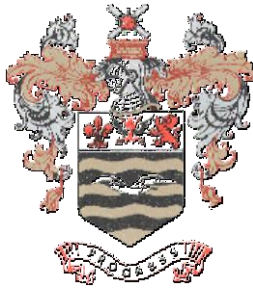


Public Document Pack



BLACKPOOL COUNCIL

Tuesday, 21 March 2017

To: The Members of Blackpool Council

Madam Mayor, Ladies and Gentlemen

You are hereby summoned to attend a meeting of **Blackpool Council** to be held in the Council Chamber at the Town Hall, Blackpool on Wednesday, 29 March 2017 commencing at 6.00 pm for the transaction of the business specified below.

A handwritten signature in black ink, appearing to read 'David Lewis'.

Director of Governance and Partnerships

Business

1 DECLARATIONS OF INTEREST

Members are asked to declare any interests in the items under consideration and in doing so state:

- (1) the type of interest concerned; and
- (2) the nature of the interest concerned

If any member requires advice on declarations of interests, they are advised to contact the Head of Democratic Governance in advance of the meeting.

2 MINUTES OF THE LAST MEETING HELD ON 23 FEBRUARY 2017 (Pages 1 - 8)

To agree the minutes of the last meeting held on 23 February 2017 as a true and correct record.

3 ANNOUNCEMENTS

To receive official announcements from the Mayor.

4 EXECUTIVE REPORTS, COMBINED FIRE AUTHORITY REPORTS AND CHAIRMAN OF THE AUDIT COMMITTEE REPORT (Pages 9 - 46)

To consider the attached reports to Council from the Leader of the Council, the Deputy Leader of the Council (Tourism, Economic Growth and Jobs) and the Cabinet Secretary (Resilient Communities), the Combined Fire Authority report and the Chairman of the Audit Committee report.

Members are reminded that:

- Each Senior Executive Member * has up to three minutes to present their report, after which there will be a period of no longer than 15 minutes per report for questions/comments (a green card will give a one minute warning, red for the end of the debate).
- There will be three minutes per question/ comment from any Councillor on anything within the portfolio and no limit to the number of times a Councillor can ask a question.
- There will be a period of up to ten minutes for a response from the Senior Executive Member * (or relevant Cabinet Member) at the end of the questions/ comments for each report.

* or Combined Fire Authority representative or Chairman of the Audit Committee.

5 APPOINTMENT OF STATUTORY DIRECTOR OF CHILDREN'S SERVICES (Pages 47 - 50)

To consider changes to the Council's constitution resulting from the cessation of the interim arrangements for the statutory director of children's services position and the commencement of employment of the newly appointed Director of Children's Services.

6 PAY POLICY STATEMENT (Pages 51 - 62)

To consider the Council's Proposed Pay Policy Statement.

Venue information:

First floor meeting room (lift available), accessible toilets (ground floor), no-smoking building.

Other information:

For queries regarding this agenda please contact Yvonne Burnett, Democratic Governance Senior Adviser, Tel: (01253) 477034, e-mail yvonne.burnett@blackpool.gov.uk

Copies of agendas and minutes of Council and committee meetings are available on the Council's website at www.blackpool.gov.uk.

Present:

Councillor Mrs Rowson (in the Chair)

Councillors

Benson	Collett	Jackson	Scott
Blackburn	Cox	Kirkland	Smith
Cain	Critchley	Matthews	Stansfield
Callow	Cross	Maycock	I Taylor
Mrs Callow JP	Elmes	Mitchell	L Taylor
Campbell	Galley	O'Hara	L Williams
Clapham	Mrs Henderson MBE	Owen	T Williams
D Coleman	Hobson	Robertson BEM	Mrs Wright
G Coleman	Hunter	Roberts	
I Coleman	Hutton	Ryan	

In Attendance:

Neil Jack, Chief Executive

John Blackledge, Director of Community and Environmental Services

Alan Cavill, Director of Place

Dr Arif Rajpura, Director of Public Health

Karen Smith, Director of Adult Services

Steve Thompson, Director of Resources

Mark Towers, Director of Governance and Partnerships/Monitoring Officer

Lorraine Hurst, Head of Democratic Governance

Yvonne Burnett, Democratic Governance Senior Adviser

Sally Shaw, Head of Corporate Delivery Unit

1 DECLARATIONS OF INTEREST

Councillors Hutton, Critchley, Stansfield and L Taylor as Directors of Blackpool Coastal Housing Company Limited declared personal interests in agenda item 5 (Proposed Rent Review 2017/ 2018) and prejudicial interests in agenda item 6(1) (Council Tax 2017/ 2018) and left the room prior to consideration of that part of the item relating to the proposed income from Blackpool Coastal Housing Company Limited.

Councillors Mrs Wright, Elmes and Galley as Directors of Blackpool Transport Services Limited declared prejudicial interests in agenda item 6(1) (Council Tax 2017/ 2018) in respect of the proposed savings relating to the bus route subsidy and left the room prior to consideration of the item. Councillor Benson also declared a disclosable pecuniary interest in the item and Councillors D Coleman, G Coleman and O'Hara declared prejudicial interests as a member of their families were employed by Blackpool Transport Services Limited. Accordingly, those councillors also left the room during discussion on that part of the item.

Councillors G Coleman, Jackson, Galley, L Williams and Cox declared personal interests in agenda item 6(2) (Council Tax 2017/ 2018) as Directors of Blackpool Entertainment Company Limited.

MINUTES OF COUNCIL MEETING - THURSDAY, 23 FEBRUARY 2017

2 MINUTES OF THE LAST MEETING HELD ON 25 JANUARY 2017

Resolved: That the minutes of the Council meeting held on 25 January 2017 be signed by the Mayor as a correct record.

3 CAPITAL PROGRAMME 2017/18 TO 2019/20

The Council considered the recommendations of the Executive in relation to the Capital Programme for 2017/ 2018 and noted that the programme ran concurrently with the 2017/ 2018 revenue budget.

It was reported that the schemes usually extended over a number of years and for that reason, the programme projected forward indicative spending for three years.

Members also noted that the 2018/ 2019 and 2019/ 2020 programmes had been drawn up based upon individual allocations and current proposals and would be reviewed as part of the budget processes for those years.

Motion: Councillor Blackburn proposed (and Councillor Campbell seconded):

- '1. To approve the recommendations of the Executive from its meeting held on 6 February 2017, namely:
 - 1.1. To approve the Capital Programme for 2017/ 2018 as set out at Appendices A and B in the report to the Executive, including the in- year contingency of £600,000.
 - 1.2. To agree to adopt the Single Capital Pot approach, as outlined in Section 4 of the report to the Executive (reference paragraph 4.2) and to approve a top slice of 12.5%, to allow for investment in key priority areas and overspends that are not otherwise fundable.
2. To note the following decisions of the Executive in relation to the Capital Programme from its meeting on 6 February 2017, namely:
 - 2.1. To agree that individual Executive approvals will continue to be required for all Prudential borrowing schemes (reference paragraph 3.1 of the report to the Executive).
 - 2.2. To agree the Capital Prudential Indicators as identified in Appendix C of the report to the Executive.'

Motion carried: The motion was submitted to the Council and carried.

4 TREASURY MANAGEMENT STRATEGY 2017/18

The Council considered the recommendations of the Executive in relation to the proposed Treasury Management Strategy 2017/2018, which set out treasury management activities for the year and incorporated an Investment Strategy.

Motion: Councillor Blackburn proposed (and Councillor Campbell seconded):

‘To approve the recommendations of the Executive from its meeting held on 6 February 2017, namely:

1. To adopt all the Elements of the Treasury Management Strategy 2017/2018 and to approve the Prudential Indicators and limits for 2017/2018 to 2019/2020 as set in Annex B to the report to the Executive.
2. To approve the Prudential Indicators and Limits for 2017/2018 to 2019/2020 as set out in Annex C to the report to the Executive.
3. To approve the Minimum Revenue Provision Policy Statement for 2017/2018, which will ensure a more prudent Minimum Revenue Provision charge in the annual statement of accounts as set out in Annex D to the report to the Executive.’

Motion carried: The motion was submitted to the Council and carried.

5 PROPOSED RENT REVIEW 2017/18

Members considered the recommendations of the Executive from its meeting on 6 February 2017, regarding the levels of rents and service charges for Housing Revenue Account dwellings to be applied to the 2017/2018 financial year, as well as new charges for Housing Revenue Account Services and related Non-Housing Revenue Account properties.

Motion: Councillor Mrs Wright proposed (and Councillor Campbell seconded):

‘To approve the recommendations of the Executive from its meeting held on 6 February 2017, namely:

1. To agree that a rent reduction of a minimum of 1% is implemented for all Housing Revenue Account properties in 2017/2018.
2. To agree that the level of Housing Revenue Account balances remain protected at £1 million, as previously agreed.
3. To agree that the de-pooled services (as detailed in Appendix C to the report to the Executive) and that other service charges (as detailed in Appendices D and E to that report) are charged as outlined.’

Motion carried: The motion was submitted to the Council and carried.

6 COUNCIL TAX 2017/18

Members received the report on the recommendations from the Executive at its meetings on 6 February and 20 February 2017 in relation to the draft General Fund Revenue Budget for 2017/2018. The report highlighted that consultation had taken place with representatives from the Tourism, Economy and Resources Scrutiny Committee trade unions and business ratepayers on 10 February along with a range of targeted focus groups and partners throughout the autumn.

Members firstly considered the proposed budget saving of £500,000 in relation to income from Blackpool Coastal Housing Limited and £63,000 in relation to reduced bus route subsidies.

Motion 1: Councillor Blackburn proposed (and Councillor Campbell seconded):

‘To approve the income of £500,000 from Blackpool Coastal Housing Limited as set out in recommendation 2b, Appendix 6(c) and the savings as a result of the reduced bus route subsidies in the sum of £63,000 as set out in recommendation 2b, Appendix 6(c) of the report to the Executive on 20 February 2017.’

Recorded vote: The Council noted that under the Local Authorities (Standing Order) (England) (Amendment) Regulations 2014, there was a requirement for a recorded vote on setting the Council tax and budget. The voting was as follows:

For the motion: Councillors Blackburn, Cain, Campbell, I Coleman, Collett, Cross, Hobson, Hunter, Jackson, Kirkland, Matthews, Mitchell, Owen, Ryan, Smith, I Taylor, L Williams - **Total 17.**

Against the motion: Councillors Mrs Callow, Callow, Clapham, Cox, Mrs Henderson, Maycock, Roberts, Robertson, Scott, T Williams – **Total 10.**

Abstentions: Councillor Mrs Rowson – **Total 1.**

Motion 1 carried: The motion was therefore carried.

Note: Having declared relevant interests Councillors Benson, D Coleman, G Coleman, Critchley, Elmes, Galley, Hutton, O’Hara, Stansfield, L Taylor and Mrs Wright left the meeting during consideration of the above part of the item.

Motion 2: Councillor Blackburn proposed (and Councillor Campbell seconded):

‘To approve the following proposed remaining recommendations, bringing together the recommendations from the Executive meetings on 6 February 2017 and 20 February 2017 into a summary document, set out in accordance with the requirements of the Localism Act 2011.

1. To agree the level of net expenditure for the General Fund Revenue Budget 2017/2018 of £120,248,000 (ref. Paragraph 6.2 of the report to the Executive on 6 February 2017).

MINUTES OF COUNCIL MEETING - THURSDAY, 23 FEBRUARY 2017

2. To approve a level of budget savings of £18.7m (reference paragraph 7.1 and 7.2 and Appendix 2 of the report to the Executive on 6 February 2017), with the exception of the following:
 - 2.1. Remove the saving of £250,000 identified at line B4.2, which proposed the introduction of a charge for concessionary fares on the tramway.
 - 2.2. Remove the saving of £26,000 contained within line B5.3 in relation to ending community based stroke service funding.
 - 2.3. Increase the saving at line B5.8 (Residual target to be allocated to services) by £276,000.
3. To agree that the Chief Executive be authorised to take any necessary steps to ensure all staffing savings are achieved (ref. paragraph 8.1 of the report to the Executive on 6 February 2017).
4. Subject to 3. above, to rescind the decision of Council on 8 July 2015, which established the principle of appointing Political Assistants within the framework of the Local Government and Housing Act 1989, thereby disestablishing the posts allocated to the Labour and Conservative groups, which contributes to the savings outlined in line B5.8 (Residual target to services).
5. To agree that the Business Loans Fund is increased from £10m to £100m with immediate effect (ref. paragraph 8.3 of the report to the Executive on 6 February 2017).
6. To agree that the target level of working balances remains at £6m (ref. paragraph 10.4 of the report to the Executive on 6 February 2017).
7. To recommend a detailed review of earmarked reserves takes place at Provisional Outturn 2016/ 2017 to reprioritise and unearmark funds to replenish working balances to their target level in 2017/ 2018 (ref. paragraph 10.4 of the report to the Executive on 6 February 2017).
8. To note the comments of the meeting of the Tourism, Economy and Resources Scrutiny Committee with the Trade Unions and Business Ratepayers, as reported to the Executive on 22 February 2016 and the responses given.
9. To note the report of the Budget Scrutiny Panel and the responses of the Executive (ref Appendix 3 of the report to the Executive 6 February 2017).
10. To adopt the formal Council Tax Resolutions set out at Appendix 6 (c) (Annex 1), in so doing agree a Council Tax Requirement of £50,845,100 and a Council Tax Base of 35,662.

MINUTES OF COUNCIL MEETING - THURSDAY, 23 FEBRUARY 2017

11. To note the calculation of Aggregate Amounts as directed by Section 31A of the Local Government Finance Act 1992 as set out at Appendix 6 (c) (Annex1 and 2).
12. To approve a level of Council Tax for the financial year 2017/2018 of £1,425.75 at valuation Band D equivalent (a 4.99% increase including the 3% Adult Social Care Precept, but excluding the precepts for the Police and Crime Commissioner for Lancashire and the Lancashire Combined Fire Authority).
13. To note that the Police and Crime Commissioner for Lancashire's precept for the financial year 2017/2018 is £165.45 (a 1.99% increase) for a Band D Tax equivalent and the Lancashire Combined Fire Authority precept for the financial year 2017/2018 is £65.50 for a Band D Tax equivalent (no increase).
14. To confirm that the aggregate levels of Council Tax for Valuation Bands A to H will be as follows:'

VALUATION BAND	A	B	C	D	E	F	G	H
	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9
	£	£	£	£	£	£	£	£
BLACKPOOL	905.93	1,056.92	1,207.90	1,358.89	1,660.86	1,962.84	2,264.82	2,717.78
ADULT SOCIAL CARE PRECEPT	44.57	52.00	59.43	66.86	81.72	96.58	111.43	133.72
BLACKPOOL TOTAL CTAX	950.50	1,108.92	1,267.33	1,425.75	1,742.58	2,059.42	2,376.25	2,851.50
POLICE	110.30	128.68	147.07	165.45	202.22	238.98	275.75	330.90
FIRE	43.67	50.94	58.22	65.50	80.06	94.61	109.17	131.00
COUNCIL TAX 2017/18	1,104.47	1,288.54	1,472.62	1,656.70	2,024.86	2,393.01	2,761.17	3,313.40

Recorded vote: The Council noted that under the Local Authorities (Standing Order) (England) (Amendment) Regulations 2014, there was a requirement for a recorded vote on setting the Council tax and budget. The voting was as follows:

For the motion: Councillors Benson, Blackburn, Cain, Campbell, D Coleman, G Coleman, I Coleman, Collett, Critchley, Cross, Elmes, Hobson, Hunter, Hutton, Jackson, Kirkland, Matthews, Mitchell, O'Hara, Owen, Ryan, Smith, I Taylor, L Taylor, Williams, Mrs Wright - **Total 26.**

Against the motion: Councillors Mrs Callow, Callow, Clapham, Cox, Galley, Mrs Henderson, Maycock, Roberts, Robertson, Scott, Stansfield, T Williams – **Total 12.**

Abstentions: Councillor Mrs Rowson – **Total 1.**

Motion 2 carried: The motion was therefore carried.

MINUTES OF COUNCIL MEETING - THURSDAY, 23 FEBRUARY 2017

Mayor

(The meeting ended at 6.53 pm)

Any queries regarding these minutes, please contact:
Lorraine Hurst, Head of Democratic Governance
Tel: 01253 477127
E-mail: lorraine.hurst@blackpool.gov.uk

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Executive Member Report to the Council
29 March 2017

AGENDA ITEM 4(a)

LEADER OF THE COUNCIL –‘CORPORATE’ PORTFOLIO AREA COUNCILLOR SIMON BLACKBURN

The Corporate area covers my portfolio and those of:

- Councillor Ivan Taylor (Cabinet Member for Projects and Partnerships)

The full details of the portfolio areas can be found on the Council’s website at <https://www.blackpool.gov.uk/Your-Council/Your-councillors/Executive-members.aspx>

Corporate Issues

Benefit Claims, Council Tax, Business Rates and Sundry Debt Collections

The average number of days to process Housing Benefit and Council Tax Reduction Scheme new claims and changes in circumstances remains at 20 days with a significant amount of work being undertaken to re-assess claims for the new financial year.

The call answer rate for Customer First declined to 43% in January due to staff vacancies, which are in the process of being filled and the impact of the renewal campaign for “green and go”, the call answer rate for quarter three had improved to 51%.

At the end of January Council Tax in-year collection performance was 84.4%, a reduction of 0.9% compared to the previous year, this equates to £435,000 based upon the Council Tax Net Requirement excluding Police and Fire. Business Rate collection was 82.4%, a reduction of 0.7% compared to a like for like comparison with the previous year. This equates to £186,000 for the Blackpool element. A number of large business rates debts are being vigorously pursued and payments are anticipated before the end of the financial year.

Sundry debt collection was 93.3%, which was higher than the previous year when it was 87.7%. The additional notional amount collected compared to last year is £2.6m.

Over the last six financial years, the Council has collected a total £899m in respect of Council Tax, business rates and sundry debt. During the same period, a total of £17.1m has been written off (equivalent to 1.8%) with total arrears of £25.0m (equivalent to 2.7%) which is under 2%.

The amount of Council Tax collected during this period was £312m and a total of £6.7m written off. At the end of March 2016, we had arrears of £12.3m still to collect for all years and collection of these outstanding amounts continues.

In respect of business rates, £272m was collected and a total of £9.4m written off. At the end of March 2016, we had £4.6m still to collect for all years. For sundry debtors, £315m was collected in the last six financial years and £1m written off. Total arrears were £8.1m.

Firstline

Firstline is a leadership development programme designed to develop good social work managers into high performing, considered and influential leaders. It is largely funded by the Department for Education (DfE's) Innovation Programme.

The curriculum provides Leaders with the tools, space and confidence to develop their leadership skills so they can better enable great social work practice. Those on the programme are strongly encouraged to stretch themselves beyond their comfort zones in areas such as reflexivity, decision making and influencing others.

We have had seven applicants from Children's Social Work managers currently being considered for the programme.

Strategic Issues

Financial Monitoring

The latest financial performance monitoring report for 2016/ 2017 was reported to the Executive on 13 March 2017. As at month 10, in-year pressures prevail in Children's Services, Strategic Leisure Assets and Places with estimated working balances forecast to fall by £2,788,000 against the budgeted position over the year. This fall is in the context of audited working balances at the start of the year of £5,636,000, an erosion of nearly half.

In the context of £35.0m of Earmarked Revenue Reserves and with two months of the financial year remaining, there should still be sufficient time to improve the position such that Working Balances of at least £3.0m are reached. Revised service and financial plans are underway to do so, including the freezing of non-essential spend and delays to filling non-front line vacancies.

The Budget for 2016/ 2017 required total savings to be found of £25.1 million. As at 31 January 2017 (month 10) 86% of the 2016/ 2017 savings target had already been delivered and the full-year effect of the 2016/ 2017 savings in 2017/ 2018 amounts to 93% of the £25.1 million target.

The Final Settlement of Blackpool Council's 2017/ 2018 Settlement Funding Assessment was announced by the Department for Communities and Local Government on 20 February 2017. There was a £2,000 reduction to Blackpool Council's Core Spending Power of £123.5m in 2017/ 2018, which will be met from Reserves, as such the 2017/ 2018 General Fund Estimate of £120,248,000 was recommended to the Executive on 20 February 2017 and agreed by Council at its Budget meeting.

Blackpool Airport Enterprise Zone

Blackpool Airport Enterprise Zone (EZ) became live on 1 April 2016 and continues to attract significant interest from private business and occupiers. The EZ offers a number of tax breaks to new business. To date, the EZ has secured a net job growth of approximately 140 full time employees (FTE), in addition to the safeguarding and relocation of approximately 300 FTE. The Council continues to work closely with Fylde Borough Council, key landowners and the Lancashire Enterprise Partnership on the next steps to enable development at the site. Local partners have recently secured funding from Department for Communities and Local Government (DCLG) (£50,000) to support production of a Masterplan for the site and we hope to have appointed appropriate consultants by the end of March. The Masterplan will play a crucial role in guiding investment and development of the site so that it can deliver on its full potential over the 25-year life of the EZ. Local partners are also in the process of developing and agreeing significant marketing activity for all of Lancashire's EZ's with the LEP and Marketing Lancashire. Local partners look forward to working collectively with other Lancashire EZ's and the LEP to maximise exposure to national and international investors in the years ahead.

Valuation Office Agency (VOA)

Along with the success of the Enterprise Zone, I am also pleased to say that the VOA's recent revaluation of business rates is good news for the town. On average, the revaluation could see a retail business in Blackpool paying 13% less in business rates, compared to an average rise of 5% across the country, while office based businesses will benefit from an average reduction of 18%, compared to an average rise of 13% elsewhere in the UK. Some businesses will also be able to escape paying business rates whatsoever, as approximately 3,000 Blackpool companies with a rateable value of under £12,000 are exempt completely, with businesses valued between £12,000 and £15,000 also eligible for discounted rates.

This is more good news for investment in the town and follows on from recent investment announcements by private firms. The successful sale of The Imperial Hotel, the hotel opposite the new conference centre at the winter gardens, the five star expansion to the Sands Venue on the Promenade, a new hotel in the old post office on Abingdon Street and the two pieces of work currently taking place on South Promenade the Hampton by Hilton, which is progressing very well and the new apartment blocks.

Transforming Services

Council Tax

For the first time, a number of annual Council Tax bills will be sent electronically rather than through the post. Promotion of this facility will take place during 2017/ 2018 and it is anticipated that the number will increase significantly over the years.

Recruitment Portal and Agency provider

The Council's new recruitment portal Greater Jobs is now live. This was developed and funded in collaboration with other North West Local Authorities and work is about to commence to consider opportunities for further collaborative working with Health.

The Council's new preferred Agency provider has recently changed from HAYS to Reed following a collaborative procurement process with a number of other North West Authorities.

Corporate Delivery Unit (CDU) - Children's Social Care

The CDU is now four weeks in to the mapping exercise with Children's Services and is working with staff and managers at all levels to understand how support is coordinated, how services are managing resources effectively to match demand and how systems and processes support or challenge practitioners to do the right thing for children and families in Blackpool. The mapping exercise will be used to support both the interim Director of Children's Services and the new Director of Children's Services to work with the Service as a whole to determine where attention needs to be focused to deliver practical, process and cultural change to deliver real measurable improvements in performance and outcomes for children.

**DEPUTY LEADER OF THE COUNCIL (TOURISM, ECONOMIC GROWTH AND JOBS) –
COUNCILLOR GILLIAN CAMPBELL**

The Places area covers my portfolio and those of:

- Councillor Fred Jackson (Environmental Services and Highways),
- Councillor Mark Smith (Regeneration, Enterprise and Economic Development) and
- Councillor Mrs Christine Wright (Housing).

The full details of the portfolio areas can be found on the Council's website at
<https://www.blackpool.gov.uk/Your-Council/Your-councillors/Executive-members.aspx>

Corporate Issues

Intelligent Traffic Management System (ITMS)

Growth funding of £2.16m has been allocated to Blackpool to implement an ITMS within the Borough. This will consist of 18 digital signs (electronic LED signage) at key locations within the town.

The signage will in particular inform people in relation to parking, with the ability to promote other messages as well, e.g. events, road incidents etc. This will help in terms of traffic flow and contribute to a smarter use of the transport network. The ITMS design is now complete and a contractor has been appointed, with the aim for works to commence from April 2017 through to July 2017.

Quality Corridors

Growth and Blackpool Local Transport Plan funding of £7.4m has been allocated to improve key roads within the town centre network over the next four years.

The programme of works, which is titled 'Quality Corridors', will provide highway and pavement improvements and upgrading, which also includes street furniture and signage. The first phase of work, Church Street between Cookson Street up to St John's Square, started on 16 January 2017 and is programmed to be completed by mid-April.

Anchorsholme Sea Defence

The final phase of the Anchorsholme sea defence scheme is underway and due to be completed mid-August.

Unfortunately, the final phase had been delayed because of works to the United Utilities pumping station roof, which is under the headland area and weather conditions. The works will

be completed by the end of August 2017, with the official opening of the new promenade and sea defences in September 2017.

Transport Hub

Works started on the Transport Hub on Market Street on 20 February 2017 and is due for completion on 28 May 2017. Highway and Traffic Management have worked closely with Blackpool Transport Services, Blackpool Licensed Taxi Operators Association and Blackpool's Highway Forum in relation to this scheme, which is being financed through Local Transport Plan funding.

Plymouth Road Bridge

Plymouth Road Bridge replacement works is now well underway, having started in July 2016 and fully closed after the Illuminations finished in November 2016. It is on programme and due to open one-way in each direction on 7 April 2017.

An excellent partnership and working relationship has been formed with Network Rail who have contributed circa £1m to the overall cost of £6.1m. In terms of the local community, night works have been unavoidable and a disturbance to some, however the Highways and Traffic division have put a great deal of time and effort into keeping people informed of progress and evening and night works.

The bridge will be fully open in July 2017 and is programmed to meet the timeline and budget.

United Utilities

A multi-million pound scheme to improve Blackpool's sewer system has moved into the next phase. A new outfall pipe installed under the promenade in 2015 had already helped the town win its first prestigious Blue Flag award. This next phase has already seen the Utilities Company start construction of a new underground storm tank in Fishers Field, which will help reduce storm spills during heavy rainfall. Over the coming weeks, work will start in and around the south of the town to lay a brand new surface water system and pumping station near Midgeland Road.

These improvements will reduce the amount of rainwater getting into the sewers and reduce flood risk and will help Blackpool meet new tougher bathing water standards. United Utilities are investing over £150m to improve bathing water and drinking water quality across Blackpool. Consultations have taken place with key Ward Councillors affected in Stanley, Highfield and Clifton Wards, with a robust public consultation process planned.

In relation to drinking water, engineers are currently working on St Annes Road to replace old water pipes to improve tap water quality and reduce the risk of bursts for 50,000 customers and from there will move to Squires Gate industrial estate to School Road and then the pipe will be taken into Fylde. Workers will move on to Squires Gate Industrial estate at the end of April, with minimal traffic disruption.

Keep Blackpool Tidy (KBT)

The Keep Blackpool Tidy Campaign is ramping up for summer 2017. Re-launched in the February half term, the campaign took to the streets of central Blackpool where the Council's exhibition trailer was deployed to engage with residents, visitors and businesses alike.

There was a great deal of public interest in the campaign and volunteers, free litter action packs being given to keen locals to enable them to get involved.

This campaign activity is the latest in a number of initiatives that have been devised because of the development of a Litter Strategy for Blackpool, in conjunction with national environmental charity Keep Britain Tidy.

Recent mini-campaigns have been focusing on tackling smoking related litter, which has seen the introduction of novel 'Ballot Bins' across the town centre and soon to be seen 'Gum Drop' bins aimed at tackling chewing gum litter.

The communications plan will soon be swinging in to full gear with campaign advertising and messages on bus stops and bus-backs among other high visibility mediums including a sustained campaign on social media.

Our local KBT campaign hosted a number of organised events across the town in support of the KBT's national Great British Spring Clean weekend between 3 and 5 March. This summer will also see the development and implementation of a 'Business Charter' encouraging both local businesses and national chains to become active partners in the campaign.

Tip Shop

The Household Waste Recycling Centre Re-use shop, The Tip Shop, is set to break the £100,000 mark this month after its fourth year in operation. This is a significant milestone for the facility as not only does it divert waste from costly landfill, but it also redistributes items back out in to the local community, as well as donating £10,000 per annum to the Mayor's Charity.

The shop has gone from strength to strength over the last few years and is a firm favourite with local residents using the tip. It has seen significant development in this time and is now a hub of activity for people looking for a bargain or even a refurbished washing machine.

Major Fake Toys Case

Amazing Savings Limited/ Jonathan Jacob Kahn have been found guilty following a trial at Preston Crown Court. This was one of the largest ever such cases nationally and revolved around Trading Standards Officers taking possession of almost 300,000 toys from across the country and accessing premises in Blackpool, Salford and London. The illicit operation had links to China where alleged theft of moulds and manufacture of the toys occurred and involved false importation details of a Company in Almeria, Spain. The Authority intends to pursue Proceeds of Crime recovery and £3.5 million of assets have already been restrained.

Charity Frauds

Ongoing enforcement of the Public Space Protection Order is occurring, leading to convictions of offenders selling “gag mag” style publications following them making false claims regarding who is benefitting from such sales. There are also a number of cases being pursued regarding fraud offences and two major convictions have already been secured at Preston Crown Court. This week, Derek Snelson was sentenced to a 12-month custodial sentence following conviction for falsely claiming to be collecting on behalf of the North West Air Ambulance, using a bucket emblazoned with their logo whilst collecting moving from pub to pub.

Previously, Marvin Trussell was convicted of setting up a bogus armed forces charity, namely Army of Heroes and then collecting on the streets of Blackpool, Manchester and Liverpool claiming that they were supporting former soldiers suffering from Post-Traumatic Stress Disorder and other injuries on their return from conflict zones. Upon conviction, Trussell was given a three-year custodial sentence.

Begging/ Street Drinkers

Following an escalation of problems over these issues, a new ultra-robust enforcement campaign has been agreed between the Head of Public Protection, Tim Cogan and Chief Inspector Lee Wilson to turn around the situation. Dedicated joint working arrangements have been delivered with Housing Options, Blackpool BID, Police and Public Protection Officers.

Following attempts to engage and provide the support needs of these individuals, 40 problematic beggars have been identified and a further 11 problematic street drinkers. Robust use of tools within the Anti Social Behaviour, Crime and Policing Act has been implemented and these are being backed by Prosecutions and Criminal Behaviour Orders from the Courts. So far, two individuals have been prosecuted and received Criminal Behaviour Orders, two individuals have been served travel warrants, escorted to the railway station and returned to where they came from. Twenty-nine Community Protection Warnings have been issued, 13 Community Protection Notices issued and seven further prosecution cases already in Court.

Contracts

Contracts awarded since the last meeting are as follows:

CONTRACT	PROVIDER (Locations)	TERM (years - including extensions)	CONTRACT VALUE	NO. OF BIDS
Parade Inspections	Water Saving Techniques (Renfrewshire)	2 + (1+1)	£320 per day	2
Purchase of two Hiabs (Loader Cranes)	Lancashire DAF Trucks Limited (Preston Walton Summit)	3 (warranty period)	£219,410	2

CONTRACT	PROVIDER (Locations)	TERM (years - including extensions)	CONTRACT VALUE	NO. OF BIDS
Community and Environmental Services – Business Model Options Appraisal	V4Services Limited (London)	Ad-hoc	£15,000	Direct Award
Highways Design – Bispham Village	Waterman Aspen (Manchester)	Ad-hoc	£14,000	4
Municipal Buildings Refurbishment	F Parkinson Limited (Blackpool)	Ad-hoc	£2,000,000	4
ITS – Blackpool Intelligent Transport System	Swarco Traffic Limited (Richmond)	Ad-hoc	£2,160,00	2
Catering Disposables	Alliance National (Crewe)	2 + (1+1)	£30,000	4
Recycling of Wood Waste	SUEZ Recycling and Recovery UK Limited (Maidenhead)	2 + (1+1)	£200,000	5
Agency to Deliver a Cultural Tourism Campaign	Vivid Limited (Manchester)	1 (no extension)	£38,000	7
Fixed Wire Testing	Quartzelec Limited (Manchester)	3 + (1+1)	£125,000	6
Revenues and Benefits Software	Capita IT Services Limited (London)	5 + (2)	£385,000	Direct Award
DIPS Off-Site Scanning Software	Northgate Information Solutions Limited (Alderley Edge)	5 + (2)	£385,000	Direct Award
BACS Software	Automated Payment Transfer Limited (Surrey)	4 (will be reviewed in year 4)	£8,000	3

Ready to Switch' Update

Another successful energy auction has taken place with First Utility offering the best price for the following contracts:

- Dual Fuel - online billing and paper billing
- Electricity Only - online billing and paper billing

First Utility is the largest independent energy supplier with more than 900,000 customers. This makes it the largest supplier outside of 'The Big 6'. It has recently campaigned to reduce switching times for energy customers and prides itself on customer service.

The competitive tariff offered by First Utility is cheaper than any of the 'Big 6' open market tariffs. This achievement is all the greater given particularly challenging market conditions in which many suppliers are announcing price hikes prompting media criticism and threats of Government intervention.

I-Choosr the Company responsible for co-ordination and management of the energy auctions has started to send personal energy offers out to those customers who registered prior to the auction taking place. Households within the Blackpool Council area can still obtain a no obligation personal offer from this auction by registering their interest on the website www.readytoswitch.co.uk before the acceptance end date of 20 March 2017.

Library Service

The Library service is undergoing a staffing restructure to ensure that it provides a service fit for the 21st Century. A longer-term plan is now needed that addresses both work priorities and opportunities and mounting financial pressures and at the same time maintains the service with eight functioning libraries.

In January 2017, the Heritage Lottery Fund (HLF) conducted a formal review of the Museum's development work. The project was very well received with elements of the work being described as exemplary. The Executive met this month to consider the submission of the round two funding application to the HLF. The HLF will make their decision in June.

Built Heritage and Conservation

The Council has now submitted a nomination for Blackpool's three piers to be included on the World Monuments Watch List for 2018/ 2019. The nomination brings a small amount of funding to enable public engagement, but more importantly, it will provide an important international platform for the Council to initiate talks with Central Government on the future of our Piers. We will be assisted in this by The National Piers Society who has already started a wider ranging national dialogue based on the huge impact of climate change (in the form of storm surges and rising sea levels) on marine heritage structures. Mr John Darlington, who is the Director of the World Monuments Fund in the UK and who is a member of the Museum Project Board, has supported us in our nomination. The successful nominees will be announced in New York in mid-October of this year.

Proposals for an Article 4 direction

The Executive has now approved the proposals, in relation to the Raikes Conservation Area. We are now working alongside planning, legal and enforcement colleagues to agree the detail for inclusion in the direction. This will help us deal with poor quality changes to the attractive buildings which make up the Raikes Hall Conservation Area and protect its residential amenity for local communities. There will be a consultation period and the direction will be non-immediate (it will come into force 12 months after the notification) allowing a period in which modifications can be made as part of existing permitted development rights.

Strategic Issues

Planning Peer Review

The Planning Service was subject to a Local Government Association/ Planning Advisory Service Peer Review (17 to 19 January 2017). The peer review was both a positive and productive exercise. The Council has just responded to the draft feedback report, which has been shared with Corporate Leadership Team (CLT) and the Chairman of Planning. We are now working on an Improvement Plan with the Planning Advisory Service that will include actions around streamlining process, building relationships with stakeholders and providing more targeted support for elected members. The final recommendation will be shared with the Planning Committee.

Winter Gardens Conference and Exhibition Centre

Full planning approval was granted on the 22 February. Further progress on the technical design has been made. The main contractor tender process is progressing well, scheduled to conclude by the end of March, updates on the award of grant funding are anticipated in this month.

Winter Gardens Spanish Hall roof and Coronation Street Facade

The tender process in relation to extensive renewals and repairs on the Winter Gardens Spanish Hall roof and Coronation street façade will be complete in the next two weeks. Once the contractor is in place a full programme of works will be finalised.

Blackpool Tower Lifts

Re-cabling of the first lift is complete and the second is nearing completion. Upgrading of the lift cables should allow the lifts to operate at higher wind speeds, reducing down time and increasing revenue.

Golden Mile Centre

Further work is taking place in order to improve the aesthetics of the Golden Mile complex while adding to the commercial offerings within the site through revised tenancies.

Policy Issues

Green and Blue Infrastructure Strategy and Action Plan for Blackpool

The Environment Partnership has been appointed (February 2017) to develop a Green and Blue Infrastructure Strategy and Action Plan for Blackpool. This piece of work will build on the Council's existing commitment to protecting, enhancing, expanding and connecting green and blue infrastructure and ecological networks in Blackpool, contribute to meeting the goals and objectives of the Council Plan and other key strategy documents including the Blackpool and Fylde Framework for Inclusive Growth and Prosperity, the Planning Framework and the Health and Well Being Strategy.

This Strategy and Action Plan has a key role to play in the regeneration of the resort making a vital contribution to economic growth and the health and well-being of our residents and visitors. With respect to the latter, as a Public Health Authority, Blackpool Council is more closely integrating its public services to ensure that planning, transport, housing, environmental, health and cultural policies are more closely aligned to more effectively address the social determinants of health in the Borough. This strategy and action plan is a key opportunity to support this agenda. The development of this strategy will be informed by existing and new evidence, existing policy commitments and activities already underway and will set out a coordinated framework for action to drive the further improvement of the quality, accessibility and functionality of the resort's green and blue infrastructure (GBI). It is anticipated that the work will be completed by October 2017.

Transforming Services

The Library Service

The library service has submitted bids for funding for various projects from the £4m Libraries Opportunities for Everyone Fund, set up by Department for Culture, Media and Sport (DCMS) and the Taskforce. Over 100 applications were received and are currently being assessed. The aim of the funds is to pilot innovative activities in public libraries in England to support all parts of society, including the most deprived areas. Blackpool's solo bid was for £81,800 to provide an enhancement of the Get Started scheme throughout the eight libraries. The other bids were written as consortia ones, totaling £504,598 and projects relate to the National Libraries Week events, a micro bit project, and a shared reading project for young people.

Homelessness Reduction Trailblazer

Blackpool Council has been successful in bidding for additional funding to prevent homelessness under a new Homelessness Prevention Trailblazer programme. The local programme covers Blackpool, Fylde and Wyre, with Blackpool Council taking the lead as the accountable body and provides an additional £600,000 over two years across the Fylde Coast area. The programme is designed to trial new approaches that will be made mandatory under the new Homelessness Reduction Bill and to work better between areas. In Blackpool, it will mean continuing the work of a dedicated worker at Blackpool Victoria Hospital to identify and

resolve housing issues, better use of data to identify people at risk of homelessness and more resources to deal with people with complex needs including rough sleepers. This should result in fewer people becoming homeless and more effective responses in the most difficult cases.

Central Area Selective Licensing Scheme

The Executive has agreed in principle a new Selective Licensing scheme for the Central area, covering the inner town between the existing schemes in Claremont and South Beach. This follows the introduction of an HMO Additional Licensing scheme in the same area from July 2016 and ensures that all rented properties conform to license conditions and maintain consistent standards of management. A feature of the new scheme will be a co-regulation approach that gives landlords the opportunity to join an independent membership scheme to demonstrate their compliance with licensing conditions. This was suggested by landlords and builds on good practice in some other areas. The new scheme now requires confirmation from the Secretary of State before it can go ahead.

Working with Partners

Better Start and Libraries

Better Start is enhancing the early year's areas in some of Blackpool Libraries. Local Dads have been involved in a project supported by the Illuminations team. Palatine, Central, Layton, Revoe and Mereside will benefit from some additional features, including book tree houses, book cubes and murals. The first installation is due to take place shortly at Palatine Library and it is hoped that these will make some positive changes for our youngest readers. FRED (Fathers Reading Every Day) have held a four week project to encourage Dads to read to their children following research that Dads reading has more of an impact on their child's development than Mums. The library service has seized the opportunity to promote their services and formal training events have been held at Central and Palatine Libraries. Local Children's centres have linked up to their nearest library and the service generally has helped to break down the perceived formality and old fashioned image that seemingly puts the Dads off libraries.

Camerado Living Room at Central Library

The Living Room has been shortlisted for two awards Local Government Award in the Community Involvement Category and as a finalist in Social Category of the Edge 2017 Awards. One of the outcomes of the Libraries Deliver: Ambition for Public Libraries in England 2016-2021 is increased reading and literacy. These are two of the most fundamental skills in life. Although operational, the service is proud to report that during February 2017, 1,000 children visited Palatine Library for school and nursery visits, the aim being to encourage reading for pleasure. Also during February, every class from Boundary School visited the library, each child borrowing one book.

Hotel Developments

There are a number of new, mostly branded, hotels that are either in development or about to commence. The Council has a direct interest in the proposed four-star hotel adjacent to Blackpool North Station with a proposed 142 rooms. The Hampton by Hilton in South Shore, on

the site of the former Palm Beach, is a private development by Create Construction of some 130 rooms. This project has benefitted from support from the Council's Business Loans Fund.

The former Yates' site has an approved plan for a 140 room Premier Inn and I understand that a contractor has now been appointed and should commence on site before the end of May. The fourth hotel in development is a 90+ room five-star hotel above the Sands Venue and this is also due to commence before the summer.

There are a number of other hotel proposals that are either seeking or already have planning approval in outline. The only two, which I understand are actively being discussed are on a plot adjacent to the Winter Gardens and the former Central Post Office. If these planned and underway hotels are all developed, this will bring 800 new branded three, four and five star rooms to the resort. These developments are very important to our work on promoting the new conference venue as a lack of branded hotel stock was often also quoted as a reason for events and conferences not to use Blackpool.

CABINET SECRETARY (RESILIENT COMMUNITIES) – COUNCILLOR GRAHAM CAIN

The Resilient Communities area covers my portfolio and those of:

- Councillor Kathryn Benson (Schools and Learning)
- Councillor Amy Cross (Adult Services and Health), and
- Councillor Maria Kirkland (Third Sector Engagement and Leisure Services).

The full details of the portfolio areas can be found on the Council's website at <https://www.blackpool.gov.uk/Your-Council/Your-councillors/Executive-members.aspx>

Corporate Issues

Appointment of Director of Children's Services (DCS)

Our newly appointed Director of Children's Services, Diane Booth will join the Authority from Lancashire County Council on 24 April 2017. An Interim Director of Children's Services, Gani Martins, has been appointed and will be working closely with Diane.

A comprehensive induction and mentoring programme is currently being arranged.

Children's Social Care

In November 2016 it was agreed to progress with a Department for Communities and Local Government (DCLG) bid for specialist accommodation based support to meet the priorities for Domestic Abuse Services. There was a Lancashire wide bid submitted and this included a Blackpool, Fylde and Wyre element within this.

The outcome of this bid has just been released and it was successful and Lancashire (including Blackpool) will receive a total of £1,353,100.98 for a number of projects with approximately £270,000 for the Blackpool, Fylde and Wyre element.

The Blackpool, Fylde and Wyre element is to test the following as a 12-month pilot:

'...to provide both support and accommodation for complex need victims across the footprint, offering a flexible and timely response at a time of crisis, for victims where refuge services are currently unavailable. This will ensure that complex need victims are not turned away and will always be offered appropriate support and accommodation. The overall model will work towards providing a co-ordinated response to victims of Domestic Abuse with complex needs, ensuring their safety, removal of barriers, the provision of support to help support victims to live independently and encourage them on the pathway into work. By working with key services this will encourage behaviour change breaking the cycle of domestic abuse'.

Work is also underway on a second Home Office bid regarding Service Transformation.

Strategic Issues

Mosaic Implementation Update:

Blackpool Council has now implemented Mosaic and the Children's recording system went live on 6 March 2017. The feedback through the testing period has been positive, the system is more 'user friendly'.

'Link Maker'

Blackpool Council is one of six Northwest Local Authorities that supported the Expression of Interest submitted by 'Link Maker as part of the Department for Education (DfE) Innovation Programme. Link Maker already hosts the service that searches for adopters for children in England. In 2016, the organisation sought to diversify the model to create a new, but related system, which would allow for placement matching between the Local Authority and Independent Foster Carers and Residential Providers. Blackpool is now part of the developmental phase, this will give us the opportunity to explore and evaluate whether this service would close the gap in the market and manage the demand for costly external placements. Following the trial, we will be able to make an informed decision on the value for money of the service, or drive a procurement process for a better value alternative.

Joint Commissioning Arrangements for Children's and Adults Health and Social Care Services (Including Public Health)

Background

Blackpool Clinical Commissioning Group (CCG), formerly PCT and Blackpool Council have a long history of strong partnership and joint working. This includes across the commissioning functions, one organisation contract monitoring on behalf of the other. Further to this, the joint commissioning relationship has enabled the development of some truly integrated provider teams for example, mental health, intermediate care and hospital discharge services.

The Better Care Fund (BCF) and associated Pooled Budget has now been well established between both organisations in order to support the integration of Adult Health and Social Care to meet the Social Care and CCG national conditions and functions, whilst improving the quality and efficiency of services. Latest guidance on the BCF is expected to say that this can be broadened out by expanding the pooled budget arrangement to cover more services than required. This has already happened in Blackpool and there is a possibility to include children's and other services, leading to greater opportunities for integration.

The Fylde Coast system leaders have been working together as a group of partner organisations for some time, building on strong relationships and shared organisational priorities. The main

partners being Blackpool CCG, Fylde and Wyre CCG, Blackpool Teaching Hospitals, Blackpool Council, Lancashire County Council and Lancashire Care NHS Foundation Trust.

As part of our joint working, we have considered how best to accelerate and expand the impact of our collaboration and partners have been exploring the development of an 'Accountable Care System'. This is seen as a potentially helpful and necessary vehicle to move our partnership working onto a firmer basis and to provide a framework to mobilise our effort and remove the barriers to true integration necessary to achieve our ambitions.

The Joint Commissioning proposal very comfortably fits as a first step to the move to an Accountable Care System across the Fylde Coast.

Collaborative working towards integrated commissioning across Blackpool Council Children's and Adult Social Care, including Public Health and Health at Blackpool CCG as the first stage for the whole care system for the population of Blackpool. This will aim to facilitate and support integrated care delivery as part of the wider whole system transformation.

The Joint Commissioning Team will be hosted by Blackpool CCG. In the first instance, the Council and Public Health Commissioning and Quality Monitoring Teams will be aligned to and colocated with the CCG team at Blackpool Stadium from 8 May 2017. There will be a Management Agreement to agree governance for both organisations. This will be reviewed once organisational form is more established across the Accountable Care System.

The Integrated Commissioning Group reporting to the Blackpool Health and Wellbeing Board will maintain a strategic overview of the commissioning arrangements, budget and performance of all contracts within each lead area.

Drug and Alcohol tender

A new Horizon drug and alcohol service was procured in 2014 and the contracts commenced 1 September 2014, initially for a duration of two years. A commissioning review was undertaken in order to understand the effectiveness, areas of improvement and outcomes of this system to date. A number of issues and themes emerged from the findings of the commissioning review, which have helped inform a re-tender exercise.

A decision was made to re-tender the service as a prime provider model in order to achieve transformational change throughout the system. A procurement process took place in December 2016 and the successful bidder was Delphi Medical Consultants Limited. The contract start date is 1 April 2017 and the new Horizon service model is outlined below:

- Integrated clinical and adult recovery service for drugs and alcohol.
- A specialist alcohol service and workforce.
- De-commission the enhanced arrest referral service.
- More flexible opening hours based on client need with movement away from traditional 9am – 5pm service.

- Deliver a 'hub and spoke' style community based treatment model with services delivered in the GP neighbourhood teams and other community hubs.
- Good standard buildings utilised.
- Mental health support built into the service model to ensure dual diagnosis needs of clients are met.
- Continue with employment, education and meaningful activity integration.
- Develop peer and volunteer model.

The new service offers an exciting opportunity to deliver improved outcomes through a whole systems approach, new culture, building and initiatives and will still operate under the Horizon branding that has become established to clients and professionals across Blackpool. The new contract will also achieve annual financial savings of £200,000.

Transforming Care

Blackpool Council and Blackpool CCG are actively contributing to the development and delivery of the Transforming Care Programme, which aims to improve services for people with learning disabilities and/ or autism, who display behaviour that challenges, including those with a mental health condition. This will drive system-wide change and enable more people to live in the community, with the right support and close to home.

A multifaceted programme of work is underway in Blackpool, which includes

- Ongoing collaboration with the Lancashire Transforming Care Partnership across key areas of work including the development of local crisis response services that will prevent people whose condition is deteriorating from having to be admitted to secure or semi-secure long-term care by providing early intervention and a place of safety locally.
- Consideration of joint commissioning arrangements as mentioned earlier in my report.
- Ongoing care and discharge planning for Blackpool patients in out of area secure or other in-patient settings. The development of local specialist placements for individuals following discharge to be available from early summer 2017.
- Redesign of existing community learning disability and autism services to improve pathways and future service provision.
- Understanding the needs of younger people transitioning to adult services, to identify appropriate housing, care and support options for the future. A new approach was piloted in 2015/ 2016 with a cohort of young people with complex needs transition from Children's Services, which focussed on early behavioural assessment work alongside proactive and flexible approaches to care planning and commissioning. Evaluation has been undertaken to measure the effectiveness and intended benefits using the views and experiences of practitioners, provider, the cohort of young people, their families and carers involved in the pilot.

The Key outcomes were:

- Young people are now living in their own accommodation with appropriate packages of support with reduced restrictions.
 - Reduction in costs of care packages following transition.
 - Promoted co-production based on choice and control.
 - Shared approach encouraged positive risk taking and open-mindedness.
 - Supported by a pro-active specialist provider to make this a truly shared project.
 - Community teams and support staff received appropriate behavioural training, at no additional costs to the Council and the provider absorbed some of the set up costs.
 - It is intended that the same framework will be used in future transitions as best practice.
-
- Working is progressing on the development of six new build assistive technology flats following a successful partnership bid between Blackpool Council and Progress Housing Group to the Department of Health's Housing and Technology Fund in October 2016. The Fund was launched to help Local Authorities develop sustainable and innovative housing solutions for people with learning disabilities and/ or autism. A working group has been established to oversee the design and development of the scheme, which is expected to complete in spring 2018.
 - Completed local roll out of the Learning Disability Learning Needs Analysis developed by Skills for Care and Health Education England. The Analysis has been designed to provide local areas with an understanding of the skills, competencies and future training requirements of the LD workforce. The analysis was undertaken by Blackpool Council employees working in learning disability services and external learning disability providers and over 200 responses were received and analysis of the responses is now underway. The findings will be made available to the Council and each participating organisation and used to support the development of local training solutions and put us (as a local system) in a better position to apply for national funding streams as they become available to target specific learning needs.

Respite Pilot

The pilot was established to inform future commissioning arrangements for respite care for the people with a range of care and support needs, including:

- Older Adults.
- Dementia.
- Mental Health (non-challenging).
- Learning Disabilities.
- Physical Disabilities.

An action plan was developed subsequent to a 12-month interim report to take forward the key themes and issues.

A further carer's survey to understand carers' experiences of accessing respite will take place, which will inform future actions.

New Volunteering Strategy

We are currently consulting with the Trade Unions and other key stakeholder over proposals to establish a new corporate approach to the coordination of volunteering across the Council. This work builds on the concept of "Active Citizenship" as a way in which we could work collaboratively with partners in the third sector and other local public agencies to encourage people to play a more active role in their communities.

The Resilient Communities Scrutiny Committee following a report in November 2015 identified the task of producing a more corporate approach to voluntary work across the Council's services as a priority.

Progressing this area is also central to the theme within the Council Plan 2015/ 2020 of developing Priority 2 'community resilience', as well as providing more structured volunteering opportunities linked to improving peoples skills and work readiness and all of this also links to the Priority 1 economy.

Fylde Coast Self-Care Strategy

Organisations across the Fylde Coast are working together via the Vanguard programme to not only transform people's experiences of healthcare services, but also improve the health and wellbeing of all local residents. A key part of this work is the delivery of the Empowering Patients and Communities Work stream and the development of a Self-Care Strategy for the Fylde Coast.

In developing this strategy, we are working to the following definition of self-care as provided by the Department of Health:

"The actions that people take for themselves, their children and their families to stay fit and maintain good physical and mental health; meet social and psychological needs; prevent illness or accident; care for minor ailments and long term conditions; and maintain health and well-being after an acute illness or discharge from hospital."

This is very much a collaborative approach to supporting individuals, families, carers and communities to develop the knowledge, skills and self-confidence they need to care for them and their conditions effectively. However, in order for the development of a Self-Care Strategy to be as meaningful and effective as we would want, we believe that the views and experiences of local people should inform its approach. Therefore, a significant period of communication and engagement was undertaken, starting with a stakeholder event in September 2016 to

launch the development process of the strategy and begin the wider communication and engagement needed to inform it.

In total, 87 people attended the event with the vast majority of these attending in a professional capacity, however there were a small number of members of the public also present. Attendees heard from key speakers, including representatives of other Vanguard areas who shared their experiences of developing and enabling self-care strategies. They then took part in round table exercises to begin mapping local community assets and discuss how more local people can be encouraged to make use of these.

The resulting consensus from this exercise was that the Fylde Coast possesses a wide range of assets, which enable self-care for individuals and communities, but that these are not always utilised as well as they could be. A number of factors were identified which prevent people from utilising the range of assets, including:

- Personal motivation
- Time
- Awareness

A number of additional engagement activities were undertaken to further the consultation process. The need to connect local organisations and communities through effective partnership working was recognised and supported by the consultation. This will require a system and culture change in order to achieve a consistency in approach, considering the patient as an individual that exists within a wider community with assets and opportunities, strengths and ambitions. This must be embedded across all care pathways, from first contact and throughout.

It was also agreed the need to provide patients and the wider community with the information and resources needed to activate and empower people to become more confident to manage their own health. We are developing this strategy on a Blackpool, Fylde and Wyre footprint in order to maximise opportunities to embed this work within the Vanguard New Models of Care programme.

The next stage of the process is to draft a Strategy for formal consultation.

Local Authority Declaration Healthy Weight

In January 2016, Blackpool Council signed a Local Authority Declaration on Healthy Weight and made a commitment to support employees and the residents of Blackpool to tackle the issue of obesity by encouraging individuals to make healthy choices. Since the introduction of the Declaration, the Council's Public Health Directorate has been working with the Health and Wellbeing Board to influence change within the Council's Declaration priorities. A recent audit has been undertaken to track the progress of the Declaration.

In October 2016, in my role as the Chair of the Health and Wellbeing Board, I asked the Public Health team to organise a Healthy Weight Summit. Partner organisations, the voluntary sector and the private sector were subsequently invited to take part. The purpose was to encourage organisations to support the development of their own Declaration on Healthy Weight and encouraged to pledge to tackle the issues of obesity across the town. The event took place on the 2 February 2017, which proved successful with a good balance of attendees. The event resulted in 20 organisations pledging to develop their own Healthy Weight Declaration, including Blackpool Clinical Commissioning Group, Blackpool Teaching Hospitals, Blackpool Transport, DWP, Lancashire Care Foundation Trust, Lancashire Police, several schools and voluntary organisations.

Good progress is being made with the Local Authority Declaration and a number of the priorities are progressing well. To support the protection of children against inappropriate marketing Public Health will be running the 'Give up Loving Pop' (GULP) campaign in secondary schools and further education establishments. Work is progressing with Fit2go to incorporate the GULP messages in the programme that is delivered across all Year 4 children and work has commenced on developing a lesson plan for science, which will be targeted at Year 5/ 6 children. The Healthy Choices Award is now operational and a number of takeaways and sandwich shops have already received the award. There has been good partnership work with the Corporate Procurement team reviewing how we influence and shape contracts in the future to reflect the priorities of the Declaration. Public Health and Enforcement are working together to develop a Street Trader Policy with particular reference to ice cream vans and street food providing healthier choices.

As the first Local Authority in the country to sign a Local Authority Declaration on Healthy Weight, it has generated a lot of good publicity and interest in the work being undertaken in Blackpool and we are being held as a beacon of success. The work has also enabled the Public Health team to develop good links with the Department of Health's lead for Obesity. Areas across the country that are interested to learn about what we are doing are Lancashire, Cumbria, Leeds, Tameside, Cheshire West, Camden and Lambeth.

Transforming Services

Schools, Standards and Effectiveness

The Local Authority continues to develop the School Led System, the Blackpool School Improvement Board (BSIB).

The BSIB includes a wide representation of all stakeholders in education across schools in Blackpool. The Board has developed five sub groups, which focus around the priorities below:

- Aspiration and Achievement
- Developing Leadership
- Teaching and Learning

- Inclusion and Welfare
- Effective Transition

All members have signed up to one, or more of the above priorities and will steer key questions and actions that can be used to address the issues. These will be revisited at each BSIB meeting to monitor progress and outcomes. This structure will fit into the regional reporting mechanism of BBCL (Blackburn, Blackpool, Cumbria and Lancashire).

Priorities, bids and initiatives identified within this remit will be fed into the strategic mapping of the Opportunity Area Fund.

Opportunities Fund

Blackpool has been identified as one of 12 areas to benefit from the Opportunity Areas Fund to address the social mobility of children and young people. The basic aim of the approach is to break the link between a child or young person's family background and where they get to in life. £6 million has been identified to be used over three years in agreement between a Blackpool Partnership and the Department for Education. The Partnership is chaired by Graham Cowley, the Deputy Chairman of the Lancashire Enterprise Partnership, with full support from the Council alongside other partners. A successful partnership workshop was held on Friday 3 March, the findings from which will inform the delivery plan currently under development.

Working with Partners

14-19

The seventh 'Our Future, Our Choice' event took place at Blackpool Pleasure Beach at the end of January this year. All of Blackpool's secondary schools, Further Education colleges, training providers and employers, support this collaborative event, steered and managed by the Blackpool Guidance Community Network and Blackpool Council. It is widely recognised as a template for good practice in relation to national aims and priorities. The two-day event attracts around 1,500 young people and in excess of 120 school staff from local secondary schools, including special schools and Pupil Referral Units.

Summer Ventures, Blackpool Council's Connexions service summer programme for Not in Education, Employment and Training (NEET) and school leavers at risk of becoming NEET, is recruiting for its fourth year of delivery. This programme is delivered in partnership with Blackpool and the Fylde College.

Connexions and Virtual Schools continue to work together to provide all our 16-24 year old children in care who are in education with specialised careers guidance, financial advice and early intervention for those at risk of disengaging. This project has also allowed us to know what the current destinations of our Children in Care including the qualifications they are

undertaking and progress against them. Currently 21 of 'Our Children' are undertaking Higher Education.

Youth Employment

Blackpool Council's Connexions service has continued delivery of its pre-traineeship programme, Advance, for long term NEET 19 to 24 year olds with the support of the Adult, Community and Family learning team. The 2016/ 2017 academic year has started well with 18 young people completing the first two programmes.

Connexions are currently delivering a pre-apprenticeship programme in conjunction with HeadStart to support Blackpool NEET Young People aged 16 to 21 years old. The course equips the attendees with important information, support and advice to prepare them for a job interview and employment. Completion of this five-week course would guarantee the attendees an interview for a HeadStart Apprenticeship position.

Adult Learning

The Family Learning team is working with Better Start to deliver the Empowering Parents, Empowering Communities (EPEC) project. EPEC is a programme to train and support parent facilitators to deliver parenting courses to other families in their communities. The initial project will be delivered over two years and will enable parenting courses to be delivered by local parents for local parents to develop parenting skills, strengthen family relationships and support facilitators to develop employability skills

A total of 30 learners have passed English and Maths qualifications this term. Awards range from Entry Level to Level 2 (GCSE equivalent). A further 66 learners are currently enrolled on courses to improve their English and Maths skills. To date 356 families have taken part in Family Learning courses to develop their own skills and support their children's learning.

The Adult Learning team working on the Mental Health Project has received over 250 enquiries with enrolments on courses of 198. Sixty courses have been delivered during the first two terms with a further 17 scheduled for the last term, these include a variety of different topics aimed at getting people out in the community building and designing a community garden, bush crafts and gardening.

Work continues with partners and parent groups to prepare for a possible inspection of Special Educational Needs (SEN) and Disability. Ofsted/Care Quality Commission (CQC) will carry out an inspection of all services for 0 to 25 year olds with SEN and/or a disability and their families in the Blackpool area. The self-evaluation framework is being revised to reflect up to date areas of strength and weakness and actions required. This is being led by Phil Thompson, the new interim SEND lead.

Family Hub – All Age Integration

In Blackpool, we are extending our Children's Centres to create a new local infrastructure of Family Hubs by working with partners to use resources more efficiently. We are building on the

Local Authority Children's Centre offer to support children and young people as they grow up as well as their parents and we would like to take this opportunity to extend the Family Hub to the whole community, families, young people, vulnerable adults and elders.

Our aim is to build community resilience, improved social mobility and increased family stability by creating and maintaining partnerships, which improve the physical and emotional health of the community. We intend to pilot this approach with one of our Local Authority Children's Centres, which service two highly deprived wards, are co-located with a GP surgery and has a sports barn and a hostel on its doorstep. The Centre already offers Antenatal and Family Health Support, Targeted Family Support, Parenting Support, a Community Cafe and Early Years activities.

We are working closely with Blackpool Clinical Commissioning Group to dovetail the Family Hub with the rollout of Integrated Neighbourhood teams which combines GP's, practice staff, community and specialist health staff working together to enable individuals to receive a high level of clinical support whilst remaining in a community setting. To complete the offer of a Public Service Integrated Team at the Family Hub a Police Place Based Model to be at the heart of the pilot.

Prevent related Safeguarding Concerns

Key partners involved in multi-agency safeguarding of both children and adults across Blackpool have come together to form Blackpool Prevent Partnership Board (PPB). This Board is engaged in delivering the statutory duties relevant to the Governments Prevent initiative and associated legislation. A key part of this work is to establish common referral pathways for Prevent related safeguarding concerns where a person may be at risk of being drawn in to terrorism related activities and criminality. This includes the pathway involved when a person may be further referred on for consideration specific support from the area Channel Panel. Blackpool Council is joined with Lancashire County Council and Blackburn with Darwen Council in operating a combined Pan Lancashire Channel Panel that meets monthly. The PPB has produced a basic guide on how to raise a Prevent related safeguarding concern and this together with the simple referral form is currently being disseminated to all sectors and relevant services.

Community Orientated Primary Care

As part of a wider programme of work with the NHS Vanguard New Models of Care, Blackpool Council's Public Health team has been advising on methods and approaches to improve and expand resident engagement. In order that the NHS moves away from a largely medical model (which focuses on diagnosis and treatment) to a model which recognises the social and wider determinants of health and wellbeing, and responds accordingly.

Community Orientated Primary Care is embedded within the enhanced primary care work and takes a co-production approach to identifying priorities and solutions for a neighbourhood. In order to achieve such systemic change it is essential to engage with both residents and stakeholder groups to examine what the reality is now (both positive and negative) and to chart a course forward together.

The first part of the process is currently underway by way of a citizen's inquiry in the Central West Neighbourhood of Blackpool with over 20 residents involved. Initial outputs and learning from the process will be presented at a resident led launch event expected to take place in April 2017.

COUNCIL APPOINTED COMBINED FIRE AUTHORITY REPRESENTATIVE - REPORT TO THE COUNCIL – COUNCILLORS JACKSON, MATTHEWS AND T WILLIAMS

This report updates the Council on the work of the Combined Fire Authority. The Fire Authority is made up of 25 Councillors (19 representatives from Lancashire County Council three from Blackburn and Darwen Council and three from Blackpool Council).

Since the last report to Council, the Combined Fire Authority has met on two occasions 19 September 2016, 19 December 2016 and 20 February 2017. The Combined Fire Authority has produced a summary of those meetings and the appointed representatives will update the Council on any issues.

**REPORT OF THE LANCASHIRE COMBINED FIRE AUTHORITY (CFA)
19 SEPTEMBER 2016**

1. FLOODING DEBRIEF OUTCOMES AND INVESTMENT

The Deputy Chief Fire Officer advised that the Service had actively taken the opportunity to learn from significant events through multi-agency debriefing sessions with partners and hot debriefing sessions on fire stations. He introduced Area Manager Mark Hutton who presented Members with an overview of the learning from Storms Desmond and Eva, which occurred in December 2015 and advised how the Authority's investment would support future improvements.

AM Hutton reminded Members of the impact on Lancashire of the storms which had had the greatest impact in the North of the county. He gave an overview of the Service contribution to the response phase, the debrief processes and lessons learned, including how these had influenced the next Integrated Risk Management Plan, future training, equipment and the provision of flexible swift water rescue capability. It was noted that AM Hutton would be attending a national, multi-agency event the following week to share accumulated learning from the past 12-months where he would be giving an insight into the types and speed of events.

On behalf of the Authority, the Chairman gave thanks to all staff for their flexibility and commitment during that difficult time.

2. FOUR-YEAR SETTLEMENTS

As part of the Local Government Finance Settlement, the Secretary of State had announced an offer of four-year funding settlements for local authorities in return for publishing an efficiency plan.

The draft four year settlement included in the Local Government Finance Settlement identified a reduction of £1.8m for the current year, with a further reduction of £3.7m over the next three years. As part of the Settlement the Secretary of State announced an offer of

four year funding settlements for Local Authorities, in order to help Authorities plan ahead, subject to the Authority wishing to pursue this and the submission of a suitable efficiency plan. Subsequent to this the Secretary of state had re-affirmed that the offer of four year settlements was unaffected by the budget cuts announced earlier in the year. However, it was possible that other changes might arise in the future, which could impact upon it. Furthermore, whilst it was not clear what the impact would be of not accepting this offer the Secretary of State had re-iterated that he 'could not guarantee future levels of funding' for councils which declined to submit an efficiency plan, thereby rejecting the four-year settlement. Based on this it was hard to see any scenario whereby those Authorities who did not accept the offer subsequently recovered an enhanced settlement.

The Authority approved the recommendation to accept this offer and approved the efficiency plan as presented, thereby giving greater certainty to future funding levels and enhancing financial and service planning.

3. CORPORATE SAFETY, HEALTH AND ENVIRONMENT POLICY

Under Section 2(3) of the Health and Safety at Work Act 1974, employers must prepare, and where necessary revise, a written statement of health and safety policy. The existing safety, health and environment policy document, which was last considered by the Authority in September 2013, had been recently reviewed, amended as required, and was now presented to Members for consideration.

As the health and safety and environment functions were managed in a similar way it was considered appropriate for the Authority to declare its intent for both health and safety and the environment in the same document. Members considered the aims and objectives, which were:

- Understand and ensure compliance with safety, health and environmental regulatory and other requirements that apply to our activities;
- Be fully committed to the prevention of injury and ill health to staff and visitors;
- Provide and maintain high facility, workplace and housekeeping standards;
- Continually develop and maintain systems and procedures to ensure that all equipment, plant and premises are safe and do not have an adverse effect on health and wellbeing;
- Consult and communicate with staff and representative bodies promoting Safety, Health, Wellbeing and Environmental expectations and standards;
- Identify hazards, aspects and reduce risks to as low as is reasonably practical whilst being risk aware rather than risk adverse;
- Raise awareness, train staff in safety, health, wellbeing and environmental matters and encourage our staff to play an active role in reducing impacts and risks and contributing to policy and procedural implementation;
- Support staff fitness and wellbeing;
- To plan and set objectives, targets and programmes and monitor and review our systems using proactive and reactive methods to continually improve our safety, health, wellbeing and environmental performance reporting progress each year;
- To implement and adhere to a framework of policies, procedures and processes that comply with the requirements of British and International Standards such as ISO 14001:2004 and OHSAS 18001: 2007;

- Have appropriate plans/arrangements to deal with emergency situations;
- Recycle and reduce waste wherever possible and make efficient and environmentally responsible use of energy, water and other natural resources; and
- Periodically review our systems especially following safety or environmental events.

The Authority approved the policy, which formed an integral part of the Integrated Risk Management Planning and Corporate Planning processes and Business Continuity Arrangements.

REPORT OF THE LANCASHIRE COMBINED FIRE AUTHORITY (CFA) 19 DECEMBER 2016

1. ANNUAL STATEMENT OF ASSURANCE – 2015/16

The Fire and Rescue National Framework for England (2012) provides overall strategic direction to English Fire and Rescue Authorities (FRAs). It sets out the Government's priorities and objectives and places a requirement on all FRA's to provide assurance to their communities and to the Government on financial, governance and operational matters.

The Statement of Assurance was considered and approved by Members. It provides the necessary accountability and transparency to the people of Lancashire and evidences that Lancashire Fire and Rescue Service continues to deliver the expectations detailed within both the National Framework and the Service's Integrated Risk Management Plan (IRMP).

The Statement sits alongside the Service's IRMP, Statement of Accounts, Annual Governance Statement and recently redesigned Annual Service Plan and Annual Progress Report. It details what measures are in place to assure that the Combined Fire Authority's performance remains efficient, economic and effective.

2. CAPITAL BUDGET 2017/ 2018 – 2021/ 2022 AND REVENUE BUDGET 2017/ 2018 – 2021/ 2022

The Authority noted the draft Capital Programme for 2017/2018 - 2021/ 2022 and Revenue Budget for 2017/ 2018 - 2021/ 2022.

The Authority authorised consultation with representatives of non-domestic ratepayers and Trade Unions on the budget proposals and agreed to consider both at the Budget Fixing Meeting scheduled for 20 February 2017.

3. ADRIAN THOMAS' INDEPENDENT REVIEW OF CONDITIONS OF SERVICE FOR FIRE AND RESCUE STAFF IN ENGLAND

Members considered the Adrian Thomas Review on Conditions of Service, which had been published by the Home Office on 3 November 2016. The report contained 45 key findings that needed to be reflected on by the various elements of the Fire Sector (Government, Local Government Association, Chief Fire Officers Association, Unions as well as individual authorities and services). The Review was confined to Fire and Rescue Authorities in England (46), but had a wider impact. The findings were grouped into five areas:

- i) The working environment;

- ii) Documented Conditions of Service;
- iii) Industrial Relations;
- iv) Retained Duty System; and
- v) Management of the Fire and Rescue Service.

The publication of the report in November 2016 was two years after the Report was commissioned and a number of comments made had now become historical in context, or overtaken. Similarly, Lancashire Fire and Rescue Service (LFRS) could demonstrate its position in a favourable light in respect of many of the findings, as was done in respect of the Sir Ken Knight Review. In effect, many of the issues directly in LFRS' control were being progressed within existing activity. A detailed assessment of the Service's position against the findings of the Report would be presented to the CFA meeting to be held on 20 February 2017.

4. RETAINED DUTY SYSTEM PAY REVIEW

Members considered a report that highlighted the outcome of the RDS Pay Review, which had included a comprehensive consultation exercise with staff and representative bodies. The report recommended moving away from the current salary scheme to a hybrid model based on a set reward for commitment and paying separately for actual activity. The proposed changes would result in an additional cost of approximately £300,000, which was included in the draft budget. Approximately 80% of personnel would be better off under the proposal and the 20% worse off would receive three years' pay protection.

The Authority approved the revised scheme for implementation on 1 April 2017, subject to a favourable vote from the Fire Brigade Union membership. If the vote was not in favour of the proposal the current standard re-banding exercise would take place for implementation on 1 April 2017.

5. EARLY DAY MOTION – SCRAPPING OF SCHOOL SPRINKLERS

The Deputy Chief Fire Officer advised that notification had been received of an Early Day Motion currently seeking support in the House of Commons with regards to Building Bulletin 100: design for fire safety in schools and the removal of the expectation that automatic fire suppression systems (sprinklers) would be fitted to all but the lowest risk new schools. It was considered that such a move could compromise the safety of children, staff, local communities and firefighters. The Chairman of the Lancashire Combined Fire Authority and the Chief Fire Officer had therefore written to local MPs on behalf of the Authority.

The Authority noted the Chairman and Chief Fire Officer's letter and agreed to add support where appropriate.

**REPORT OF THE LANCASHIRE COMBINED FIRE AUTHORITY (CFA)
20 FEBRUARY 2017**

1. INTEGRATED RISK MANAGEMENT PLAN 2017 - 2022

Integrated risk management planning provided Lancashire Fire and Rescue Service (LFRS) with the opportunity to detail what the Service aimed to do to identify and consider the full range of fire and rescue related risks across Lancashire. This ensured that both our communities and other interested parties were provided with details of how we intend to fulfil our responsibilities in a clear, cohesive manner. The Integrated Risk Management Plan (IRMP) 2017/ 2022 had been developed to be an overarching, enabling document. It provided hyperlinks to all of LFRS's strategic documents thereby remaining up-to-date over the lifespan of the plan. The plan did not however detail the Emergency Cover review, this would be undertaken and consulted upon separately during 2017/ 2018.

The Community Safety Strategy had been encapsulated within the IRMP highlighting the importance of the inter-locking components of Start Safe, Live Safe, Age Safe and Road Safe that remained at the core of our approach to reducing risk and improving public safety. Significant progress had been made with Climate Change and Environment responsibilities, which were now thoroughly embedded and entrenched within Service planning, policies and procedures. Therefore the Climate Change and Environment Strategy had also been encompassed within this new IRMP, thus negating any further need for a separate Climate Change and Environment Strategy document.

The approved IRMP 2017/ 2022 would be published in early April 2017 and available to access/ download from the LFRS website.

2. NEXT STEPS FOR FIRE REFORM – MINISTERIAL SPEECH – 7 FEBRUARY 2017

On 7 February 2017, the Rt Hon Brandon Lewis, Minister of State for Policing and the Fire Service, gave a speech on the "Next Steps for Fire Reform". A full transcript of the speech was provided for Members. The tone recognised that some progress had been made in improving the Fire and Rescue Service (FRS), but it had to go "further and faster". The speech was linked to those from previous years to emphasise reoccurring themes that had still to be addressed which were Outdated Working Policies, Lack of Diversity, No Independent Scrutiny and Improving Procurement Procedures.

The lack of independent scrutiny would be remedied by the introduction of a new Inspectorate for the Fire Service looking at efficiency and effectiveness, with particular reference to response and prevention, value for money, understanding demand and future risks, together with its leadership, training, diversity, values and culture. These areas would be complemented by thematic inspection, the first area being diversity, flexible employment and collaboration. Inspections would commence this year and be complemented by a transformed peer review process. Greater transparency and accountability would also be facilitated by the introduction of a new website providing incident and performance data.

Regarding the Police and Crime Act, the Minister confirmed the new term of Police, Fire and Crime Commissioners. He did not propose a blanket takeover of FRS by these commissioners, but did emphasise that a local business case could be made and that FRA were obliged to co-

operate in preparing this. The objection of a FRA to any proposed change would not be enough on its own to prevent a change occurring.

He indicated his intention to work productively with the newly constituted National Fire Chiefs Council, which he viewed as the operational voice of the FRS. Also mentioned was the Chief Fire Officers Association's work on peer review, procurement and standards. There was also an increased emphasis on collaboration and he highlighted best practice with some examples provided.

The Minister announced his intention to set up an Independent Standards Body. This would provide guidance and standards on leadership, workforce development, equality and diversity and codify effective practice. Reference was made to culture and the Adrian Thomas Review. The speech also reminded the audience of the disparity in the cost of some goods procured by FRS exposed in a recent Home Office Survey.

The next expected steps for the government were to enshrine its stated direction of travel with a refreshed National Framework, to be published later this year. This would clarify national expectations and responsibilities. Under the Fire and Rescue Services Act 2004, FRA's "must have regard to the Framework in carrying out their functions". If an Authority fails to act in accordance with the Framework, the Secretary then has powers of intervention.

3. ADRIAN THOMAS' INDEPENDENT REVIEW OF CONDITIONS OF SERVICE FOR FRS STAFF IN ENGLAND – FEBRUARY 2015

A report regarding the publication of the Adrian Thomas Review on Conditions of Service was presented at the last CFA meeting in December 2016, where it was agreed that a detailed assessment of the Service's position against the findings of the report would be presented to this Authority meeting. The publication of the report in November 2016 was over two years after the Report was commissioned and a number of comments made had now become historical in context or overtaken by events. Similarly, LFRS could demonstrate its position in a favourable light in respect of many of the findings. In effect, many of the issues directly in LFRS' control were being progressed within existing activity.

The findings were grouped into five areas: i) the Working Environment; ii) Documented Conditions of Service; iii) Industrial Relations; iv) Retained Duty System and v) Management of the Fire and Rescue Service.

The themes emerging for consideration in the sector were:

- How can some authorities make progress whilst others do not;
- Greater cross fertilisation of issues should be developed (institutional learning);
- The Conditions of Service and negotiation arrangements should be "modernised" including Role Maps and Duty Systems and content;
- Issues in respect of employee engagement including culture and trust, including equality and diversity and bullying and harassment issues;
- National Leadership development/ standards;
- Remove the Right to Strike;
- Greater use of Retained Duty System, e.g. more RDS appliances; and
- Future Recruitment.

The key strap line was “where change is common sense, it should become common practice”.

4. REVENUE BUDGET 2017/18 - 2021/22

The Authority considered a report of the Treasurer that presented a gross revenue budget requirement for 2017/ 2018 of £54.3m. This represented a reduction of 2.3% and allowed for the identification of £1.5m of efficiency savings. The Government had confirmed that the multi-year settlement offers had been agreed with all single purpose fire and rescue authorities. Hence, barring exceptional circumstances and subject to the normal statutory consultation process for the local government finance settlement, the Government expected these amounts to be presented to Parliament each year. The Authority noted that the final Local Government Finance Settlement had not yet been received as it would not be debated in Parliament until 20 February at the earliest, hence it had been assumed that the final settlement would be consistent with the draft figures reported in December, i.e. £25.3m.

The Authority considered three council tax options for 2017/ 2018, which met the requirements to deliver a balanced budget and maintain an adequate level of reserves and unanimously determined a council tax freeze, which maintained council tax at £65.50 for a Band D property. To meet the reduced budget requirement of £409,000 associated with this the Authority also unanimously approved the drawdown of £313,000 from the LGPS pension surplus with the remaining £96,000 being met from an additional savings target.

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CHAIRMAN OF THE AUDIT COMMITTEE'S REPORT TO COUNCIL - COUNCILLOR PAUL GALLEY

Overview

I am pleased to provide this report to the Council on the work of the Audit Committee, over the last Municipal Year.

The purpose of the Committee is to provide those charged with governance, independent assurance on the adequacy of the risk management framework, the internal control environment and the integrity of financial reporting and annual governance process.

We have an important role in the Council's overall governance framework through providing support and challenge. I feel the importance of having an effective Audit Committee is especially crucial in light of the current financial climate currently faced by local government.

Since the formation of the new Audit Committee in May 2015, work has continued to increase the level of challenge provided by the Committee. This report summarises the work that has been undertaken by the Committee over the course of the 2016/ 2017 Municipal Year. It also demonstrates how the Committee has been committed to its own development through training as it aims to become more effective, as well as highlighting some key aspects of the Committee's future development.

Work Undertaken

Risk Services

The Committee has continued to put a considerable amount of work into overseeing the Council's control and assurance framework. Members have reviewed the Risk Services Quarterly Reports and following concerns over the inadequate assurance being provided for two specific Internal Audit reviews, it has requested Chief Officer attendance to provide assurance that adequate progress was being made to address the control weaknesses. The two specific areas of concern were in relation to the Lightpool Project and the Selective Licensing scheme.

Arising from the Committee's consideration of whistleblowing information when being presented with the Risk Services Quarterly Report, Members thought that it would be useful for Members to have access to training on the Whistleblowing Policy. It was therefore agreed to recommend that the Members Training Panel consider offering a training course for Members on the Whistleblowing policy. The recommendation was subsequently approved by the Members Training Panel and a training course is currently being developed.

The Committee also considered a detailed report into safeguarding against cyber risks, with the Head of ICT Services attending to respond to Members' questions on the steps being taken to help minimise the risk of cyber attack.

Strategic Risk Register

The Committee approved the revised Strategic Risk Register in June 2016 and requested that risk owners continue to attend Committee meetings to discuss progress against addressing each risk on a periodic basis.

So far this year, we have discussed the below strategic risks with the appropriate risk owners:

- Sustainability of the Council.
- Ineffective Governance.
- Inability to Respond to a Major Incident.
- Lack of Resilience.
- Service Failure.
- Failure to Keep People Safe.
- Reputational Damage.
- Unsustainable Local Economy/ Increased Deprivation.

Following the Committee's consideration of 'Failure to Keep People Safe', Members agreed to request a report focused on the items on the Adult Services and Children's Services departmental risk registers that were scored as high net risk. The Committee discussed the background and context of the risks identified on the departmental registers, as well as providing challenge over the measures being taken to mitigate the risks.

External Audit

The External Auditors, KPMG, continue to attend the Committee on a regular basis and the Committee has considered and approved a number of key documents relating to External Audit, including:

- An overview report on KPMG's progress in delivering its responsibilities as the external auditors, including the main technical issues that are currently having an impact in local government.
- The External Auditor's Report to those charged with Governance (ISA 260).
- The Annual Audit Letter 2015/2016, which summarised the key issues arising from the 2015/ 2016 audit of the Council.
- The Annual Audit Fee 2016/ 2017
- The External Audit Plan 2016/ 2017
- The Certification of Grants and Returns 2015/ 2016

Annual Governance Statement

In June 2016, the Committee considered and approved the Annual Governance Statement for 2015/ 2016, which summarised the key elements of the structures and processes that comprised the governance arrangements of the authority. The Committee was provided with details of the Elected Member and Officer workshops that had been held as part of the Annual Governance Statement Review and had been based around the principles of good governance and to make an assessment as to what controls already formed part of the Council's governance framework and what areas needed further development.

Members considered that the relevant criteria for the Annual Governance Statement had been met, but also agreed an action plan to further develop and enhance the areas of governance that they felt could benefit from further work. As a result, a mid-year review of progress against the actions outlined in the Annual Governance Statement was undertaken.

In January 2017, an update in terms of the progress that had been made in implementing the actions identified was presented to the Committee. Members considered that the mid-term review had proved to be a very useful process in keeping check of the progress of developments and actions.

As part of the mid-year review, Members considered and supported the proposal for an independent member to be appointed to the Audit Committee in order to further strengthen the challenge to governance arrangements by the Committee. It is hoped that the Council considers including an appropriately qualified independent person when it reconstitutes its committees at its Annual Council meeting.

Other work undertaken

Since the start of the Municipal Year, the Committee has approved the Council's Regulation of Investigatory Powers Act (2000) (RIPA) Policy and Procedure, the Council's response to the recommendations contained within the CIPFA Fraud Tracker 2016 report, the Internal Audit Plan for 2017/ 2018, the Anti-Fraud and Corruption Statement and the Internal Audit Charter. The Committee has also considered the findings of the Local Government Counter Fraud and Corruption Strategy 2016/ 2019, the Public Sector Internal Audit Standards External Assessment and the National Fraud Initiative Report 2016.

In addition, the Committee considered details of the Chief Internal Auditor's Annual Opinion on the Council's control environment and details of the Quality Improvement Programme, which the audit team worked towards in line with the Public Sector Internal Audit Standards.

Training and Development

Committee Members have been committed to their own development and held a workshop in April 2016, in which a number of topics for training were identified. The training sessions identified covered areas based upon the CIPFA Guidance for Audit Committees and in which Members felt there was a requirement for improved skills and knowledge. As requested by the Committee, the below listed training sessions have been held over the past year:

- The Role of Audit Committee.
- Statement of Accounts.
- Reviewing the Annual Governance Statement.
- Interpreting the Risk Services Quarterly Report.
- Audit Committee Best Practice.
- Challenging the Strategic Risk Register.

Further to holding the workshop to consider its training needs, Members of the Audit Committee were invited to complete a self-evaluation checklist, based on the CIPFA Guidance for Audit Committees, to help measure the effectiveness of the Committee. As part of this evaluation exercise, officers who engaged with the Audit Committee were also asked to undertake an evaluation of the Committee based on their experiences and provide any comments or suggestions as to potential improvements going forward. The self-evaluation exercise helped to highlight some areas that required further improvements, which will be built into future plans for the Committee's training and development.

Future Work Programme

The Committee will continue to receive and review the Risk Services Quarterly Report and when appropriate, invite Chief Officers to attend to provide explanations where inadequate assurance has been provided or where key controls have not been implemented.

The Strategic Risk Register will also be subject to continuous review and Chief Officers will be required to update the Committee with regards to the controls that are being implemented in order to manage the Council's risks. For instance, the Committee is due to consider the Strategic Risk Register item 'Ineffective Governance' at its next meeting.

Members, I am pleased to present this report to Council and will be happy to answer any questions.

Report to:	COUNCIL
Relevant Officer:	Mark Towers, Director of Governance and Partnerships
Relevant Cabinet Member:	Councillor Graham Cain, Cabinet Secretary
Date of Meeting:	29 March 2017

APPOINTMENT OF STATUTORY DIRECTOR OF CHILDREN'S SERVICES

1.0 Purpose of the report:

- 1.1 To consider changes to the Council's Constitution resulting from the cessation of the interim arrangements for the statutory Director of Children's Services position and the commencement of employment of the newly appointed Director of Children's Services.

2.0 Recommendation(s):

- 2.1 To confirm the appointment of Ms Diane Booth as the Council's new statutory Director of Children's Services in accordance with Section 18 of the Children's Act 2004 with effect from 24 April 2017.
- 2.2 To note that Ms Gani Martins will cease to be Council's interim statutory Director of Children's Services in accordance with Section 18 of the Children's Act 2004 with effect from 24 April 2017.
- 2.3 To delegate authority to the Chief Executive to make any further necessary arrangements to appoint or amend the appointment of an interim statutory Director of Children's Services in accordance with Section 18 of the Children's Act 2004 in the event of any unforeseen events occurring between this meeting and the 24 April 2017.
- 2.4 To request that the Director of Governance and Partnerships make all necessary amendments to the Council's Constitution.

3.0 Reasons for recommendation(s):

- 3.1 The Council has to consider changes to the Constitution in relation to the designated appointment for the statutory Director of Children's Services.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council's approved budget? Yes

3.3 Other alternative options to be considered:

None

4.0 Council Priority:

4.1 The proposals help the Council achieve both its priorities. 'The economy: Maximising growth and opportunity across Blackpool' and 'creating stronger communities and increasing resilience'.

5.0 Background Information

5.1 As members will be aware Mrs Delyth Curtis, the Council's statutory Director of Children's Services has obtained a Deputy Chief Executive position at Cheshire West and Chester Council and left the Council at the end of January 2017. A permanent replacement as Director of Children's Services, Ms Diane Booth was appointed by the Chief Officers Employment Committee on Wednesday 25 January 2017. Since she received confirmation of her successful appointment Ms Booth has been serving her contractual notice with her current employers, Lancashire County Council. Ms Booth has now indicated that she wishes her start date for her new employment to be the 24 April 2017. Therefore, the Council is accordingly recommended to confirm Ms Booth as the statutory Director of Children's Services from the intended commencement date of her employment.

5.2 In line with the statutory guidance for the roles and responsibilities of the Director of Children's Services, published by the Department of Education, which indicates that the Chief Executive can make an interim designation in such circumstances, where the Council is actively taking steps to fill a vacant post. This provision has been confirmed by the Council meeting on the 25 January 2017. The Chief Executive then made a published chief officer decision on the 1 February 2017, which confirmed the appointment of Ms Amanda Hatton and then subsequently Ms Gani Martins designated as interim statutory Directors of Children's Services in accordance with Section 18 of the Children's Act 2004.

5.3 At the point of the making of the decision the Chief Executive agreed to appoint Ms Martins to the statutory role until further notice with the intention that Ms Martins would cease her statutory role on the date that Ms Booth commenced her employment. It is therefore recommended that the Council meeting note Ms Martins' cessation of appointment of statutory Director of Children's Services on the commencement of Ms Booth's appointment. Due to the need to ensure contingency

arrangements can be accommodated, Council is also requested to delegate authority to the Chief Executive in case of any foreseen events to appoint or vary the appointment of an interim Director of Children's Services.

5.4 Does the information submitted include any exempt information? No

5.5 List of Appendices:

None.

6.0 Legal considerations:

6.1 The Children's Act 2004, states that the Council must have a Statutory Director of Children's Services designated.

7.0 Human Resources considerations:

7.1 None.

8.0 Equalities considerations:

8.1 Equality considerations would be considered as part of the appointment and designation process.

9.0 Financial considerations:

9.1 There are no other financial considerations relating to the proposals in this report.

10.0 Risk management considerations:

10.1 The appointment of Statutory Director of Children's Services means that there is an officer with the relevant knowledge, experience and skills to be accountable for the Council's duties in relation to the Children's Act 2004.

11.0 Ethical considerations:

11.1 None.

12.0 Internal/ External Consultation undertaken:

12.1 None.

13.0 Background papers:

13.1 None.

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Report to:	COUNCIL
Relevant Officer:	Linda Dutton, Head of Human Resources and Workforce Development
Relevant Cabinet Member:	Councillor Blackburn, Leader of the Council
Date of Meeting:	29 March 2017

PAY POLICY STATEMENT 2017/ 2018

1.0 Purpose of the report:

- 1.1 To consider the Council's Proposed Pay Policy Statement.

2.0 Recommendation(s):

- 2.1 To approve the Proposed Pay Policy Statement, as attached at Appendix ?

3.0 Reasons for recommendation(s):

- 3.1 The Council has a duty to agree a pay policy statement before 31 March each year.

- 3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

- 3.2b Is the recommendation in accordance with the Council's approved budget? Yes

- 3.3 Other alternative options to be considered:

The Council has a duty to agree a pay policy statement and the proposed one is consistent with the guidance from the Department of Communities and Local Government.

4.0 Council Priority:

- 4.1 The relevant Council priorities are "The economy: Maximising growth and opportunity across Blackpool and "Communities: Creating stronger communities and increasing resilience".

5.0 Background Information

- 5.1 The Council is required to produce a pay policy statement, which must be in place for the year 2017/ 2018 and have received full Council approval before the start of that financial year.
- 5.2 The statement must set out the Council's policy on:
- i. Chief Officer Remuneration (at recruitment, salary, bonus, performance related pay, charges, fees, allowances, benefits in kind, enhancement to pension at termination).
 - ii. Remuneration of its lowest paid employees (elements as above), the definition used for this group and the reason for adopting that definition.
 - iii. The relationship between chief officer remuneration and that of other staff. This however is a minimum requirement and Councils can do more if they so wish.
- 5.3 The guidance from the Department for Communities and Local Government has added that they expect the policy statement to cover:
- i. The opportunity for full Council to vote on senior remuneration packages with a value over £100,000 prior to an offer of appointment being made.
 - ii. Policies should explain the planned relationship between Chief Officer remuneration and that of other staff and the ratio between the highest paid and median salary that the authority aims to achieve and maintain.
 - iii. The value of the system of earn back pay with an element of their basic pay at risk each year to be earned back through meeting pre-agreed objectives.
 - iv. Any decision that the Authority takes in relation to the award of severance to an individual Chief Officer.
 - v. An explicit statement on whether or not they permit an individual to be in receipt of a pension in addition to receiving a salary.
 - vi. Policies to deal with those who may have returned to the authority under a contract of service of any type having already received a severance or redundancy payment.

- 5.4 In addition to this guidance, it should be noted that the recommended practice for Local Authorities on data transparency states that the Council should disclose publicly:
- i. Employees salaries (that earn £50,000 and above). This includes disclosing their names, details of their remuneration, a list of responsibilities, for example, the services and functions they are responsible for, budget held and number of staff.
 - ii. An organisation chart.
 - iii. The pay multiple, which is the ratio between the highest paid salary and the median average salary of the whole authority's workforce.
- 5.5 The proposed policy also includes a reference to the re-employment/re-engagement of former employees. The inserted paragraph clarifies current practice and it was thought appropriate should form part of the statement.
- 5.6 The draft Pay Policy Statement for 2017/ 2018 had not been finalised when the subject was considered by the Chief Officers Employment Committee at its meeting on 25 January 2017. This was due to proposed changes by the Government to the terms and conditions of public sector workers (e.g. public sector exit payments) and these had not been clarified at the time and could have been part of the draft pay policy statement. As it was unlikely that the Committee would meet again prior to the March Council meeting, it was agreed that the Pay Policy Statement be submitted direct to the Council meeting in March for consideration.
- 5.7 As referred to above, the Government has proposed to establish a £95,000 cap on the total value of exit payments made to an individual in relation to their exit from public sector employment and intends to introduce clauses in the Enterprise Bill to give effect to such a cap. This was intended to be introduced by October 2016, however as at the date of this Pay Policy Statement the Council is awaiting final confirmation as to how this will be applied/ implemented and has therefore not been included in this proposed version.
- 5.8 The Government has published the Equality Act 2010 Specific Duties and Public Authorities) Regulations 2017 (the Regulations) which will implement the mandatory gender pay gap reporting requirement for public sector employers with 250 or more employees. The duty to report will commence from April 2018.

The Proposed Pay Policy Statement is attached at Appendix (a).

Does the information submitted include any exempt information? No

List of Appendices:

Appendix 6(a) – Proposed Pay Policy Statement.

6.0 Legal considerations:

6.1 All legal duties concerned with this matter have been included in the Statement.

7.0 Human Resources considerations:

7.1 The Council's Pay Policy statement would cover Chief Officer Remuneration in various forms and also its relationship with that of other staff.

8.0 Equalities considerations:

8.1 The Council has gone through a pay review process and as part of that review, it has introduced two robust job evaluation schemes, which are designed to ensure fairness and equity in terms of pay. These schemes and the desire to ensure fairness and transparency around pay form the basis of the Council's Pay Policy Statement. The Council complies with the recommended practice for Local Authorities on data transparency already.

9.0 Financial considerations:

9.1 No changes to the Council's financial arrangements have been made as a result of the introduction of this statement.

10.0 Risk management considerations:

10.1 The most significant risks around pay relate to the increased costs of employment and balancing the need to pay an appropriate salary that will mean that the roles the Council needs to fill to discharge its duties as a Local Authority can be filled by skilled, appropriately qualified staff. To mitigate against the first risk the Council ensures that its budgets are managed effectively and to deal with the second risk, there is a policy to deal with market supplements if they can be objectively justified.

11.0 Ethical considerations:

11.1 The Council's values of accountability are important in this report in that the Council is stating its pay rationale.

12.0 Internal/ External Consultation undertaken:

12.1 Consultation has previously taken place with Trade Union Representatives on the policies referred to in the pay policy statement. Any new areas, which could be added to the statement will be discussed with the Trade Union representatives as well.

13.0 Background papers:

13.1 None

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Blackpool Council - Pay Policy Statement

Summary Statement

Blackpool Council is committed to paying all its employees appropriately and fairly using recognised job evaluation schemes that have been tested to ensure that they are free of gender and any other bias. The pay scales for employees at all levels are in the public domain and the Council complies with requirements to publish data on senior salaries and its entire pay scale in the interests of transparency.

In determining the pay and remuneration of all its employees, the Council will comply with all relevant employment legislation. This includes legislation such as the Equality Act 2010; Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000; and where relevant, the Transfer of Undertakings (Protection of Earnings) Regulations.

As far as possible, all Council policies that relate to employment benefits are universally applied unless there is a specific contractual or business reason why they should be limited to a certain group of employees.

Basic Pay

All employees including Chief Officers basic pay is based on job evaluation processes that use the NJC scheme for posts graded at G and below and the Hay scheme for posts graded H1 and above.

Both of these schemes have been tested to ensure that they are free from gender and any other bias and the use of these schemes has been agreed with the relevant recognised trade unions.

Job evaluation panels made up of trade union and management representatives sit on a regular basis to evaluate posts, which in turn produces a score and a grade. At the cross over of the two schemes, there is a protocol for assessing whether the post should be dealt with under the Hay or the NJC scheme. Periodically, the Council uses the services of experts in the two schemes to assist with the evaluation of posts, provide training for staff and monitor the appropriateness of the senior pay line relative to the market.

The Council adopts the national pay bargaining arrangements in respect of the establishment and revision of the national pay spine, for example, through any agreed annual pay increases negotiated with joint trade unions.

Real Living Wage

As an accredited employer to the Living Wage Foundation and in order to support the lowest paid workers in the Council, the Real Living Wage supplement is applied for Council employees whose total hourly rate is currently less than £8.25. (£8.45 from 1 April 2017).

The normal job evaluation processes will continue to determine the grade of posts in the Council. This will not include employees in maintained schools, where pay is a matter for the relevant Governing Body.

Apprentices

Apprentices aged under 25 are paid at the National Minimum Wage during their apprenticeship period. Apprentices aged 25 and over are paid the National Living Wage.

Market Forces Supplements

Market forces supplements are only paid to employees including chief officers in exceptional circumstances and in accordance with the strict controls in the Council's Market Forces Policy. Any such payments are reviewed annually to ensure they remain valid.

Incremental Progression

Progression through the grade for permanent and temporary employees is only possible upon completion of satisfactory service and in line with the NJC Terms and Conditions as described in the Green Book. Chief Officers are required to demonstrate that they have achieved or exceeded their objectives in order to progress through the grade and a scheme is in place to monitor that.

New Appointments

Appointment to new posts are usually made at the bottom of the grade except in exceptional circumstances where the most suitable candidate can evidence that such an offer would not reasonably be acceptable to them and the Council is satisfied that market conditions require the appointment to take place at a higher point than the minimum.

All Chief Officer appointments are dealt with by the Chief Officer Employment Committee, using the normal recruitment procedures. Posts with a remuneration package of more than £100,000 must be ratified by full Council.

Overtime and Additional Hours Payments and Premium Payments

In the absence of any agreement to the contrary, the following applies:

Contractual overtime and additional hours are paid in accordance with the NJC Terms and Conditions as described in the Green Book.

Non contractual, voluntary overtime, additional hours payments are paid in accordance with the Council's Pay Review Booklet.

To meet specific operational requirements it may be necessary for an individual to temporarily take on additional duties to their identified role. The Council's arrangements for authorising any additional remuneration, e.g. honoraria, ex-gratia, 'acting up', relating to temporary additional duties are set out in the Council's Pay Review Booklet

Chief Officers are not paid overtime, additional hours payments or premium payments.

All other pay related allowances are the subject of either nationally or locally negotiated rates, having being determined from time to time in accordance with collective bargaining machinery or through contractual changes.

Honoraria Payments

Subject to certain conditions, employees, with the exception of the Chief Executive and Chief Officers, who are temporarily required to undertake some or all of the duties of a higher graded post are eligible to be paid an honorarium. Details of the scheme can be found in the Council's Honoraria Procedure.

Bonus Payments and Earn Back Schemes

No employees, including Chief Officers in the Council are in receipt of bonus payments or subject to earn back schemes where employees give up some salary to earn it back upon completion of agreed targets.

Relationship between the Highest and the Lowest Paid

The Council is committed to paying employees based on the recognised job evaluation schemes detailed above. It is the application of these schemes that creates the salary differentials. Pay rates for each grade are published on the Council's website.

Relationship between the Highest Paid Employee and the Median Salary

The relationship between the highest paid employee and the median salary will be calculated on an annual basis and published on the Council's website alongside the information provided regarding senior managers salaries.

As part of its overall and ongoing monitoring of alignment with external pay markets, both within and outside the sector, the Council will use available benchmark information as appropriate, for example Epaycheck. In addition, upon the annual review of this statement, the Council will monitor any changes in the relevant 'pay multiples' and benchmark against other comparable local authorities.

Charges, Fees and Allowances

The Travelling, Subsistence and Related Expenses Policy apply to all employees including Chief Officers.

The reimbursement of professional fees for certain occupational groups is covered by the Personnel Code and applies to all relevant employees regardless of grade.

All other allowances paid to employees regardless of grade are detailed in the Council's Pay Review Booklet.

Chief Officers do not receive additional allowance payments.

Pension

Where employees have exercised their statutory right to become members of the Local Government Pension Scheme, the Council is required to make a contribution to the scheme representing a percentage of the pensionable remuneration due under the contract of employment of that employee. The rate of contribution is set by Actuaries advising the Lancashire Pension Fund and reviewed on a triennial basis in order to ensure the scheme is appropriately funded. The employer contribution rates are set by statute and are available from the Payroll Team.

Flexible Retirement

The Council's LGPS Employee Discretions Policy provides the ability for an employee to have their pension benefits released subject to the current policy and relevant approvals.

Electoral Fees

The Chief Executive is the Council's appointed Returning Officer and is personally (not corporately) liable for the management of elections and referendums. The fee payable to the Returning Officer for European, UK Parliamentary, Police and Crime Commissioner and any other election or referendum organised nationally and paid for from Central Government. The fee payable to the Returning Officer for a local election, (which is held every four years) is the same as the fee set nationally for an equivalent election/ referendum, which is run on the local authority boundary.

For a local by-election the Returning Officer's fee is 10% of the fee for a full local election. Other fees paid to employees appointed by the Returning Officer for a local election are paid by the returning Officer, against fees set by the Council.

Redundancy Payments, Severance Payments and Retirement

All employees including Chief Officers are entitled to redundancy payments and pension release in accordance with the Council's Redundancy and Retirement Procedure. Where the proposed severance payment, including salary paid in lieu, redundancy compensation, pension entitlement, holiday pay and any other fees or allowances paid to an employee, is more than £100,000, the decision will be ratified by full Council.

Termination Payments

In exceptional circumstances, the Council may make a termination payment to an individual under a settlement agreement. Such agreements protect the Council where there is a risk of high financial impact and/ or damage to the Council's business or reputation. Payments are authorised by the Chief Executive or his delegated Officers. In the event a settlement agreement involving the Chief Executive or a Chief Officer, where the payment exceeds £100,000, the decision would be made by the Council based on a recommendation from the Chief Officers Employment Committee.

Re-employment/Re-engagement of Former Employees

The Council has an obligation to ensure that it is managing public monies responsibly. It will not re-engage (into the same or a very similar role) ex-employees who have left their prime employment with the Council on the grounds of voluntary or compulsory redundancy, efficiency release or employer consent retirement (where there is a cost to the Council) for a period of 12 months with effect from the date of leaving. This does not cover those employees who access their pension via the Council's Flexible Retirement Scheme.

In addition any proposal to re-engage an ex-employee, who was Graded H3 or above (or equivalent salary) will require the agreement of the Chief Executive following consultation with relevant chief officers.

Scope

This Pay Policy Statement applies to all Council employees. Employees whose terms and conditions of employment have been retained following a TUPE transfer (Transfer of Undertakings Protection of Employment) and are subject to the TUPE Regulations may be excluded from this policy.

Review

The pay policy statement will be kept under review and developments considered in the light of external best practice and legislation. The Council will ensure the pay policy statement is updated on an annual basis in line with the requirement of the Localism Act 2011. The annual pay policy statement will be submitted to Chief Officers Employment Committee and then full Council by March of each year.

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