

REPORT OF:	Leader of the Council
TO:	COUNCIL
ON:	24th June 2010

SUBJECT: Development and approval of Vision 2030 for Blackburn with Darwen

1. PURPOSE OF THE REPORT

Guidance published in July 2008 provided statutory guidance for Local Authorities and their partners on creating safe, strong and prosperous communities, replacing previous guidance on Local Strategic Partnerships and Sustainable Community Strategies. In Spring 2009 the Blackburn with Darwen Strategic Partnership agreed to build on the successful Vision 2020 for Blackburn with Darwen by developing a new vision for the Borough. Vision 2030 has been developed during the course of the last year and will be the new Sustainable Communities Strategy for Blackburn with Darwen.

The draft Vision 2030 and process for final approval by Council was approved by the Executive Board on 15th April 2010.

The draft is being finalised during June with presentations to and approval by partners through their formal decision making processes.

2 OPTIONS

Approval of the draft Vision 2030.

3. RECOMMENDATIONS

Council Forum is asked to

- note and endorse the draft Vision 2030 (attached) subject to final consultation and approval through the Local Strategic Partnership on 12th July 2010
- make final comments on Vision 2030 for inclusion in discussions at the LSP Board.

4. BACKGROUND

During the course of the last year Blackburn with Darwen Strategic Partnership has developed Vision 2030, the new long term partnership vision for the Blackburn with Darwen. Development of the Vision has been led by the Council's Policy and Communication Director and has involved a co-ordinated programme of research, consultation and engagement with residents, community and voluntary groups, partners and business.

Following the initial research and consultation work in summer and autumn 2009 the initial draft vision was developed and supported by the LSP and gaining Council Approval at Policy Council on 3 December 2009.

The Draft Vision 2030 was subject to further consultation through the Vision 2030 Conference held at King Georges Hall on 12 February 2010. The conference provided a further opportunity for those residents, school children, partners and business that have been previously involved in the development of the Vision to comment on the draft.

Since the Conference the draft has been subject to consultation through Council Directors' Teams and the LSP Thematic Partnerships.

The first five years of Vision 2030 will be rooted in recovery from recession and there will be significant impacts on the local economy of public sector budget savings.

Vision 2030 was subject of a report to the LSP Board on 12 April and following additional consultation with partners will be finalised for publication.

Vision 2030 was further the subject of a report to the Council's Executive Board on 15th April 2010, where the draft and process for final approval and publication was approved.

5. RATIONALE

Vision 2030 will constitute the fundamental basis for a new Sustainable Community Strategy for Blackburn with Darwen and provide the high level vision for the local authority and partners for the next twenty years.

It sets out the key challenges that the council and partners face in developing services to meet the needs of our communities and business and will establish a framework for the development of mechanisms to assess our progress towards the vision.

6. KEY ISSUES

The drive to establish a Vision for 2030 came initially from the Local Strategic Partnership, however Vision 2030 is central to the development of policy and strategy for the Council. The new Sustainable Communities Strategy led by Vision 2030 will be central in the development of the Local Area Agreement to be developed during the course of the coming year.

The development of Vision 2030 has been led by a comprehensive programme of public engagement to ensure that the high level strategy for the local authority and partners reflects the views, concerns and aspirations of residents, communities and business. The research, consultation and engagement process is set out in detail in the draft vision attached.

Vision 2030 is based on the key challenges that will face Blackburn with Darwen in the coming 20 years. In this context it is essential to recognise that the first five years of Vision 2030 will involve significant reductions in public sector funding to all partners. The cuts announced so far signal greater financial strictures in the next financial settlement, although indications from Government are that these will be accompanied by greater levels of local autonomy and decision making. Vision 2030 looks at the long term aspirations of communities, business, public and voluntary partners for Blackburn with Darwen and is a fundamental statement of the ambition of Blackburn with Darwen Strategic Partnership for the place, communities and business. Key partners will be challenged by Blackburn with Darwen Strategic Partnership in terms of the plans and strategies they put in place to deliver 2030 recognising cost and the imperative of budget savings.

7. POLICY IMPLICATIONS

The final Vision 2030, when approved by council in June will replace the current Sustainable Communities Strategy.

8. FINANCIAL IMPLICATIONS

There are no further significant costs anticipated in developing Vision 2030 for Blackburn with Darwen other than printing costs which will be met from existing resources within the Policy budget.

9. LEGAL IMPLICATIONS

1. The Vision 2030 has been developed in accordance with the legislation and policy set out in the guidance published in July 2008, Creating strong, safe and prosperous communities: Statutory Guidance.

10. RESOURCE IMPLICATIONS

None directly

11. CONSULTATIONS

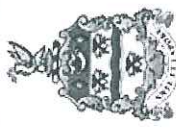
Consultation has been with the Local Strategic Partnership

Chief Officer/Member

Contact Officer: Tom Stannard/Kenneth Barnsley
Date: 11 June 2010
Background Papers: Draft Vision 2030

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

STRATEGIC



BLACKBURN
with
DARWEN
PARTNERSHIP

Blackburn with Darwen Strategic Partnership

Vision 2030

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VISION2030
YOUR VISION: YOUR FUTURE

How we see it

Blackburn with Darwen Strategic Partnership has given serious thought to the long term future of the borough. Vision 2030 has been drawn up with involvement of residents, neighbourhoods and partners; we have considered history and development of the place, aspirations of residents, communities and business; and the global, national and local challenges. We understand that everyone has their own vision for the future and that these are many and diverse, but in this, the Vision 2030 for Blackburn with Darwen we set out our vision with honesty and integrity.

We see safe neighbourhoods and town centres where communities and cultures feel **connected** and feel proud of their identity in Blackburn with Darwen and local people involved in decisions about their neighbourhood.

We see **prosperous** towns where residents aspire to achieve their dreams for education, learning and employment, with thriving businesses creating innovative products for local and world markets.

We see **clean** and tidy places that make the best use of the world's resources, with excellent housing that is self sufficient in energy.

We see healthy places for communities, where residents of all ages live **safe and healthy** lives at home work and outdoors, with really good parks, sporting and public facilities that are used by all the community.

We see practical projects that will transform the national and international reputation of Blackburn with Darwen, attracting investment and visitors and developing strong international trade and cultural links.

Challenges

We understand that there will be significant challenges in the recovery from recession and local impacts of global change:

Economic – There will be fundamental challenges for the Borough in coming through recovery from recession and the impact of public sector budget savings. Forecasts indicate that there will be little economic growth for the next 5-7 years and almost no growth in employment.

Social – Major social challenges that need to be overcome include addressing the long term housing needs for the Borough, considering the impacts of housing and deprivation on health and addressing social cohesion.

Environmental – Three major global factors will impact on the local environment, with population growth resulting in increased demand for the world's resources; reduction in oil production driving the demand for alternative fuel sources and ways of living and climate change sharpening the environmental challenge.

Neighbourhood – We are committed to the development and delivery of services at Neighbourhood level through the Neighbourhood Boards.

Regional – It will be important to continue partnership working with Pennine Lancashire through the Multi-Area Agreement to tackle the key challenges of the sub region in relation to the local economy and transport.

Achieving the Vision

Many of the strategies to achieve Vision 2030 are already in place and will be reviewed over the coming years to ensure that they are delivering results. Vision 2030 and the required outcomes will form the basis for our new Local Area Agreement for 2011 to 2014. Key strategies will be: Children and Young People's Plan; Economic Development Strategy 2010-2015; Community Safety Strategy 2009 – 2012; NHS Strategic Plan 2008-2013; The Core Strategy; Pennine Lancashire MAA; Pennine Lancashire Housing Strategy. We will establish processes to assess the impact of all future plans on our four ambitions.

Fundamental Principles

Our Vision will be developed, implemented and monitored based on three fundamental principles:

- o Reducing inequalities and narrowing the gap both between our communities and with Lancashire and the North West
- o Improving the delivery of public services and innovation in service design
- o Success will depend on partnership between communities, agencies, business and voluntary sector.

Outcomes

Our eight simple target outcomes will provide dramatic and measurable change in Blackburn with Darwen by 2030:

1. Increase learning attainment
2. Increase Competitiveness
3. Increase community cohesion
4. Provide integrated affordable local transport and fast connections to Manchester, Leeds and Preston
5. Deliver a low carbon locality
6. Increase housing choice and quality and reduce levels of unfit housing
7. Increase life expectancy and disability free life years
8. Reduce crime and the fear of crime.

Consultation

Our comprehensive programme of research, consultation and engagement has identified key common themes which we feel represent the fundamental aspirations and needs of communities, residents business and partners. Developing Vision 2030 has involved more than 3500 residents and partners through: robust needs assessments and analysis; structured research with residents; website consultation and an opportunity for written and creative response from all households; involvement of schools and survey of college enrollers; workshops for Strategic Partnership Thematic Subgroups and in five neighbourhoods; Future City Game for the with expert panels from business, neighbourhood, resident, young people and interfaith expert panels, to develop creative ideas and project.

Challenges

The story of the making of Blackburn with Darwen is fundamental to our vision for the future, as the legacy of the making of the place provides significant challenges for the future with the importance of tackling housing that was built for mill workers in the 19th century and the need to address social cohesion stemming from the popularity of the town with South East Asian immigrants.

Since the 2020 Vision was launched through the first Sustainable Community Strategy, the Blackburn with Darwen Strategic Partnership has made significant progress: reducing crime; improving the local economy through supporting business and attracting investment; improving homes through Housing Market Renewal; improving educational attainment at GCSE; improving health through reducing teenage conceptions, helping people to quit smoking and cutting early deaths from heart disease and cancers. But we recognise that there are still significant economic, environmental, social and cultural challenges ahead. Not least of these will be the impacts of recession on the local economy.

We recognise that the first five years of Vision 2030 will involve significant reductions in public sector funding to all partners. The cuts announced so far signal greater financial strictures in the next financial settlement, although indications from Government are that these will be accompanied by greater level of local autonomy and decision making. Vision 2030 looks at the long term aspirations of communities, business, public and voluntary partners for Blackburn with Darwen and is a fundamental statement of the ambition of Blackburn with Darwen Strategic Partnership for the place, communities and business.

Economic - In the last year unemployment has increased, with more redundancies, house prices have fallen and there remains a gap in with the rest of the North West, and the number of businesses reduced for the first time for almost ten years. Forecasts indicate that there will be little economic growth for the next 5-7 years and almost no growth in employment. These factors added to increased competition for economic investment and potential direct competition for investment from the Greater Manchester City Region and the Central Lancashire growth node. Increasing globalisation will intensify competitive pressures and may result in a speeding up of economic restructuring. Climate change and competition for raw materials may increasingly shape the form and nature of future building and development patterns. The borough's competitive advantage attracts businesses that offer low wages, a situation that poses challenges for the future in continuing to attract new employers, whilst raising the wages that are currently leading to deprivation. There will be a need to establish new roles for the two towns. The Core Strategy and Local Development Framework will guide development of appropriate infrastructure.

Social - The most recent Index of Multiple Deprivation assessment ranked Blackburn with Darwen the 17th most deprived borough in England, this compares

to its previous position of 34th in the 2004 assessment. Although this is a relative measure it indicates that other areas are improving more quickly. Importantly, poverty and deprivation is not spread evenly across the borough, with impacts on both attainment and aspiration. There are clear inequalities in health with lower life expectancy in the most deprived neighbourhoods in addition to lower life expectancy overall for the borough. The significant challenges ahead for health and social care will come with an ageing population and an increasing number of young people. General advances in medicine will gradually increase the numbers with Learning Difficulties with implications for support needs.

Environmental - Three major global factors will impact on the local environment, with population growth resulting in increased demand for the world's resources; reduction in oil production driving the demand for alternative fuel sources and ways of living and climate change sharpening the environmental challenge. Locally this will present challenges in relation to public transport in the borough and links with neighbouring towns and the regional centre; reducing carbon emissions and improving recycling.

Cultural - Culture is driving change, marking Blackburn as a future destination town for both visitors and local residents. Blackburn was put on the UK national cultural map through the hosting of the C21 Asian contemporary art exhibition, brought to the borough from Fukuoka, Japan, for its European debut. The regeneration of both Blackburn and Darwen town centres, the celebration of the built environment through conservation areas, and the refurbishment of many fine historic buildings, is increasing cultural activity for residents and investors. There will be challenges to develop Darwen as a place to visit through taking advantage of the beautiful surroundings for outdoor activities.

Regional - We have a long history of working with partners in Pennine Lancashire and identified that local economies shared common problems and were closely linked, with high levels of deprivation in four of the six districts and Income and Employment deprivation (45%) on a downward trends that can be attributed to poor wider economic performance in the sub-area.

The economy of the Pennine Lancashire is over reliant on a declining manufacturing base with limited high value service sector employment. The sub-area is characterised by high levels of benefit dependency, concentrations of worklessness, and underperformance on higher-level skills particularly among younger age groups. Wage levels lag well behind both regional and national levels, with a productivity gap of over a £1 billion with the rest of the North West. Population is growing but at a much slower rate than our neighbours, and the area has experienced a net outflow of people, suggesting low-level job opportunities and a "quality of place" that can neither attract new people nor retain the existing population.

Needs and Aspirations

We understand that everyone has their own vision for the future and that these are many and diverse, however our comprehensive programme of research, consultation and engagement has identified key common themes which we feel represent the fundamental aspirations and needs of communities, residents business and partners. Developing Vision 2030 has meant:

- o Reviewing needs assessments and analysis for key areas of the existing Sustainable Communities Strategy: Building Stronger and Safer Communities; Improving Educational Achievement; Improving Health and Well Being; Improving the local economy
- o Structured Research for the Borough and in Neighbourhoods: Citizens Panel Survey; 20 focus group discussions
- o Consultation website to promote discussion and debate
- o Questionnaire to all households in the borough with an opportunity for written and creative response
- o Discussion in schools
- o Survey of college enrollers
- o Exploratory Workshops for each of the eight Thematic Subgroups Blackburn with Darwen Strategic Partnership
- o Workshops for the five Neighbourhood
- o The Future Cities Game for the LSP Executive and Board with the involvement of Business, neighbourhood, resident, young people and interfaith expert panels, to develop creative ideas and project.
- o The Vision 2030 Conference held at King George's Hall Blackburn on 12 February 2010

People and Communities

We haven't been able to include all of the views expressed by residents and communities, but this section sets out the main issues. Our priorities reflect the results. Throughout the research, consultation and engagement with local people, four fundamental themes emerged which reflect the needs and aspirations of people and communities.

Prosperous Towns

People wanted to see more job opportunities with support for young people into learning and jobs, with industries moving into the Borough to create better job prospects. They felt that a prosperous town should have multi-cultural schools and a new University with accommodation to attract and retain local young people. People felt there was a need to ensure affordable rents for shops and small business.

Connected Communities

People wanted to see integrated communities that were closer and more connected than they are, where there was a fair chance for all. Concerns were expressed about segregation through cultural divisions between Asian and White communities. People wanted a new identity for the people of Blackburn with Darwen developed from the cultures of people that live in the Borough. People wanted to see improved public transport within Blackburn with Darwen and to and from neighbouring centres in Manchester, Preston and Leeds. They wanted to see improved shopping facilities in Blackburn and Darwen for young and old alike, welcoming to all cultures.

Clean Neighbourhoods and Town Centres

People wanted to see clean fresh looking town centres, which retain the Borough's heritage. People wanted to see important buildings and public art. People wanted a lot less litter. In Darwen, people wanted to build on the strengths of the town and to emphasise the benefits of the surrounding countryside.

Safe Places

People identified crime and disorder as the top priority to be tackled over the next twenty years. People wanted effective policing of crime hotspots, with more police on the street. Concerns were expressed about problems caused by drugs and alcohol.

What the Vision means

We will make the Vision 2030 real by working in partnership to deliver our plans and review our progress. Many of the strategies to achieve Vision 2030 are already in place and will be reviewed over the coming years to ensure that they are delivering results. The detailed Vision set out in the following paragraphs and outcomes will lead our new Local Area Agreement for 2011 to 2014, which will set out our plan for the first three years. We have set ten high level targets to be achieved by 2030.

Fundamental Principles

Our Vision will be developed, implemented and monitored based on three fundamental principles:

- o Reducing inequalities and narrowing the gap both between our communities and with Lancashire and the North West
- o Improving the delivery of public services and innovation in service design
- o Success will depend on partnership between communities, agencies, private sector and voluntary sector.

Prosperous

We see **prosperous** towns where residents aspire to achieve their dreams for education, learning and employment, with thriving businesses creating innovative products for local and world markets:

- o An entrepreneurial city where business and high aspirations are central to what we think and do
- o A place that is successful in attracting inward investment to provide jobs for residents
- o A University City with a strong research presence to support business and culture
- o A strong and diverse economy with focused support for business and creation of jobs to benefit all residents
- o Strong benefits from the developing nuclear energy programme.

Making Blackburn with Darwen Prosperous

We'll build on current and proposed investment in business and learning to support achievement of the vision. The continuing success of Blackburn University College and strong links with key manufacturing sector will strengthen research expertise and technology transfer in advanced manufacturing. We will further develop research expertise in environmental technologies to support innovation in energy efficient homes, carbon emission reduction and improved public transport. By 2015 all of the secondary schools in the Borough will have been rebuilt or remodelled through Building Schools for the Futures providing top quality learning for our young people and helping improve learning chances for all.

We see a direct link between aspiration to develop and build on advanced manufacturing expertise and the need to radically address transport options and carbon emission reduction. For one of the possible developments, we see the widespread extension of electric vehicles across the borough, taking advantage of long range plug in electric vehicle technology. The network will feature a variety of vehicles: small individual vehicles for 2 people; family sized cars; buses. We see connected vehicles and priority routes, extending towards jobs and neighbouring economic hubs. We see a network of community hubs and flexible ownership with membership schemes, private and public ownership, available for socially necessary transport and to allow access.

Targets

1. Increased learning attainment
2. Increasing business competitiveness

Connected

We see safe neighbourhoods and town centres where communities and cultures feel **connected** and feel proud of their identity in Blackburn with Darwen and local people involved in decisions about their neighbourhood:

- o Improved relationships and strong links between all faiths and communities
- o Blackburn with a strong vibrant and safe town centre with frequent use for shopping, culture, sport and social events by residents and visitors
- o Darwen as regional visitor centre with local markets, shops cafes and restaurants attracting walkers, cyclists and horse riders.

Connecting Communities

We see and integrated programme to connect communities: we see an **Electronic Revolution** in information transfer and access, geared to community ownership and use, with delivery in Neighbourhoods supported by learning and skills development; we see radical a **Physical Connectivity revolution** with Car free centres, improved transport links and social enterprises initiatives to encourage cycle use and walking. We see **Cultural Connectivity** to encourage diversity; building bridges between faiths and communities.

We see the importance of recognising the distinctive strengths and differences in Darwen and Blackburn. We see the development of Blackburn town centre as a fun place to visit with safe walking and cycle links between ice rink, waves water fun centre cinema cathedral quarter and youth zone, creating jobs for local people and a safe vibrant town centre. We see the whole town centre as a model of sustainability, driven by renewable energy; a multi-cultural centre of fun with something for everyone, everyday.

We see Darwen developing as a centre for outdoor activities, with mountain biking, walking and horse riding attracting visitors to take advantage of the fantastic

surrounding hills and villages. The town centre will attract visitors through excellent rail links and high quality shopping restaurants, cafes and markets.

Targets

3. Increase community cohesion (to be developed)
4. Provide integrated affordable local transport and fast connections to Manchester, Leeds and Preston.

Clean

We see **clean** and tidy places that make the best use of the world's resources, with excellent housing that is self sufficient in energy:

- o A green borough with high quality parks, canal towpaths and reservoirs that attract walkers and cyclists
- o Carbon neutral delivery of public services
- o Development of renewable and sustainable energies and ways to store carbon through links with higher education research
- o A diverse range of excellent housing for all that is self sufficient in energy from solar, wind and soil energy technology.

A cleaner environment

We will make a personal commitment to each other to make our neighbourhoods and environment a better place for the people of the borough to live, work and enjoy. By improving our environment we will bring about a better quality of life. We will create an environment which positively encourages walking and cycling to get to places. Places designed for people. Places where children can play safely. Places which are clean and vibrant. Places where society is built round sustainability and encourages integrated community, who live, educate and work together. We will employ research and technology to bring about transformation in our use of energy. We will harness renewable resources and invest to save the earth's natural resources and fossil fuels. The public and private sector will lead by example ensuring offices, factories and buildings are designed to use the least amount of energy. We will work together to create a better housing offer which offers warmer, fitter and energy efficient homes. We will reduce the cost of energy thereby making a positive reduction in carbon emissions and affordable warmth. We will respect the natural environment maintaining the highest quality in open green space, parks and waterways. We will encourage bio-diversity within which the natural ecological system will thrive. The borough's community will be positively engaged in recycling and reduction of waste. Together we will help each other create a responsible attitude towards keeping our neighbourhoods clean. Waste will be disposed of responsibly by both young and old.

Targets

5. Deliver a low carbon locality
6. Increase housing choice and quality and reduce levels of unfit housing

Safe and Healthy

We see healthy places for communities, where residents of all ages live **safe and healthy** lives at home work and outdoors, with really good parks, sporting and public facilities that are used by all the community:

- o Confident communities that feel safe on the streets and in Town Centres
- o Young people that engage in a positive activities where they live and in town centres
- o Communities where domestic violence and child abuse in families are reported confidently by families and neighbours and prevented confidently by local workers
- o Communities where a healthy life is not based on where you live
- o Communities and residents that use parks and excellent sports facilities to participate in individual and organised sport and games

Feeling safer being healthier

By 2030 Blackburn with Darwen will have dramatically improved health and wellbeing from 2010 levels. Life expectancy will be at, or better than, the regional average; years lived without disease or disability will have increased, compressing chronic life limiting morbidity to the last 3 years of life for most. Inequalities in health between the best and worst ten percent of the population will have halved. Rising standards of housing, education, public transport, employment, and average income will play a key role in overall population health improvement.

Public services will be transformed by a new relationship with each other and with the communities they serve. Health and social welfare systems will be fully integrated providing one seamless system of total care from cradle to grave. Seventy five percent of all health and social care services will be provided outside of hospitals in neighbourhoods and communities. Primary Care services based within wider neighbourhood service configurations will be massively enhanced. Facilitated by a unified referral system, GPs will be able to meet a comprehensive range of needs for both health improvement, disease treatment and care services - with the close and equal support of other health professionals, Borough council staff and voluntary sector groups.

In addition to the health and care service, we will develop a Wellbeing Service available to all – the first in the UK. The Wellbeing Service will call and recall everyone on a GP list and, following a comprehensive assessment they will be referred for a wide range of family and individually based preventive and developmental services such as adult education classes, exercise on prescription, home insulation, or locality based social network groups. The Wellbeing Service will be aimed at 'improving life chances and life satisfaction for all' through assisting individuals and communities to reach their full potential.

No individual, no household and no community will slip through the net. Children from 0-7 years will be given special support to maximise their early life chances

and the elderly and disabled will be and supported by state and voluntary sector groups in their own neighbourhoods and communities by people they know and trust.

Targets

7. Increase life expectancy and disability free life years
8. Reduce crime and the fear of crime.

Making the difference

Vision 2030 will be achieved through the hard work of communities, businesses, voluntary organisations and public agencies. Vision 2030 will be successful with the dedication of each partner over the next 20 years.

As well as our detailed plans we already have big projects that will change the face of Blackburn with Darwen in the next ten years

Building Schools for the Future – by 2015 all of the secondary schools in the Borough will have been rebuilt or remodelled through Building Schools for the Future providing top quality learning for our young people and helping improve learning chances for all.

Fast Rail Connections to Manchester and Leeds –

Pennine Gateway – by 2020 the development at Whitebirk will see a Knowledge Park focusing on high technology business with high growth potential, along with a new neighbourhood centre with shops and restaurants, a crèche and fitness centre. Whitebirk will provide more than 2000 jobs which will be served by excellent public transport.

Blackburn Town Centre – by 2020 will be a family friendly town with something for all our diverse communities, with the new Cathedral Quarter and its offices, homes landscaped open space, transport interchange, hotel, leisure and parking facilities. The Mall will be thriving following 2010 refurbishment and the new Orbital route will be complete reducing traffic congestion and helping buses, cyclists and pedestrians around the town. The new health centre at Alma Street will be completed providing residents of all ages with the best in health care.

Darwen Town Centre – by 2020 Darwen will attract visitors for outdoor activities, with mountain biking, walking and horse riding attracting visitors to take advantage of the fantastic surrounding hills and villages. The town centre will attract visitors through excellent rail links and high quality shopping restaurants, cafes and markets.

Youth Zone – By 2012 Youth Zone will provide an exciting and vibrant centre for all of the young people of Blackburn with Darwen. Due for completion by Summer 2011 in the heart of the Cathedral Quarter, Youth Zone will deliver what young people want to the highest possible specifications and will be built on an understanding of how young people engage, socialise and participate.

Public Sector Innovation – by 2015 services will be transformed with agencies business and communities take equal and collective responsibility for improving the Borough for all. Our plans for continual change, innovation, development and improvement of the locality, with feedback and involvement from central government, public sector, private sector, voluntary and community sector and the community will be working well.

Think Family – Our services for vulnerable families and all family members will make sure that services work together to give children and their families the best support possible

Transforming Public Services

By 2030 we will transform public services with a national reputation for partnership and collaborative working. Transformation will work with and for our community, with an explicit Social Contract for agencies and public responsibilities.

Changing Together; we believe that change will happen when agencies business and communities take equal and collective responsibility for improving the Borough for all. We will have plans for continual change, innovation, development and improvement of the locality, with feedback and involvement from central government, public sector, private sector, voluntary and community sector and the community.

Community Partnership; empowered, resilient confident communities will work in partnership with agencies (doctors, police, teachers) to create health, community safety and educational achievement.

Integration and Personalisation; we will integrate service delivery into personalised packages of support and service delivery for individuals and communities. We will develop access to services through a 'one plan , one system one stop shop/call' approach.

Community Management; we will develop services that are managed as closely as possible to the communities they serve (in neighbourhoods and communities).

Community Resilience; all publicly funded programs will work to support and develop community resilience, with development of community assets and networks.

Community Accountability; the LSP will be accountable to the community it serves through Neighbourhood Boards. Local neighbourhoods will hold major public and private sector agencies to account for the impact on local people, their environments and services. The community will also hold each other to account.

Sharing data and information; all public sector data in Blackburn with Darwen will be working within one interoperable IT system. All data will, as far as is ethical and legal, be freely available to the public and communities served.

Developing Services; insight research, social marketing and new media will be used to gain an even better understanding of the choices and preferences of the

community. Improved customer relations systems will allow Blackburn with Darwen to communicate more effectively with individuals in service delivery.

Responsive Services; Many public services currently operate on a 'detect and manage' basis - detecting problems and then managing solutions through public service interventions. By 2030, with improved data and modeling of community needs, preferences and behaviours Blackburn with Darwen will have smarter responses to meeting the communities needs based on 'predicting and preventing' problems before they arise.

Reducing Inequality; By 2030, in order to improve life chances for all, Blackburn with Darwen will lead the country in action to redress inequalities that are unfair, unjust and avoidable. This will require radical targeting and investment between 2010 and 2030 in those households and communities most in need.

Equity and Diversity; Blackburn with Darwen's public services will represent the diversity of the communities they serve in relation to gender, ethnicity, disability, sexuality, and age.

Innovation in health and social care a key economic driver

Innovation and health and social welfare service delivery will become a major economic driver for the Borough. By 2030, the new commitment to meet communities needs where they live, work and play will generate a wide range of micro-business opportunities for local care and support based on personalised health and social care service delivery. This will assist with the regeneration of some marginalised communities and increase community cohesion – itself a significant determinant of population health.

Measuring Change

We are already working to achieve Vision 2030, and many of the strategies and plans are already in place. There is a major job to review them all over the coming years to ensure that they are delivering results. Vision 2030 and the required outcomes will form the basis for our new Local Area Agreement for 2011 to 2014. Key strategies will be: Children and Young People's Plan; Economic Development Strategy 2010-2015; Community Safety Strategy; Care Trust Plus Strategic Plan; The Core Strategy; Pennine Lancashire Multi- Area Agreement; Pennine Lancashire Housing Strategy.

We will establish processes to assess the impact of all future plans on our four ambitions and Vision 2030 will be reviewed every three years to tie in with plans.