



<b>REPORT OF:</b>	<b>LEADER OF THE COUNCIL</b>
<b>TO:</b>	<b>POLICY COUNCIL</b>
<b>ON:</b>	<b>THURSDAY 3<sup>rd</sup> DECEMBER 2015</b>

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## **Corporate Plan 2016-2019**

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### **1. PURPOSE OF THE REPORT**

A report from the Leader of the Council outlining our Corporate Plan 2016-2019.

### **2. RECOMMENDATIONS**

Policy Council is invited to: -

- Debate and note the progress updates for each portfolio from 2013 (Appendix A)
- Adopt the Council's Corporate Plan for 2016-2019:
  - six strategic priorities
  - four themes supporting the delivery
  - portfolio priorities
  - pledges to be delivered by 2019
- Delegate final sign off of the Corporate Plan to the Leader of the Council and Chief Executive following the development of performance measures and targets for portfolio priorities through consultation with Executive Members;
- Agree to increase the Local Living wage for Council employees from £7.65 to £7.85 per hour from April 2016.

### **3. BACKGROUND**

Policy Council 2012 agreed the Corporate Plan for 2013-2015 and Policy Council 2013 reaffirmed the six corporate priorities that were to drive the Council's business and ensure that improved outcomes were achieved for residents. In December 2014 Policy Council agreed to continue to deliver the six strategic priorities and portfolio priorities for one further year in 2015/16.

In line with the Council's policy and decision making framework, this report updates on the progress made on delivering these key priorities to date. Working through each portfolio this document also reports on the achievements that have been made by the portfolio holders towards their respective pledges that were agreed in 2013. (see Appendix A)

#### 4. RATIONALE

During this period of change within Local Government is it important for the Council and for localism that the Local Authority adopts a Corporate Plan that ensures that the achievement of positive outcomes and opportunities for residents remains at the heart of its day to day business.

This ambitious but achievable Corporate Plan builds on the work of the last three years as the Council continues to put the views and the expectations of residents at the forefront of its thinking.

Building upon the previous Corporate Plan and the Corporate Priorities agreed at Policy Council 2012, this report proposes that the same corporate priorities are brought forward and used as the basis for the setting of Council policy until 2019. By adopting the existing corporate priorities for a second three year period the Local Authority will be able to provide continuity to the services that it provides whilst also affording the same continuity to the strategic objectives and pledges the portfolios outline for themselves.

It is proposed then that the Corporate Priorities remain:

1. Creating more **jobs** and supporting business growth
2. Improving **housing** quality and building more houses
3. Improving **health and well-being**;
4. Improving outcomes for our **young people**
5. Safeguarding the most **vulnerable people**
6. **Making your money go further**

##### *Recommendation*

Re-affirm the councils top six corporate priorities.

Further to this corporate continuity, this report also proposes the adoption of four long term strategic themes that will be distilled into every portfolio and will complement the Corporate Priorities.

These themes are:

- Image and Marketing of the borough
- Fairness / Equality / Cohesion
- Partnership working - residents / business / other key stakeholders
- Digital First

By adopting these four themes the Council will commit itself to further transforming how both the Borough is perceived and how it operates whilst also ensuring that the Local Authority is fit for purpose in the current online and digital landscapes. It is therefore asked that the Council consider these themes in conjunction with the Corporate priorities to ensure the Local Authority and its Executive can continue its work in mitigating the impact on residents during these economic and legislative 'tough times'

##### Image and marketing of the borough

This theme will give the Authority and its portfolios scope to actively change the perception of Blackburn with Darwen within the local, regional and national contexts. By working towards this common endeavour of radically changing how key stakeholders, partners and most importantly residents perceive not only the work of the Council but also the place of BwD,

each portfolio and their partners will contribute to the creation of a landscape that is ripe for investment, development and growth.

Fairness, Equality and Cohesion

Within this theme the Local Authority will ensure that no one is left behind, the Borough and the Council services will strive to create an area and a society that promotes opportunities for all.

Partnership Working

Mitigating the effects of Local Governments changes and the impact of budget cuts on the Borough’s communities and residents is of vital and crucial importance if the Local Authority is to fulfil its statutory functions and duties. To this end the Council and its portfolios must have a renewed emphasis on encouraging partnership working and engaging more closely with key stakeholders, businesses and third sector organisation to help or even take over the provision of services that mean the most to residents, their families and their communities.

Digital First

Since 2013 the local authority has made great strides in opening up its services to various online platforms. However the next three years must see a shift in current thinking if the Local Authority is to operate in a digital landscape that is rapidly evolving. Each portfolio must re - examine how it delivers key services, messages and reports and consider a digital alternative as a default position, rather than a supplementary innovation. By using the technology available to the Local Authority and by adopting this digital first perspective, residents can:

- become better informed in real time
- access services at times suitable to them and their needs and
- receive better value for money as operational costs in the long – term will be reduced.

The council and its partners will continue to assist and facilitate access to digital services for those who need it.

**5. KEY ISSUES**

Alongside this update, this report also outlines and provides an overview for the future delivery of the key priorities and the future delivery of the wider 2016 – 2019 Corporate plan.

**Leaders**

<b>Priority</b>	<b>Pledge – to be achieved by 2019</b>
<p>Your Call</p> <ul style="list-style-type: none"> <li>• Improvements to make Blackburn with Darwen cleaner and greener</li> <li>• Improvements to health and wellbeing</li> <li>• Improving community togetherness and belonging/neighbourliness.</li> </ul>	<p>To expand the scope and delivery of Your Call by ensuring all those with ideas are supported.</p> <p>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.</p> <p>To facilitate and build resilient communities who are more capable of doing things for themselves.</p>

Ensuring BwD plays a key role in Lancashire governance and expanding our scope within the Northern powerhouse.	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.	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.	We will promote the positive offer of the borough.

### Regeneration

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

### Resources

Priority	Pledge – to be achieved by 2019
Deliver a balanced budget year on year with the resources available.	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.	To enhance the experience of citizens of the Borough by ensuring all services where appropriate are able to be accessed digitally.
Developing the organisation and its people.	<p>To increase productivity – reduce sickness absence.</p> <p>Workforce is engaged / positive and supported.</p>

## Children's Services

<b>Overarching Priority</b> Providing the best services possible to fulfil the council's statutory and regulatory duties towards the borough's children, young people and their families.	
<b>Priority</b>	<b>Pledge – By 2019</b>
Work effectively with partners to <b>safeguard children and young people</b> including those vulnerable to <b>exploitation, radicalisation or offending.</b>	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.
<b>Intervene early</b> at the right time to <b>avoid costly intervention</b> wherever possible, including supporting those children with <b>additional needs.</b>	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 <b>children who come into care</b> , work quickly to ensure that they achieve <b>permanence</b> 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.

## Environment

<b>Priority</b>	<b>Pledge – to be achieved by 2019</b>
Improving the appearance of the borough and maintaining service standards.	<p>We will continue to support Your Call events and maximise volunteering to improve the quality of the environment.</p> <p>We will maintain and improve our highways to support economic growth and ensure good connectivity around the borough.</p>
Reducing fly tipping, landfill waste and maximising recycling.	<p>We will ensure that recycling targets are met as a means of reducing landfill waste</p> <p>We will achieve good satisfaction results for the quality of the environment in the Citizens Survey.</p>
Effective licensing and enforcement activities.	<p>We will promote positive behaviour change to reduce fly tipping and reported enviro-crime.</p> <p>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.</p>

## Health and Adult Social Care

### Health

<b>Overarching Priority</b> To fulfil the council's statutory and regulatory duties to improve and protect the health and wellbeing of the population through innovation and engagement	
<b>Priority</b>	<b>Pledge – to be achieved by 2019</b>
Help residents to live longer and healthier lives.	Life expectancy for both males and females will increase.
Improve life chances for residents by offering improved and joined up health and wellbeing services.	We will achieve our ambitions in the Joint Health and Well-being Strategy.
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.

### Adult Social Care

<b>Overarching Priority</b> Effectively manage rising social care demand and reinvest resources into preventative services	
<b>Priority</b>	<b>Pledge – to be achieved by 2019</b>
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.

### Leisure, Culture and Young People

<b>Priority</b>	<b>Pledge – to be achieved by 2019</b>
Increasing the participation and engagement of young people.	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.	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.	We will attract a varied programme of shows & events at King Georges Hall and Darwen Library Theatre.  We will support the 'Blackburn is Open'

project and a town centre based cultural activities programme to increase footfall into the town centre.

### Neighbourhoods, Housing and Customer Services

Priority	Pledge – to be achieved by 2019
Delivering growth and improving the quality of housing.	<p>To have annually increased the numbers of new homes built in line with the Borough's aspiration and local plan target.</p> <p>To have reduced the number of bed spaces in Houses In Multiple Occupation and improve property and management standards.</p> <p>To have implemented selective licensing for private rented housing, have improved living conditions, environment and quality of life thereby directly impacting on improved health.</p>
Demand management and prevention.	<p>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.</p> <p>To have targeted prevention and a wider neighbourhood offer which supports, enables and facilitates communities to be able to be stronger, more resilient and sustainable.</p> <p>To have an asset based approach where communities regularly volunteer and are capable of doing more for themselves.</p> <p>To ensure our residents gain the skills and qualifications they need and to support them into employment.</p>
Customer services.	<p>To facilitate access to digital solutions allowing our customers to have greater flexibility and choice as to how they engage with the council.</p> <p>To have services with annual improvement in customer satisfaction.</p>

### Schools and Education

Priority	Pledge – By 2019
Ensure that children and young people <b>with Special Educational Needs and Disabilities</b>	More children and young people with

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

*Recommendation*

Adopt the portfolio priorities and pledges for 2016-2019.

Local Living wage

Policy Council in December 2013 made a commitment to explore and implement a localised approach to a living wage for Council employees.

The council introduced its own local 'Living Wage' on 1<sup>st</sup> April 2014 to enhance life opportunities and well-being for the lowest paid of its employees (commended to local Schools). This was set at £7.45 per hour. It was agreed to increase this to £7.65 per hour on 1<sup>st</sup> April 2015. This will be above the government's proposed new national living wage of £7.20 per hours from April.

*Recommendation*

To re-enforce the commitment made previously at Policy Council to implement a localised approach to a Living Wage and vote to increase the Local Living Wage further to £7.85 from 1<sup>st</sup> April 2016.

**6. POLICY IMPLICATIONS**

The Corporate Plan sets out the corporate priorities and underpinning themes of the Council for 2016-2019, and in order to provide clear strategic direction, such priorities should be reflected across the organisation, throughout departmental business plans, service plans and individuals' performance plans.

**7. FINANCIAL IMPLICATIONS**

The policy context and Corporate Plan will inform Elected Members' decisions during the budget setting process for 2016 and beyond, alongside the Medium Term Financial Strategy.

In concert with the budget setting process, financial implications of business plans will need to be developed for each individual department which will require approval though the relevant Executive Member(s).

## **8. LEGAL IMPLICATIONS**

There are no direct legal implications of this report. Any legal matters arising during the delivery of these priorities, are a matter for consideration through the usual constitutional processes.

## **9. RESOURCE IMPLICATIONS**

Any additional resource requirements that may be required by the services, following the agreement of the recommendations outlined within this report are a matter for consideration by either Executive Board or the relevant Executive Member according to delegated powers.

## **10. EQUALITY IMPLICATIONS**

A full Equality Impact Assessment has been completed for the Corporate Plan, which was refreshed in 2015.

Future implications of policy decisions and recommendations will be assessed individually through consultation with relevant Executive Members.

## **11. CONSULTATIONS**

This Corporate Plan has been formulated via the input of several groups, taking into consideration the local political landscape, current Government legislation and the current and future needs of the Borough.

When originally outlined in 2012 the Local Authority undertook a public consultation to draft the corporate priorities. Since this original consultation and through recent discussions with community partners, Your Call volunteers and ward members (via ward solutions meetings and Council committees) it is felt that these priorities found within this Corporate Plan still reflect the needs of residents.

Internally this Corporate Plan and especially the portfolio specific pledges has been devised with the input and co-operation of Executive and Lead members, Chief officers and departmental management teams (including Heads of service) through the collaborative efforts of SPT meetings, PAM meetings and one to one meetings between portfolio holders and directors. Similarly using the Councils Our Ideas platform, Council staff have had their chance to construct the direction of the Local Authority over the next three years through a series of 'Challenges' set by the Chief Executive, and this Plan considers their recommendations.

### **Chief Officer**

Contact Officer: Denise Park, Executive Director Resources (Deputy Chief Executive)  
Date: 25<sup>th</sup> November 2015

BACKGROUND PAPERS: