

Agenda Item



REPORT OF:	LEADER OF THE COUNCIL
TO:	POLICY COUNCIL
ON:	THURSDAY 1 st DECEMBER 2016

Corporate Plan and priorities to 2020

1. PURPOSE OF THE REPORT

This report to Policy Council updates on the six corporate priorities, the key strategies in place to achieve these priorities, the budget context, policy challenges and the future policy direction for the Council.

2. RECOMMENDATIONS

Policy Council is invited:

- To re-affirm the Councils six corporate priorities and four themes up to 2020.
- To approve that Executive Members through consultation review the performance measures and targets 2017/18 for their relevant portfolio.
- To delegate final sign off of the updated performance measures and targets to the Leader of the Council and Chief Executive.
- To note the content of the report and consider the new models of delivery and direction of travel for the Council.

3. BACKGROUND

WHERE ARE WE NOW?

Policy Council 2015 adopted the current Corporate Plan (introduced in May 2016) which sets out the Local Authorities aims and ambitions up to 2019. As part of this, Policy Council agreed the continuation of the six corporate priorities which are:

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**.

Further to this, Policy Council also adopted the implementation of four development themes that underpin all the work the local authority undertakes and these were:

- Image and Marketing of the borough.
- Fairness / Equality / Cohesion.
- Partnership working:
 - With businesses and other public sector organisations (to maximise impact of BwD spend)
 - With residents - empowering communities through volunteering and asset based working (more effective use of all our assets, people and places)
- Digital First.

The scale of public sector cuts has sent a very clear message from the Government that the sector needs to work differently. Over recent years the Council has played an integral role in re-focusing existing partnerships and shaping emerging new partnerships in Blackburn with Darwen and across Lancashire. In particular the Local Strategic Partnership, the Lancashire Combined Authority and the Pennine Lancashire Transformation Programme for health and social care.

The Council's current Corporate Plan shows the ambitions that the Council has for further transformation, prosperity and growth both within the borough and our contribution to improving the Lancashire economy.

Over the past five years both Blackburn and Darwen has been in a process of transformation, whether that be physical transformation with the development of our town centres or organisational transformation with the development of new ways of working and operating.

To ensure that our Corporate Plan ambitions are delivered and that the programme of transformation continues, the Council has already put in place measures and initiatives to help facilitate this process.

The table below highlights the achievements already made within the past 12 months on each Corporate Plan priority.

Corporate Plan Priority	Achievements
Creating more jobs and supporting business	<ul style="list-style-type: none"> • Key development projects completed: Cathedral Quarter, Pennine Reach, Wainwright Way, Making Rooms and projects underway: Blakey Moor Townscape Heritage Project, Shorey Bank Development. • Cathedral Quarter – 1 tenant, Govnet, occupying One Cathedral Square, and 2 further tenants have completed legal agreements to occupy from January 2017. Further discussions are taking place with other prospective tenants. • New business investment including 23,500m² of new floorspace at Accrol, M65 Junction 4, Chubb (under construction), GAP Plastics (planned), plus assistance has been provided for expansion at Herbert Parkinson, Community Clothing, Autolab, Heritage Painting and Darwen Terracotta. • Developed closer working with businesses to deliver a financially sustainable Hive Ambassador Network and Ambassadors programme. • Submitted a bid of £10million to the Lancashire Enterprise (LEP) for Growth Deal funding to improve M65 link roads. • Played a key role in developing the Lancashire Combined Authority whose primary aim is the delivery of economic growth and regeneration. • Through Growth Lancashire (previously Regenerate Pennine Lancashire) Blackburn and Darwen has benefited significantly in the last three years, including:

	<ul style="list-style-type: none"> ▪ £3m direct grant support to local businesses, which has levered in over £14m private investment. ▪ Helping to create over 1,000 jobs. ▪ Helping over 200 new start-up businesses.
<p>Improving housing quality and building more homes</p>	<ul style="list-style-type: none"> • Adopted the Blackburn with Darwen Local Plan which outlines our commitment to build 3,989 new homes by 2020. • Adopted a new growth strategy that aims to support and promote local industry, encourage town centre development and build more good quality housing. • Approved 29 Planning Applications for 544 homes and received 25 new planning applications for 249 homes (April – Sept 2016). • Currently 461 houses are under construction. • We are improving the housing stock through home energy interventions, and bringing empty properties back in to use, along with enforcement and inspections of private rented housing. Over the last 18 months we have removed just over 750 hazards from properties. • We have been Awarded Housing Zone status for South East Blackburn by Department for Communities and Local Government (DCLG). This will allow the Council to bid for capacity funding to accelerate delivery of council owned sites allocated for housing.
<p>Improving health and wellbeing</p>	<ul style="list-style-type: none"> • Increased life expectancy which has improved faster than the national average (2001-2011) • We are one of the most improved local authorities in reducing teenage pregnancies (under-18 conceptions) since 1998 and the current rate is the fourth lowest in North West. Under-18 conception rate (per 1000 females aged 15-17) was 58.2 in 1998 and using the latest data it is now 20.4. • The number of people who are stopping smoking has increased, we are significantly better than the England average, and have the third highest performance in the North West for reducing smokers. • The 2015/16 user survey results are the best in the North West region in all seven user-focused adult social care outcome measures. 13 outcome measures out of 19 have improved in 2015/16. • We have the lowest proportion of Care Quality Commission (CQC) registered adult social care services requiring improvement and none rated as inadequate. • We have the lowest rate of staff turnover in social care in the region (11% versus a regional average of 24%). • Dementia care service named best in Britain - EachStep Blackburn was named as Best Dementia Care Home. • Playing a key role in ensuring local government is reflected in the Lancashire and South Cumbria Sustainability and Transformation Plan (STP).
<p>Improving outcomes for young people</p>	<ul style="list-style-type: none"> • We have the strongest GCSE performance in the North West in the new Progress 8 measure, better than national average and the best in the whole of the North and Midlands. • Sixth best out of 23 upper tier local authorities in the North West for performance of GCSE 5+ A*-C including English and Maths – 59%, which is 6% better than the national average. • Currently, over 61% of care leavers aged 19 to 21 years old are in Education, Employment or Training (compared with a national average of 48%). A celebration achievement ceremony was held to award young people who are living in care. • Continue to support schools and committed by 2020 to have all schools in

	<p>Blackburn with Darwen rated as good or outstanding – currently 83% are good or outstanding, with 88% of learners in Blackburn with Darwen attending a school judged good or better.</p> <ul style="list-style-type: none"> • Successful delivery of the Business School pilot with Hive and the Government’s Careers and Enterprise Company, and start of Primary Engineer initially in 10 primary schools. • Improved support for children with disabilities and those with special educational needs through joint Education, Health and Care plans.
Safeguarding the most vulnerable people	<ul style="list-style-type: none"> • In the past three years 120 children have been adopted from being in care, i.e. 31% of all those who left care during that time (national average is 16%). • Two thirds of children in care are placed with a foster carer and less than 5% are placed in children’s homes (compared with a national average of 11% and a regional average of 10%) with very few in commissioned residential placements. • A robust Early Help and prevention offer is in place which is supported by effective partnership working. • We are working with partners to reduce the risk of people coming to harm on our roads, in our communities and in our town centres. • We have the highest proportion of Adult residential and nursing care homes in the North West rated as ‘good’ by the CQC. • As part of the Adult Social Care Outcomes framework, we were the highest of all the North West authorities in all seven adult social care user survey measures. • Your Support, Your Choice continues to support access to universal services, supporting people to stay well at home for longer. • Developed a Prevention and Demand management strategy – through early intervention, volunteering asset based working and self-help.
Making money go further	<ul style="list-style-type: none"> • Have overseen and continue to shape the Pennine Lancashire Transformation Programme. • We have prevented just over 600 households from becoming homeless over the last 18 months – which would have cost over £1 million in services. • Digital first (see further detail below)
Theme	Achievements
Image and marketing	<ul style="list-style-type: none"> • Developed and launched a new place shaping strategy that aims to promote the borough regionally, nationally and internationally as a great place to work, live, visit and invest. • Launched the new commercial property website: www.invest-blackburnwithdarwen.org.uk • Promoted Blackburn with Darwen through MIPIM UK International property market/investors event for the first time, (October 2016) with Marketing Lancashire. • Hosted the Lancashire Tourism Awards (November 2016). • Hosting the first National Festival of Making in Blackburn - May 2017. • Best ever visitor numbers in Blackburn with Darwen - with 4 million visitors in 2015, generating £160 million value to the local economy, an increase of 7.5% from 2014.
Fairness, equality and cohesion	<ul style="list-style-type: none"> • Introduced the Local Living Wage for Council employees. • Promoted cohesive communities and social inclusion. • Tackled crimes of HATE, countering extremism and protected our communities from harm.
Working	<ul style="list-style-type: none"> • Implemented the Your Call strategy for 2016/17 and we continue with this

together in partnership	<p>programme of work.</p> <ul style="list-style-type: none"> • Made a commitment to form the Lancashire Combined Authority and we continue to play a key role in developing a Devolution proposal.
Digital First	<ul style="list-style-type: none"> • Continued drive to increase the on-line take-up of Revenues and Benefits: <ul style="list-style-type: none"> ▪ Council Tax on-line forms have increased by 175% from April to Sept 2016 compared to 2015. ▪ Business Rates on-line take up has now started to increase following the introduction of a reduced telephone service from October 2016. ▪ Benefits on-line activity is expected to increase following the introduction of the landlord portal in November. • Digital solutions in place to reduce demand on social care (telecare). • 96 e-forms available to customers to complete on-line. • Reviewed public facing website content. • Virtual Learning Environment implemented which provides council staff with access to a number of training courses.

CHALLENGES

There are still challenges we face, including the continued budget pressures (a further £48 million to be cut by 2020), increasing service demand, resident skill shortage, poor health outcomes, enduring health inequalities, a low wage economy, increase in crimes and the uncertainties of Brexit especially with regards to European Union funding (many of the Borough's key regeneration schemes have benefitted from EU support including Cathedral Quarter, King William Street and the Boost business support programme). However we are putting governance and partnership arrangements in place to help address these issues.

There are specific large scale financial challenges to the adult social care budget caused by rising demands from an ageing and increasingly vulnerable adult population (on average £1.5m-£2m increase per annum in the Borough) and the National Living Wage (approx. £1m cost per year). Adult social care nationally is believed to be approximately £1.9bn short of funding in 2017/18. This would equate to approximately £8m for us in Blackburn with Darwen.

Local Government is expected to be more self-sufficient, reflecting the changes to the way councils receive their income. It's vital therefore that the Council increases its business rate and council tax base to secure long term sustainability. As a result the Council has to develop new ways of working. We have to fully utilise technology and take the opportunities presented by having a more commercial outlook to public sector service provision. We need to focus on new ways to deliver our services and facilitate our community to become increasingly self-sufficient in the way it engages and receives support from a modernised and flexible Council, with more limited resources than ever before. By adopting this approach the Council will have sustainability in the long term. Furthermore this will help to ensure the Council has the revenue to support and invest in its priorities leading to improved outcomes for residents in the borough.

An update on the Medium Term Financial Strategy (MTFS) is an item on the agenda for this meeting. Further financial updates will be provided at Finance Council in March 2017.

4. WHERE DO WE WANT TO BE?

As set out earlier in this report, Policy Council has previously agreed the continuation of the six corporate priorities.

The Corporate Plan priorities and themes have all been distilled into portfolios. New performance measures and targets have been developed for each portfolio and progress made on these was reported at Executive Board in November 2016.

Further to the Corporate Plan, the Council as part of the Local Strategic Partnership (LSP) is also committed to delivering the Plan for Prosperity 2014 – 2020. An update was published in March 2016; a number of performance measures and targets contained within it are similar to those included in the Corporate Plan. This is to ensure alignment of both the Corporate Plan and Plan for Prosperity to 2020. In addition we have committed to the Pennine Lancashire Growth and Prosperity Plan and the Lancashire Combined Authority, both of which the ambitions align with our own Corporate Plan.

The key performance indicators and targets for 2017/18 will be reviewed over the coming months, Executive Members will need to reflect the budget position and the wider policy challenges the Council faces.

Portfolio	Where do we want to be by 2020
Leaders	<ul style="list-style-type: none"> • Play a key role in the Combined Authority, devolution, public service reform agenda and influential role in the Northern Powerhouse. • Taking Your Call further - supporting all volunteers through a co-ordinated volunteering strategy. • Supporting community cohesion – people living, working and getting on well with each other
Resources	<ul style="list-style-type: none"> • Budget – delivering a balanced budget, maximising income. • Digital First: <ul style="list-style-type: none"> ○ all customer requests, reports and applications to be available on-line ○ increasing take-up of online services • Support, health, wellbeing and attendance in the workplace. • Continue to develop workforce strategies to deliver organisational change and priorities.
Regeneration	<ul style="list-style-type: none"> • Delivery of key capital projects: <ul style="list-style-type: none"> ○ Blakey Moor Townscape Heritage Project ○ Shorey Bank Development • Delivery of growth agenda (2020 targets from Plan for Prosperity) <ul style="list-style-type: none"> ○ Blackburn with Darwen Local Plan which outlines our commitment to build 3,989 new homes by 2020 ○ 100,000m² of new commercial floor space ○ 2,700 new jobs • Supporting businesses to grow. • Delivery of joined up strategic skills plan.
Environment	<ul style="list-style-type: none"> • Improving the appearance of the borough: <ul style="list-style-type: none"> ○ Through Your Call clean up events ○ Reduced fly-tipping ○ Increased recycling • Effective licensing and enforcement.
Leisure, Culture	<ul style="list-style-type: none"> • Developing an integrated offer for young people.

and Young People	<ul style="list-style-type: none"> • Increasing the number of leisure, health and wellbeing attendances. • Continue to support and expand the successful volunteering network and opportunities integrated within and across our services • Strengthening the programme in our cultural venues.
Neighbourhood and Prevention Services	<ul style="list-style-type: none"> • Supporting people to achieve qualifications and gain employment • Working with vulnerable families and single adults to prevent them entering statutory services or providing stepdown opportunities from statutory provision • Reducing levels of crime. • Reducing fatalities and serious injuries due to road traffic accidents. • Supporting reduction in homelessness: we will implement the requirements of the Homelessness Reduction Bill including the 56 day homelessness prevention duty and review the current Homelessness Strategy and Action Plan • To improve the privately rented housing offer and standards: we will introduce stronger enforcement in the private rented sector and a wider licensing scheme for Houses in Multiple Occupation (HMOs). We will also sustain the existing Selective Licensing areas and lobby government to widen the scope and reach of Selective Licensing.
Health and Adult Social Care	<ul style="list-style-type: none"> • Improve and protect the health and wellbeing of the population. • Increase life expectancy. • Reduce inequalities in health outcomes. • Safeguarding Adults. • Managing demand pressures. • Developing new models of health and care integration across Lancashire and South Cumbria, including joined up health, well-being and care services: Pennine Lancashire Transformation Programme.
Children's Services	<ul style="list-style-type: none"> • Increasing adoption and fostering rates. • Increase Care leavers into employment, education or training (EET). • Increase the number of Common Assessment Frameworks (CAFs) to support families to reduce the number of child in need cases open to social care and increase the number of partners assuming the lead professional role. • Further develop Early Help and prevention services for children, young people and their families to provide the right help at the right time and prevent costly intervention.
Schools and Education	<ul style="list-style-type: none"> • All schools in Blackburn with Darwen OFSTED rated as good or outstanding. • Reduction in young people not in employment, education or training (NEET). • Pupil performance across Primary and Secondary schools including Special Educational Needs to better than North West average.

5. HOW WILL WE GET THERE?

Over the next four years, the Council will transform how it operates to make sure that the ambitions that the Council has set for itself can be achieved ensuring the best outcomes for residents, partners, businesses and wider stakeholders. The table below sets this out in further detail.

Streamlined Council	<p><u>The Funding model</u></p> <p><i>Business Rates</i> - by the end of this Parliament (2020), local government will retain 100 per cent of Business Rates raised locally. In order to ensure that the reforms are</p>
----------------------------	--

fiscally neutral, Councils will also gain new responsibilities and some Whitehall grants will also be phased out.

Whilst the design of the retention rules are still ongoing, one key aspect will be the provision of incentive and reward to those councils that successfully drive additional growth in their areas.

Funding of social care - From 2016/17 Government introduced the flexibility for social care local authorities to increase Council Tax rates by 2.0% to meet the increasing costs of Adult Social Care. Finance Council agreed the implementation of this precept for Blackburn with Darwen, however the additional resources generated through this remains insufficient to meet the Social Care pressures faced, including the National Living Wage. Government stated in the last spending review that from 2017 additional social care funding would be made available for local government, rising to £1.5 billion by 2019/20, through an improved Better Care Fund. The Government is currently consulting on the distribution of the funding recognising that authorities have a varying capacity to raise council tax; it is hoped that the funding will be allocated using a methodology that provides more funding to those authorities that benefit less from the adult social care precept. The consultation closed on 28th October 2016 and we are now awaiting the outcome and confirmation of the improved Better Care Fund allocations.

Prevention - the Council will bring about a consistent and comprehensive approach to delivering prevention. At the current time we have many valuable services that deliver preventative solutions. These are however spread across a number of departments and portfolios. This will require collaboration of resources and further integrated working.

Local government boundary review

The Council is currently under a boundary review by the Local Government Boundary Commission for England. At the Council Forum meeting in October 2016, the Council agreed to recommend to the Boundary Commission that the number of elected members reduce by 20% from 64 to 51 and the number of wards from 23 to 17. The Boundary Commission have accepted this proposal and will widely consult on warding arrangements between November 2016 and January 2017. As part of this review the Council will consider the future governance and decision making arrangements, having regard to new models of delivery through the Lancashire Combined Authority and also the Council's Capita partnership.

Organisation development

We will ensure the council's staffing structure is fit for purpose and operates efficiently with employees using new technology and self-service. In future our staff will be recruited against a set of key organisational values and behaviours, where the effective and efficient delivery of services to our community is at the forefront of what they do and how they do it.

Should we deliver on our budget strategy, then we would hope 2018-2020 gives the council a period of time to consolidate how the Council needs to be set up to deliver in 2020 and beyond.

Partnership working	<p><u>Blackburn with Darwen Prosperity Plan</u></p> <p>The success of our Corporate Plan is linked inherently to the success of other key strategic plans in Blackburn with Darwen and across Lancashire. It is for this reason we are playing a key role in these partnerships. We are there influencing and challenging our partners. Hence we have produced with our partners in Blackburn with Darwen our Prosperity Plan 2014-2020.</p>
	<p><u>Place based partnership with Capita</u></p> <p>The new flexible partnership launched in July 2016 sees Capita providing a blend of services and business cases that will deliver savings, income and growth for the borough. Described as the North of England’s first ‘place-based partnership’, it will create new opportunities around the development of land, local assets and skills that generate income and transform Blackburn with Darwen.</p>
	<p><u>Lancashire Combined Authority</u></p> <p>We will continue to have a key role in developing the Lancashire Combined Authority which Members will be aware is due to be formally established in April 2017. The Combined Authority has five key policy ambitions – skills; better homes; connected; prosperous and public service reform. The aspirations match our own. The Lancashire Plan is now being developed which will be underpinned by delivery and implementation strategies for each of the five policy ambitions. The Leader and Chief Executive are both in key roles to influence and shape the direction of travel for the Combined Authority and devolution proposals.</p>
	<p><u>Pennine Lancashire Community Safety Partnership (PLCSP)</u></p> <p>We will continue to strengthen the Partnership which was launched in late 2015. Significant progress has been made and three local authorities are currently signed up to the combination agreement. A review has been conducted by the independent Chair and the ambition is to have all of the Pennine Lancashire Partners signed up to the Partnership as their statutory CSP under the Crime and Disorder Act. The PLCSP will focus on strategic development, make better use of resources, ensure democratic interface, identify opportunities for smarter collaborative working, making sure that tactical, performance and operational issues are being engaged and addressed at the right level within each partner authority.</p>
	<p><u>Health and Wellbeing Board redesign and new models of health and care</u></p> <p>We are developing new models of health, care and wellbeing across Lancashire, South Cumbria and at Pennine Lancashire level. This is a policy direction for all Councils to deliver integrated health and care by 2020. As a Council we are also playing a key role through the strategic partnership of the Pennine System Leaders, which involves East Lancashire Clinical Commissioning Group (ELCCG), East Lancashire Hospitals NHS Trust (ELHT), Blackburn with Darwen Clinical Commissioning Group (BwD CCG), Lancashire County Council (LCC) and Lancashire Care NHS Foundation Trust (LCFT).</p> <p>We are also working with partners to develop new governance arrangements for the three Health and Wellbeing Boards across Lancashire with the potential for a more collaborative approach with common ambitions and principles underpinned by five</p>

	<p>local area health and wellbeing partnerships reflecting the local health economies.</p> <p>Final proposals for a new model of delivery will be brought to the council and this collaborative approach will enable the council to effectively promote health and care integration.</p> <p><u>Pennine Lancashire Leaders</u></p> <p>Through our Pennine Lancashire Leaders partnership, we will work to deliver the Pennine Lancashire Growth and Prosperity Plan which sets out the ambitions our contribution to the Lancashire economy. These also align with our own ambitions.</p> <p><u>North West Regional Leaders Board</u></p> <p>Through the Leader of the Council we will work other Leaders from across the North West to ensure we play an influential role in promoting Blackburn with Darwen and Lancashire as part of the Northern Powerhouse.</p> <p><u>Growth Lancashire (formerly Regenerate Pennine Lancashire)</u></p> <p>The Council will continue to be a key player in Growth Lancashire which delivers business support programmes across the County providing additional shared capacity and expertise and simplifying the complex business support landscape. Through this partnership approach the Council has benefited significantly in recent years, including help to create over 1000 jobs, 200 new start-up businesses and £3m direct grant support to local businesses attracting over £14m private investment.</p> <p><u>North West Regional Migration Partnership</u></p> <p>Blackburn with Darwen is working closely with partners, the Home Office and other authorities to ensure that there is a fair and proportionate approach to the allocation of people seeking Asylum and Refuge. We will ensure that policies are sensitive to the varying issues and challenges and with the Home Office and SERCO this will ensure the best outcome for Blackburn with Darwen.</p> <p><u>Alliance with Lancaster University and Blackburn College</u></p> <p>Building on long standing relationships the Council is working closely with key Further Education and Higher Education providers to improve educational attainment and skills, drive business growth and product development and ultimately improve local prosperity. A number of joint projects are already underway notably in health and transport but this emerging and innovative alliance will soon start to commission key initiatives to support shared priorities.</p>
<p>New models of working and delivery</p>	<p><u>Integrated Localities</u></p> <p>Through integrated localities we will work with partners to deliver early intervention and prevention activities enabling tasking of key workers, adding value through shared systems and case management. We will ensure sustainable long term, whole system outcomes to keep people out of statutory intervention and to help manage demand. In adult social services the department has commissioned ‘strength-based assessment’ training for all social workers and community care workers with a focus on supporting residents to identify their own strengths and assets, promoting self-</p>

	<p>help and independence.</p> <hr/> <p><u>Your Call - Volunteering and asset based development</u></p> <p>Through the success of Your Call we will continue to develop opportunities to empower our communities and make volunteering easier.</p> <p>The Council is seeking to bring all of the volunteering activities together and get more value out of the resource. This will be at all levels to be able to promote volunteering to support vulnerable people who need a friend or a helping hand to keep them independent. In some instances it will be to support volunteers who have a special interest in the environment, education or health related activities. By bringing these volunteers together it will increase our ability to recruit, support, train and attach volunteers to tasks. One key aspect of this is to bring about more awareness and support to develop our community based assets such as luncheon clubs, seated exercise, organised walks, growing, befriending and many more examples. Whether located in a building or being set around someone who champions, the Council wants to see more being made of these assets.</p> <hr/> <p><u>Digital First</u></p> <p>All our services will focus on the digital first option empowering all in our community to get the best from a modern society, providing new opportunities for engagement not only with the Council but with all in a new social media enabled society.</p> <p>Departments are continuing to develop on-line services to cope with increased demand. At present there are 96 e-forms available to customers. Our internal staff engagement and ways of working will reflect this with modernised systems for many of our key support services including Finance, Human Resources and a whole range of service specific e-solutions to ensure value for money and efficiency is delivered on an ongoing basis.</p> <p>The Council has been developing and strengthening its digital partnership strategy by:</p> <ul style="list-style-type: none"> • Forging closer links with Liverpool Sensor City, working closer with the University of Liverpool, Liverpool John Moores University and small and medium sizes enterprises (SMEs) to establish a smart city platform to improve procurement and supply chain development. • Working with Manchester City Verve, the Innovate UK Smart city demonstrator to develop connected health communities, improve public health outcomes and strengthen prevention interventions. • Working with Lancaster University to develop and implement digital health. <hr/> <p>Neighborhood development and cohesion</p> <p><u>Integrated young persons offer</u></p> <p>We will review the offer for younger people to unlock the potential of younger people and support them in social, cultural and personal enrichment to create balanced adults of the future and those who will have civic pride and be able to make a positive contribution economically.</p> <hr/> <p><u>Cohesion</u></p>
--	--

	<p>We will work with local and national bodies and continue to deliver initiatives and promote cohesive communities with the use of available local, regional and national assets and events. We will submit bids to deliver a variety of activities in support of the Council's cohesion strategy</p> <p><u>Prevent</u></p> <p>The Prevent Team will continue to provide support to service areas through training, policy development, referral advice and project delivery and work with other sectors who have statutory responsibilities under the Counter Terrorism Security Act. Local multi-agency partnership delivery is inclusive of all forms of terrorism and domestic extremism with safeguarding, understanding and building the trust and confidence of our communities at its core.</p> <p>The team will also be exploring opportunities to negate some of the myths surrounding Prevent and promote the good work being done in the locality through interactive discussions, print and online media.</p> <p>The thematic focus of local Prevent delivery is based on education, e-safety, supporting families and capacity building for women, supporting young people and developing counter narratives.</p> <p>Blackburn with Darwen is an integral part of the governance and partnership arrangements of Prevent, chairing both the Pan Lancashire Contest Board and Channel Panel. Through the local Prevent Steering Group we will oversee and drive activity in the borough through a local action plan.</p> <p>The Council will ensure that all staff, as a minimum, complete an online Prevent training whilst frontline staff who engage with the public complete enhanced face to face Prevent training (WRAP).</p>
<p>Housing and Planning Act</p>	<p>We will make best use of the new Housing and Planning Act which was enacted in May 2016 and implement the reforms and regulations set out below.</p> <ul style="list-style-type: none"> • Starter Homes • Planning freedoms: right for local areas to request alterations to planning system • Piloting "alternative provision" for processing planning applications • Brownfield Registers in place by 31st March 2017 • Self-build and custom build • "Permission in principle" (PIP) • Enforceability of planning obligations for affordable housing • Poor performance regime extended • Information about financial benefits. <p>In addition there are six measures designed to tackle rogue landlords/property agents (letting and managing agents):</p> <ul style="list-style-type: none"> • Banning orders for most prolific offenders • Database of rogue landlords/property agents • Civil penalties of up to £30,000 • Changes to mandatory licensing <ul style="list-style-type: none"> ○ extension of rent repayment orders ○ tougher fit and proper person test for landlords

	<ul style="list-style-type: none"> • Tenancy deposit scheme data sharing with Local Authorities. <p>The Act also introduces:</p> <ul style="list-style-type: none"> • A new mechanism allowing landlords to legally recover abandoned properties without needing to go to court • Powers on electrical safety and client money protection.
--	---

Conclusion

Despite the financial challenges which have hit all Council services and will have a knock on impact for our residents, the Council has made significant progress and has continued with its ambitions and commitments to improve the lives and opportunities for our residents and businesses. A key part of this has been our role in working in partnership and across local government boundaries and organisational structures to focus on better outcomes.

The coming year will be a demanding and challenging time, with increasing demand on services, the financial pressures, local government boundary review, the beginning of the process in reviewing our Core Strategy, developing new models of delivery for health and care and ensuring we press ahead and continue with a positive focus on the image of Blackburn with Darwen to encourage investment into the borough.

6. POLICY IMPLICATIONS

The Corporate Plan sets out the corporate priorities and underpinning themes of the Council for 2017-2020, 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 2017 and beyond, alongside the Medium Term Financial Strategy (MTFS).

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 through 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 2016.

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 Members, Chief Officers, departmental management teams (including Heads of service) and through one to one meetings between portfolio holders and directors.

Chief Officer

Contact Officer: Denise Park, Deputy Chief Executive
Date: 23rd November 2016

BACKGROUND PAPERS

The following papers are available via the Councils website:

[Corporate Plan 2016-2019 summary](#)

[Corporate Plan Technical 2016-2019 Appendix](#)