15.5% (2018)
Quarterly performance	<p align="center">Half year performance and RAG rating 15.5% Taken from Tobacco Control Profile Data: Period 2019 (latest report) (RED)</p>	Year-end performance and RAG rating
<p>What is the reason for the performance? Current Rate is 15.5% against the North West rate of 14.5% and England rate of 13.9%. Prevalence rates have dropped continuously from 2015 when they were 21.3%. (Date Source: Public Health England Local Tobacco Control Profiles)</p> <p>Smoking at time of delivery (SATOD) year to date data notes 1,494 pregnancies in BwD, of which 167 are smokers (11.2%). 2019/ 20 data noted the rate was 12.2%, a 1% reduction. (Data Source: NHS Digital)</p> <p>Current value rate of smokers that have successfully quit at 4 weeks is 1,990 (NW 1,986 / England 1,808) showing an improvement. Smoking attributable hospital admissions (data from 2018/19) has increased with the value at 2,129, which is as high as 2014/15. Smoking attributable mortality value rate (2016/18) of 373.1, has reduced since 2013/15. (Date Source: Public Health England Local Tobacco Control Profiles)</p> <p>Following guidance from National Centre for Smoking Cessation and Training, quit verifications in 2020 to present have been confirmed by self and not CO-Monitoring due to COVID restrictions. This may have an impact on quit rates for 2020/21.</p>		

Other issues include:

- Lack of cohesive working with services with examples to include sharing of data, referral pathways (GP's / workplaces) and promotion of the service.
- Decrease in the number of pharmacies signed up to the programme with 13 in 2020/21, in 2019/20 there were 21.
- No community offer such as Stop Smoking Clinics to reach those who are using alternative methods such as self-help, via GP's with Varenicline prescriptions and vulnerable / hard to engage groups.
- No local promotional materials to raise the awareness of the programme.

The Wellbeing team offer signposting to the pharmacies, personalised support, motivation and encouragement but there is no follow up / 360 feedback if referrals are received from sources such as maternity services. The Wellbeing team does not have a Stop Smoking Specialist, and training has been identified as an area for development with the service manager.

Pharmacies who deliver the Stop Smoking Service need to follow up on quit verification status as over 35% of data is outstanding.

The Tobacco Control Alliance has not met since February 2020 to provide strategic leadership and drive for the tobacco control agenda in Blackburn with Darwen in line with local and national priorities

What is the likely impact of continued performance?

Increase in smoking related harms (hospital admissions, mortality, premature birth, birth defects, low birth weight, pregnancy loss). There will be a financial implication both short and long term with hospital admissions, days absent from work in routine & manual workers and impact of second hand smoke on others.

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

- Increase the number of pharmacies delivering the Stop Smoking Services in 2021/22 – 16 (at present)
- Enhanced training offer to health professionals delivering Stop Smoking Services
- Pilot projects taking place with Age UK, Union House (Hostel) and CGL / Inspire to reach more vulnerable populations
- Pilot with 5 pharmacies (in addition to CO monitors), 2 hostels and CGL to utilise spirometers as tool to raise the awareness and impact of smoking related harms on lung health
- New awareness raising material developed in both print and digital formats with a 7 week campaign planned for July 2021
- Tobacco Alliance reformed with increased membership, terms of reference and quarterly meetings
- Long Term Plan development work with acute and local maternity services across the ICS to reduce the number of smokers at time of delivery with support to partners
- Undertake CLear assessment in BwD to understand local offer and need in community, acute & maternity and drug and alcohol settings. Blackburn with Darwen are one of four sites in the North West to pilot the drug and alcohol assessment on behalf of Public Health England

- Working with NHS Lung Health Check Group to deliver the offer in Blackburn with Darwen for those aged People aged over 55 years old but less than 75 years old that have ever smoked
- Target of 10% outstanding Quit Status verification data per pharmacy in the specification for 2021/22. This will be supported with training and the development of a pharmacy support group with Community Pharmacy Lancashire Service Development Manager
- Prevention First focus to eliminate smoking among under 18s and achieve the first SmokeFree generation
- Proposal to recruit Stop Smoking Advisors to connect the Stop Smoking Programme with the 4 Primary Care Networks, workplaces, deliver community clinics and establish smoking champions across the network.

Are there any decisions likely to be required of Executive Members in the future, in relation to this issue?

Proposal to recruit Stop Smoking Advisor(s). The Executive Member for Public Health & Wellbeing is regularly briefed on this issue. The activities to address the underperformance outlined above are also discussed via six monthly performance reporting and budget monitoring.

Department: Growth & Development		
Priority: P8 – Transparent and effective organisation		
Performance Measure: KPI No 67: 10% year on year reduction of carbon emissions from Council facilities		Good performance is: Lower
Target: 10% reduction		Baseline: 5,378 tonnes CO2
Quarterly performance	Half year performance and RAG rating +94 tonnes CO2 +5% (RED)	Year-end performance and RAG rating
What is the reason for the performance?		
This KPI measures the annual reduction of end user CO2 emissions from BwD Council buildings and facilities.		
The dataset is incomplete as some bills are still outstanding, there is approximately 2% of the data missing. There is no data for Blackburn Leisure Centre for either year provided by College. Comparison is with a period of full lockdown in 2020.		
What is the likely impact of continued performance?		
Performance is expected to improve when comparisons are drawn over a full 12 months and the impact of the capital investment programme, funded by the Public Sector Decarbonisation Scheme, is felt. The on-going requirement for ventilation systems to run on 'full fresh air' or windows to be left open to deal with Covid-19 will continue to mitigate against reducing emissions.		

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

The main activity is implementation of the Public Sector Decarbonisation Scheme, which is expected to reduce emissions by around 250 tonnes. The full impact of this will not be felt until 2022/23.

The Council has a Climate Emergency Action Plan that brings together the actions that are needed to reduce emissions. A progress report, with updated Plan, is going to Exec Board in December 2021.

Are there any decisions likely to be required of Executive Members in the future, in relation to this issue?

The Executive Member for Growth & Development is regularly briefed on this issue. The activities to address the underperformance outlined above is also discussed via six monthly performance reporting and budget monitoring.

Managing our performance

Information relating to the 70 KPIs for the first six months of 2021/22 (April 2021 to September 2021) is as follows:

- 3% (2 actual) have been forecast as “red” where performance is, or is likely to be off track
- 32% (22 actual) have been forecast “amber” where delivery is on track and currently being managed
- 53% (37 actual) have been forecast “green” or on track
- 12% (9 actual) of the measures data and or a RAG rating is currently unavailable

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

Priority		Total	Red	Amber	Green	Awaiting data / data unavailable
People (30) A good quality of life for all of our residents	P1 – Supporting young people and raising aspirations	8	0	1	4	3
	P2 – Safeguarding and supporting the most vulnerable people	9	0	0	9	0
	P3 – Reducing health inequalities and improving health outcomes	7	1	3	1	2
Place (13) Community pride in a vibrant place to live and visit	P4 – Connected communities	13	0	3	10	0
	P5 – Safe and clean environment	5	0	1	4	0
Economy (14) A strong and inclusive economy with continued growth	P6 – Strong, growing economy to enable social mobility	8	0	3	5	0
	P7 – Supporting our town centres and businesses	5	0	5	0	0
Council (16) Delivered by a strong and resilient Council	P8 – Transparent and effective organisation	14	1	6	4	4
Total		70	2	22	37	9
Overall percentage		100%	3%	32%	53%	12%

The following guidelines have been provided to ensure a standardised approach to allocating these

forecasts:

Red

- The measure is likely to fail or perform poorly in the future
- The measure falls below a set national target / statutory required performance.
- The measure may also be below a minimum requirement for the particular service as agreed by the department
- The lead department perceives there could be a potential serious risk to the Council

Amber

- The measure is at risk of failure, but the lead department feels this is currently being managed
- Actions are or need to be in place to ensure that the end of year position is achieved

Green

- The measure is on target/ over performing / over achieving (if departmental target has been set)
- The lead department perceives there is currently no risk to the council in relation to this measure.

Year Planner 2022-23

Please note that all meeting dates are subject to change

Last Updated 24/11/2021

YEAR PLANNER 2022

	May	June	July	August	September	October
Monday				1		
Tuesday				2 DTC		
Wednesday		1		3		
Thursday		2 Spring Bank Holiday		4	1 Schools re-open	
Friday		3 Platinum Jubilee Bank Holiday	1	5	2	
Saturday		4	2	6	3	1
Sunday	1	5	3	7	4	2
Monday	2 May Day Bank Holiday Eid al-Fitr	6 PEOPLE OSC Schools re-open	4	8	5 PEOPLE OSC	3
Tuesday	3	7 DTC	5 CPSAG DTC	9	6 HWE DTC	4 CPSAG DTC
Wednesday	4	8	6	10	7	5
Thursday	5 Elections	9 EB	7	11 EB	8 EB	6 CF
Friday	6 Elections Count	10	8	12	9	7
Saturday	7	11	9 Eid al-Adha	13	10	8
Sunday	8	12	10	14	11	9
Monday	9	13 PLACE OSC	11	15	12 PLACE OSC	10
Tuesday	10 GLSC DTC	14 GLSC	12 GLSC	16 GLSC	13 GLSC	11 GLSC
Wednesday	11	15	13	17	14	12
Thursday	12	16 PH	14 EB	18 PH	15 PH	13 EB
Friday	13	17	15	19	16	14
Saturday	14	18	16	20	17	15
Sunday	15	19	17	21	18	16
Monday	16 New Member Induction	20 RESOURCES OSC	18	22	19 RESOURCES OSC	17
Tuesday	17	21 HWE	19 L	23 LASC	20 AUD	18 L
Wednesday	18	22 LASC	20	24	21	19
Thursday	19 AC	23	21 PH	25 CI/T	22	20 PH
Friday	20	24	22 Schools close	26	23	21 Schools close
Saturday	21	25	23	27	24	22
Sunday	22 Civic Sunday	26	24	28	25	23
Monday	23	27	25	29 Summer Bank Holiday	26	24
Tuesday	24	28 AUD	26	30	27	25 LASC
Wednesday	25 CI/T	29 SC	27 CI/T	31	28 SC	26
Thursday	26 PH	30 CI/T	28 CF		29 CI/T	27 CI/T
Friday	27 Schools close		29		30	28
Saturday	28		30			29
Sunday	29		31			30
Monday	30					31 Schools re-open
Tuesday	31					

YEAR PLANNER 2022/2023

	November	December	January	February	March	April
Monday						
Tuesday	1 DTC					
Wednesday	2			1	1	
Thursday	3	1 PC		2	2 AUD	
Friday	4	2		3	3	
Saturday	5	3		4	4	1
Sunday	6	4	1 New Year's Day	5	5	2
Monday	7	5 PEOPLE OSC	2 Bank Holiday	6	6 PEOPLE OSC	3
Tuesday	8	6 HWB DTC	3 Schools re-open	7 LASC DTC	7 HWB DTC	4 L DTC
Wednesday	9	7	4	8	8	5
Thursday	10 EB	8 EB	5	9 EB	9 EB	6
Friday	11 Armistice Day	9	6	10 Schools close	10	7 Good Friday
Saturday	12	10	7	11	11	8
Sunday	13 Remembrance Sunday	11	8	12	12	9
Monday	14	12 PLACE OSC	9	13	13 PLACE OSC	10 Easter Monday
Tuesday	15 GLSC	13 GLSC	10 GLSC	14 GLSC	14 GLSC	11 GLSC
Wednesday	16	14	11 CPSAG	15	15	12
Thursday	17 PH	15 PH	12 EB	16 PH	16 PH	13 EB
Friday	18	16 Schools close	13	17	17	14
Saturday	19	17	14	18	18	15
Sunday	20	18	15	19	19	16
Monday	21	19 RESOURCES OSC	16	20 Schools re-open	20 RESOURCES OSC	17 Schools re-open
Tuesday	22	20 LASC	17 L	21	21	18 LASC
Wednesday	23	21 SC	18	22	22	19
Thursday	24 CI/T	22	19 PH	23 CI/T	23 CF	20 PH
Friday	25	23	20	24	24	21
Saturday	26	24	21	25	25	22
Sunday	27	25 Christmas Day	22	26	26	23
Monday	28	26 Boxing Day	23	27 FC	27	24
Tuesday	29 AUD	27 Bank Holiday	24	28	28 CPSAG	25
Wednesday	30	28	25 CI/T		29 SC	26
Thursday		29 CI/T	26 CF		30 CI/T	27 CI/T
Friday		30	27		31 Schools close	28
Saturday		31	28			29
Sunday			29			30
Monday			30			
Tuesday			31			
Wednesday						

YEAR PLANNER 2023

	May	June	KEY
Monday	1 May Day Bank Holiday		Council & Committee Meetings
Tuesday	2 DTC		AC – Annual Council 6.00 pm
Wednesday	3		FC – Finance Council 6.00 pm
Thursday	4 Elections	1	CF – Council Forum 6.00 pm
Friday	5 Elections Count	2	PC – Policy Council 6.00 pm
Saturday	6	3	EB – Executive Board 6.00 pm
Sunday	7	4	PH – Planning & Highways Committee 6.30 pm
Monday	8	5 PEOPLE OSC Schools re-open	AUD – Audit and Governance Committee 6.30 pm (when training held first – some meetings commence at 6pm, see agenda each time for start time).
Tuesday	9	6 HWB DTC	SC – Standards Committee 6.00 pm
Wednesday	10	7	LASC – Licensing Act 2003 Sub-Committee & GLSC General Licensing Sub Committee 6.00 pm
Thursday	11	8 EB	L – Licensing Committee 6.00 pm
Friday	12	9	
Saturday	13	10	
Sunday	14	11	
Monday	15 New Member Induction	12 PLACE OSC	
Tuesday	16 GLSC DTC	13 GLSC	Overview and Scrutiny Committees
Wednesday	17	14	PEOPLE OSC – People Overview & Scrutiny Committee 6.00 pm
Thursday	18 AC	15 PH	PLACE OSC – Place Overview & Scrutiny Committee 6.00 pm
Friday	19	16	RESOURCES OSC – Resources Overview & Scrutiny Committee 6.00 pm
Saturday	20	17	CI/T – provisional dates assigned for Call Ins or Member Training
Sunday	21 Civic Sunday	18	
Monday	22	19 RESOURCES OSC	
Tuesday	23	20 LASC	
Wednesday	24	21	Partnership Meetings:
Thursday	25 PH CI/T	22 AUD	HWB – Health & Wellbeing Board 5.30 pm
Friday	26 Schools close	23	CPSAG – Corporate Parenting Specialist Advisory Group 6.00 pm
Saturday	27	24	
Sunday	28	25	
Monday	29 Late May Bank Holiday	26	
Tuesday	30	27	Other Meetings:
Wednesday	31	28 SC	DTC Darwen Town Council 7.00 pm
Thursday		29 CI/T	
Friday		30	
Saturday			
Sunday			
Monday			
Tuesday			