

Appendix One



Corporate Plan 2016-2019

A Summary

Version 4.0
July 2016

Foreword

Welcome to the 2016 – 2019 Blackburn with Darwen Borough Council Corporate Plan. This plan sets out our shared vision for the future of the Council and borough whilst also providing the scope of the priorities and pledges for each political portfolio. Together we hope that this plan meets and exceeds the expectations of residents and partners as we continue to go through a period of transformation and change.

Since the formulation of the previous Corporate Plan in 2012, the Local Authority has been hit hard by Government cuts to public sector spending. Although together with partners and local communities we have worked hard to limit and mitigate the effect these funding cuts have had on the services that the Council provide and the residents that we serve. In real terms however, the Council has lost £60m in Government funding since 2010 and it is estimated that over the next four years the local authority will lose a further £48m and it is within this difficult financial context that this Corporate Plan was developed.

The development of this Corporate Plan continues the work achieved over the past three years by reaffirming the Council's commitment to its current key Corporate Priorities whilst also adopting new development themes to ensure that as a borough we continue to develop, prosper and grow. We will support business, we will safeguard the most vulnerable, we will provide positive outcomes for young people, we will continue to improve wellbeing, we will build more housing and we will make our money go further.

By investing in ourselves and promoting inward development through the continuation of vital strategic partnerships such as the Local Strategic Partnership Board and supporting residents through the ever-growing Your Call scheme. We will build on and strengthen the position of Blackburn and Darwen both locally, regionally and nationally, despite the tough economic times.

Whilst inward investment will help the borough buck national trends, the creation of new devolved regions and the formulation of new Combined Authorities across England have given Local Authorities the power and the incentive to shape their own destiny and as such We will ensure that Blackburn with Darwen will be at the forefront of shaping a new Lancashire.

This Corporate Plan ensures we put fairness and equal opportunity at the heart of our borough and we are confident that we can work together over the next three years to achieve all we set out to do. By doing so we will be make the borough not only a fairer but a better place to live, work and visit.



A handwritten signature in black ink, appearing to read 'M Khan'.

Councillor Mohammed Khan O.B.E
Leader of the Council
Blackburn with Darwen Borough Council

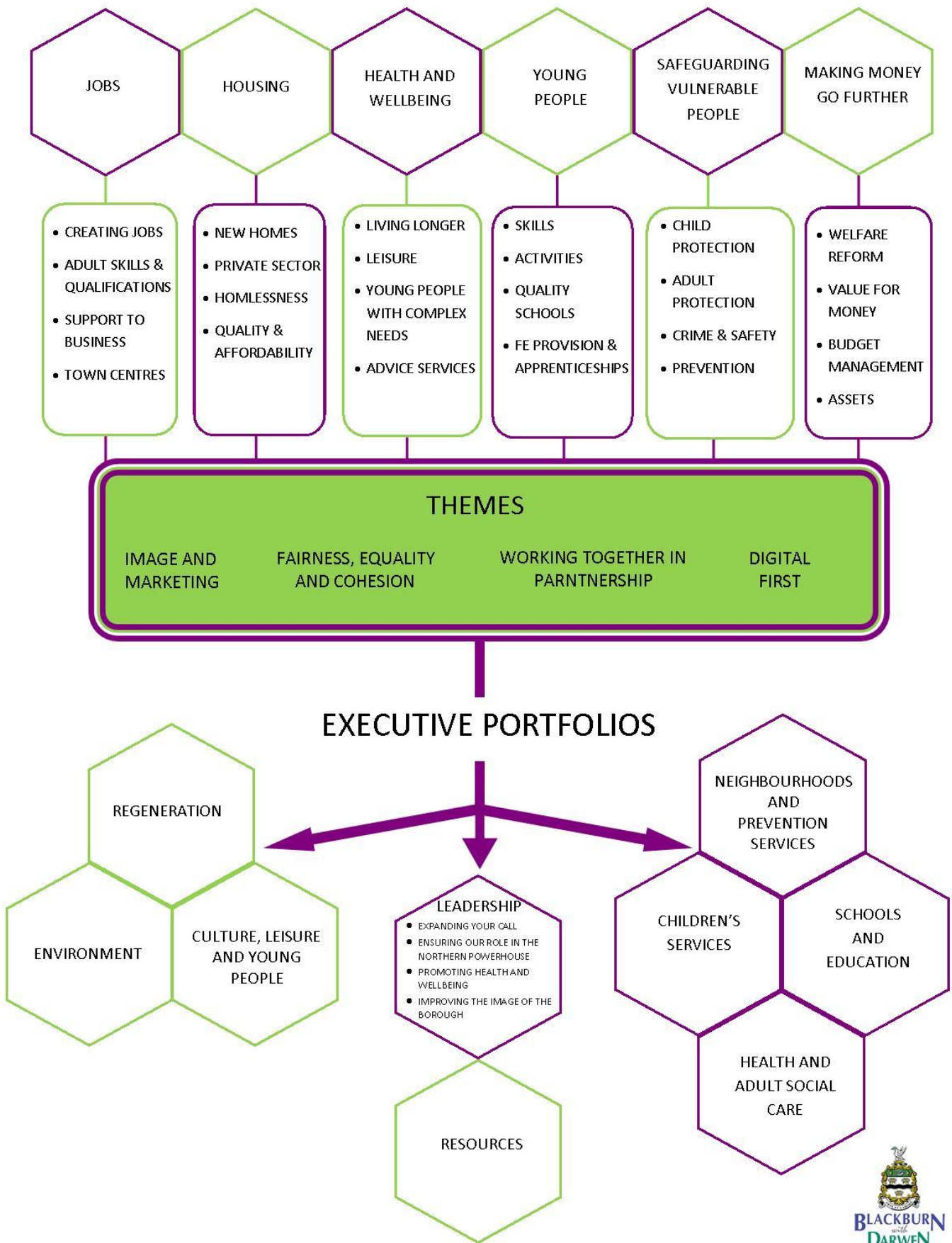


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Harry Catherall
Chief Executive
Blackburn with Darwen Borough Council

THE CORPORATE PLAN 2016 – 2019

PUTTING OUR PRIORITIES INTO EVERYTHING WE DO



Blackburn with Darwen Current Context: Arte Et Labore

The priorities, pledges and development themes set out in this Corporate Plan are intended to show the ambitions the Council has for the continued development of this East Lancashire borough even in an unprecedented and challenging financial context. In 2012 the Council pledged to seize opportunities to help it face its difficult challenges. Now the Council aims to build upon the achievements and foundations of the previous three years by expanding and growing its commitment to seizing all opportunities within and without of the borough. This plan will ensure that the vital services that are relied upon by our residents every day continue to improve and will continue to be supported. This section outlines the foundations that we will build on and the realities facing the area in 2016.

Our Borough in 2016

Geographical and Political context

Blackburn with Darwen is a semi – rural East Lancashire Unitary Authority, with compact urban areas predominately but not exclusively located within the BB1 postcode and Darwen Town centre. The area is surrounded by countryside and features a number of small rural villages and hamlets that support basic services. Geographically the borough borders Bury and Bolton in the South, Chorley in the West, Hyndburn and Rossendale in the East and the Ribble Valley in the North. Blackburn is the main hub for the borough with local administration and amenities centred in the town. The Local Authority area sits over two Parliamentary Constituencies, Rossendale and Darwen in the South and Blackburn in the North; in the 2015 General Election they were returned Conservative and Labour respectively. The Borough Council is Labour controlled with a 24 seat majority over the Conservative, Liberal Democrat and Independent political groups combined. The area is also home to six Parish Councils including the currently Labour controlled Darwen Town Council.

Population, Housing and Affluence

The population of the borough is 140,443 and is split between the two towns by a ratio of roughly 4:1 (Blackburn: Darwen) however this does not take into consideration the rural population that currently sits at almost 6,500 residents. The borough has a relatively young age profile with around a quarter of the Borough under the age of 24. Conversely however the borough has a smaller older population (65+) compared to national figures. It has been suggested that the borough has proportionally the youngest age profile than any other area within the EU.

Most domestic properties within the borough are valued and sold below the national average and the majority sit in Council Tax band A. Terraces are predominately the typical housing style and are mainly found within the urban centres of Blackburn and Darwen. Towards the urban / rural boundaries of the borough, house prices and tax bands typically increase as does the typical style of house with modest detached and semi – detached properties becoming the norm. Further into the rural and more affluent areas of both Blackburn and Darwen larger detached and bespoke housing dominate the market and subsequently property prices reflect this. It is thought that those that live within these properties are amongst the most educated and most economically affluent with the Local Authority area.

Business, Jobs and the Northern Powerhouse

The Borough has been an entrepreneurial hub since it led the Industrial Revolution in the 18th and 19th Centuries and the borough continues to be the home of national and world leading businesses. Contributing almost 10% to the total number of businesses within Lancashire the borough hosts over 5,000 enterprises across a variety of sectors. Renowned for its industrial and manufacturing

heritage the borough still sees this sector as one of its largest employers contributing to the 60,000 jobs the local economy supports. Along with manufacturing the public sector, health workers and retail top the borough's top four employers.

As one of the original Northern powerhouses, driving progress and initiating national change has been part of the spirit of the borough since the 1700s. With moves to create a new Northern Powerhouse through the development of devolution deals to Manchester and Merseyside and the continuing development of a Combined Authority for Lancashire the borough is well placed, both ideologically and geographically to develop and benefit from the Treasury's radical regional governance intentions.

Health, Safeguarding and Social Care

Blackburn with Darwen currently faces a number of challenges in terms of public health and wellbeing, the biggest of these is the ageing nature of the borough's population and the pressure this creates on service needs. Commitment to a new joint health and wellbeing strategy in 2015 means the Local Authority is in a position to expand and improve how it integrates and commissions its health and wellbeing functions over the next three years. Through implementing and continuing enhanced partnership work with other public bodies, including the NHS and the Local Clinical Commissioning Group, the borough will adopt new thematic approaches to ensure that residents start well, live well and age well.

Finance and Local Government funding

Following the election of a Conservative Government in May 2015, the Government's main economic priority is to return a national budget surplus by 2020 through increased austerity and further cuts to public spending. As such the financial context facing the Local Authority over this Corporate Plan and beyond is the toughest the area has seen.

Following the announcement of the Local Government finance settlement and despite the powers afforded to local authorities, including the levying a new social care precept and the 1.99% increase in Council Tax, the Council's financial position will be significantly worse than it was at the start of the previous Corporate Plan. In reality this equates to the Local Authority facing a £48m shortfall in its budget over the next four years and a budget reduction of almost £27m in the 2016/17 financial year alone.

These budget challenges and circumstances pose difficult questions over the future role of the Local Authority, including the viability of some services, however plans are already in place to make sure the Local Authority meets this challenge head on and protect what matters most to residents.

Executive Portfolio Priorities and Pledges



Councillor Mohammed Khan O.B.E
Leader of Blackburn with Darwen Borough Council

Priority	Pledge – to be achieved by 2019
Your Call - Improvements to make Blackburn with Darwen cleaner and greener - Improvements to health and wellbeing - Improving community togetherness and belonging/neighbourliness	<ul style="list-style-type: none"> - To expand the scope and delivery of Your Call by ensuring all those with ideas are supported. - To have a co-ordinated voluntary offer that works with all sectors to enhance our ability to make volunteering easier. Whilst enabling the council and partners to direct volunteer support where it is most needed. - To facilitate and build resilient communities who are more capable of doing things for themselves.
Ensuring BwD plays a key role in Lancashire governance and expanding our scope within the Northern powerhouse.	<ul style="list-style-type: none"> - To ensure that Blackburn with Darwen is in a strong position to benefit from any positive changes to Lancashire governance arrangements and potential freedoms and flexibilities offered to Lancashire by the Government.
Support community cohesion.	<ul style="list-style-type: none"> - We will ensure that Blackburn with Darwen fosters safe and cohesive communities, as well as equal opportunities and fairness for all.
Improving the image of BwD.	<ul style="list-style-type: none"> - We will promote the positive offer of the Borough.
Improving Health and Wellbeing.	<ul style="list-style-type: none"> - We will achieve our ambitions in the Joint Health and Well-being Strategy.



Councillor Andy Kay
Deputy Leader and Executive Member for Resources

Priority	Pledge – to be achieved by 2019
Deliver a balanced budget year on year with the resources available.	<ul style="list-style-type: none"> - To maximise the available resources and minimise the impact of funding reductions on the citizens of the Borough.
Transforming our systems to offer digital solutions.	<ul style="list-style-type: none"> - To enhance the experience of citizens of the Borough by ensuring all services where appropriate are able to be accessed digitally. - To deliver services with annual improvement in customer satisfaction.
Developing the organisation and its people.	<ul style="list-style-type: none"> - To increase productivity – reduce sickness absence. - Workforce is engaged / positive and supported.
Customer Services	<ul style="list-style-type: none"> - To have services with annual improvement in customer satisfaction.



Councillor Phil Riley
Senior Deputy Leader and Executive Member for Regeneration

Priority	Pledge – to be achieved by 2019
Delivering the capital projects – securing the outcomes from capital investment: <ul style="list-style-type: none"> - Cathedral quarter - Pennine Reach - Freckleton Street. 	<ul style="list-style-type: none"> - To commit to have 27 priority sites completed. - To develop 75,000 new sqm of commercial floor space. - To improve the connectivity of transport networks. - We will maintain and improve our highways to support economic growth and ensure good connectivity around the borough.
Accelerating the Growth Agenda.	<ul style="list-style-type: none"> - To deliver the growth plan priorities: Industry and Gateways Town centre Housing.
Local jobs for local people.	<ul style="list-style-type: none"> - To increase the employment rate. - To increase apprenticeship take-up. - To improve skills through business and education working together – with the Hive as a lead delivery vehicle.
Improving the appearance of the borough and maintaining service standards.	<ul style="list-style-type: none"> - We will maintain and improve our highways to support economic growth and ensure good connectivity around the borough.



Councillor Jim Smith
Executive Member for Environment

Priority	Pledge – to be achieved by 2019
Improving the appearance of the borough and maintaining service standards.	<ul style="list-style-type: none"> - We will continue to support Your Call events and maximise volunteering to improve the quality of the environment.
Reducing fly tipping, landfill waste and maximising recycling.	<ul style="list-style-type: none"> - We will ensure that waste is diverted from landfill
Effective licensing and enforcement activities.	<ul style="list-style-type: none"> - We will continue to work with communities using education and enforcement to reduce fly-tipping and reported enviro-crime - We will use available resources and advocacy for legislation and policy changes to regulate and enforce as an aid to make the borough safer and cleaner place and contribute towards improving health and wellbeing.



Councillor Damian Talbot
Executive Member for Leisure, Culture and Young People

Priority	Pledge – to be achieved by 2019
Increasing the participation and engagement of young people.	<ul style="list-style-type: none"> - We will engage with young people and increase participation in positive activities through direct delivery or by working with partners.
Providing opportunities for people to be active and make healthy lifestyle choices.	<ul style="list-style-type: none"> - We will increase participation in health and fitness activities as a means of improving the health and wellbeing of residents.
Stimulating cultural involvement into social and economic regeneration.	<ul style="list-style-type: none"> - We will attract a varied programme at King Georges Hall and Darwen Library Theatre to encourage audience attendances at shows and events. - Support creative communities to develop and deliver art projects and events - To provide a range of cultural and developmental activities & events across library and heritage services



Councillor Arshid Mahmood
Executive Member for Neighbourhoods and Prevention Services

Priority	Pledge – to be achieved by 2019
Improving the quality of housing.	<ul style="list-style-type: none"> - To have reduced the number of bed spaces in Houses In Multiple Occupation and improve property and management standards. - To have implemented selective licensing for private rented housing, have improved living conditions, environment and quality of life thereby directly impacting on improved health.
Demand management and prevention	<ul style="list-style-type: none"> - To have a locality and neighbourhood offer that delivers a multi-department and multi-agency approach through ‘one Team’. Ensuring a culture of no wrong door and promoting early intervention. - A targeted, prevention and wider neighbourhood offer which supports, enables and facilitates communities to be stronger, more resilient and sustainable. - To have an asset based approach where communities regularly volunteer and are capable of doing more for themselves.
Community Safety / Lifelong Learning	<ul style="list-style-type: none"> - To reduce crime - To ensure our residents gain the skills and qualifications they need and to support them into employment.



Councillor Mustafa Desai
Executive Member for Health and Adult Social Care

Health - Overarching Priority	
To fulfil the council's statutory and regulatory duties to improve and protect the health and wellbeing of the population through innovation and engagement	
Priority	Pledge – to be achieved by 2019
Help residents to live longer and healthier lives.	- Life expectancy for both males and females will increase.
Effectively manage public sector demand and put more resources into preventative services.	- We will manage the increasing demand on public sector services and improve outcomes by creating a year on year shift in investment from care services into prevention.
Improve life chances for residents by offering improved and joined up health and wellbeing services.	- We will work with partners to ensure the effectiveness and value of local health improvement services.
Adult Social Care - Overarching Priority	
Effectively manage rising social care demand and reinvest resources into preventative services	
Priority	Pledge – to be achieved by 2019
Safeguarding vulnerable adults and developing the Service User voice.	- To make sure that the wishes and needs of people we work with drive our arrangements for keeping vulnerable adults safe.
Managing demand and budget pressures through prevention, early intervention and self-help.	- We will deliver a range of early intervention and self-help solutions to help adults live independently, with a good quality of life.
Integration and partnership working with key partners across the public and voluntary sectors.	- We will integrate health and care services both locally and across Pennine Lancashire as appropriate.



Councillor Dave Harling
Executive Member for Schools and Education

Priority	Pledge – to be achieved by 2019
Ensure that children and young people with Special Educational Needs and Disabilities (aged 0-25) have opportunities and support which inspire and enable them to achieve their best.	- More children and young people with Special Educational Needs and Disabilities making good progress in school. - Drive and show leadership in ensuring that partners support improvements with those with complex needs i.e. in health and care.
Continue to work with schools and develop local partnerships to improve learning, training and employment outcomes for children and young people.	- More learners attending schools judged as good or outstanding.
Continue to narrow the gap in academic attainment for children from our more vulnerable groups by removing barriers to success.	- More children from vulnerable groups making good progress in schools and colleges.



Councillor Maureen Bateson M.B.E
Executive Member for Children Services

Overarching Priority	
Providing the best services possible to fulfil the council’s statutory and regulatory duties towards the borough’s children, young people and their families.	
Priority	Pledge – to be achieved by 2019
Work effectively with partners to safeguard children and young people including those vulnerable to exploitation, radicalisation or offending.	Ensuring that children and young people in need of support and protection continue to receive it from the right agencies at the right time for as long as they need it.
Intervene early at the right time to avoid costly intervention wherever possible, including supporting those children with additional needs.	Increasing the number of families receiving help through our Child & Family (CAF) Assessment process and Early Help offer to avoid step up into children’s social care.
For those children who come into care, work quickly to ensure that they achieve permanence without unnecessary delay and their care and learning needs are prioritised.	Taking the right decisions and reducing the time it takes for children in care to be matched with the right family - providing the best possible outcomes and opportunities for our most vulnerable children and young people.