

Public Document Pack

Policy Council

Thursday, 1st December, 2022

6.00 pm

Council Chamber
Blackburn Town Hall

[Link to Webcast](#)

AGENDA

1. Prayers by the Mayor's Chaplain, followed by Welcome & Apologies
2. Minutes of the Council Forum Meeting held on 6th October 2022
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6. Corporate Plan 2023-2027
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Corporate Plan 2023-2.2h
Appendix One Mid Year 22-23 Performance v1 - new
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7. Year Planner 2023-24
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To receive the draft Year Planner for 2023/24 ahead of submission of the final version to the Council Forum Meeting on 26th January 2023.

Date Published: Wednesday, 23 November 2022
Denise Park, Chief Executive

COUNCIL FORUM **Thursday 6th October 2022**

PRESENT – *The Mayor, Councillor Suleman Khonat, Councillors P. Akhtar, Ali, Baldwin, Browne, Casey, Connor, M. Desai, S. Desai, Fielding, Floyd, Gee, Gunn, Humphrys, I. Hussain, M. Hussain, S. Hussain, Irfan, Imtiaz, S. Khan, Z. Khan, Liddle, Marrow, McCaughran, McGurk, Ab. Patel, Al. Patel, Raja, Riley, Russell, Salton, Shorrocks, Sidat, Jo. Slater, Ju. Slater, N. Slater, D. Smith, J. Smith, Talbot, Taylor, and Whittingham.*

RESOLUTIONS

29 Welcome and Apologies

The Chief Executive read out the notice convening the meeting.

There then followed Prayers by the Mayor's Chaplain.

A minute's silence was then held in memory of Queen Elizabeth II and former Councillor Doreen Taylor.

Apologies were received from Councillors H. Akhtar, Brookfield, Fazal, Harling, Hardman, Mahmood, Rawat, Rigby, and Jacq. Slater.

30 Minutes Of The Previous Meeting

RESOLVED – That the Minutes of the Council Forum meeting held on 28th July 2022 be agreed as a correct record.

31 Declarations of Interest

No Declarations of Interest were received.

32 Mayoral Communications

The Mayor reported on events he had attended since the last meeting, including visits to Schools, Charities and Community groups. He praised these groups for all the work they have done for the Borough, and stated that he had learnt a lot from these visits.

The Mayor highlighted the high attendance at memoriam events after the passing of Queen Elizabeth II. He also thanked the staff of Blackburn with Darwen Council for all their hard work over this period.

Looking forward, the Mayor brought attention to Remembrance Day Events that would be held in November. He also asked Councillors to save the date of the Mayor's Ball.

Finally, the Mayor emphasised the importance of giving the Mayor's Office enough time in advance of events if they required the Mayor's attendance.

33 Casual Vacancy – Darwen South Ward

Council Forum received a report that requested Members to note the Casual Vacancy in the Darwen South Ward.

It was noted that Andrew Walker had not been able to attend any meetings of the Council since his last attendance at the Council Forum on 24 March 2022. Under section 85(1) of the Local Government Act 1972 ('the Act'), if a member fails to attend any meeting of the Council throughout a period of six consecutive months from the date of their last attendance, they cease to be a councillor. An exception to this includes the non-attendance being formally approved in advance by the Council. Therefore, in accordance with legislation Andrew Walker's membership of the Council had ceased.

With reference to section 86 of the Act, the Council needed to declare a casual vacancy for the Darwen South ward before notice of the vacancy was published and that a by election be held to fill the vacancy.

RESOLVED –

That the Council:

1. Note that Councillor Andrew Walker has ceased to be a Member of the Council.
2. Declare a casual vacancy for the Darwen South ward.
3. Subject to 2.2 above, note that the Returning Officer shall make the necessary arrangements to hold a by election in the Darwen South ward, in accordance with legislation.
4. Delegate authority to the Chief Executive to declare the office of a councillor vacant, when any change to the membership of the council occurs in the future.

34 Council Forum

The Chief Executive reported that no questions had been received under Procedure Rule 12.

35 Motions

The Chief Executive announced that one Notice of Motion had been submitted under Procedure Rule 10 as follows:

Motion to Support the Expansion of Free School Meals

The Council wishes to record its support of the expansion of free school meals. There is an understanding of the positive effects that a quality school meal has on improving school attendance, on children's health, and academic performance. The Council believes that the cost-of-living crisis heightened the need for the expansion of free school meals. There is also a belief that the solution to ensuring fairness and equity across Blackburn with Darwen's schools was to extend universal provision, as Wales and Scotland have committed to deliver.

The Council agrees for the Leader and the Chief Executive to write to the Secretary of State for Education, Kit Malthouse, to call for:

- An alleviation of financial pressure on hard working families struggling to feed their children during the cost-of-living crisis by implementing an urgent extension of free school meals to ensure universal provision for all school age groups, for a time limited period to match the cost-of-living crisis.
- A simultaneous review of the eligibility criteria and realistic threshold that would increase the number of children entitled to free school meals. Current eligibility for free school meals means a household on universal credit in England must earn less than £7,400 a year (after tax and not including benefits), regardless of the number of children in the family. This low threshold means that many children from working families in poverty are not entitled to free school meals. Universal provision to end only once this threshold has been implemented.
- Food provision for children on free school meals to be provided during the school holidays as standard. Children need healthy, nutritious meals all year round, and we need certainty that this will be provided continuously, outside of term time.

Proposer: Cllr Julie Gunn

Seconder: Cllr Damian Talbot

Following discussion and debate, Council Forum moved to the vote.

RESOLVED – That the Motion be carried.

36 Corporate Plan Refresh

The Council were updated on the development of the Corporate Plan refresh. This included an attached draft structure of the Corporate Plan, and an explanation behind the six missions that would be included in the document.

RESOLVED – That the Council:

1. Agrees the six missions which the Council will focus on over the next four years.
2. Notes the draft structure of the Corporate Plan.

37 Review of the Policy for the Minimum Revenue Provision and Prudential and Treasury Management Indicators

Following approval at Executive Board, the Council were requested to approve the revised policy for the Council's Minimum Revenue Provision and amended Prudential and Treasury Management Indicators for 2022/23.

RESOLVED – That the Council approves the recommendations below as approved by the Executive Board at its meeting on 8th September 2022.

1. The Policy on the Minimum Revenue Provision as set out at Appendix A.
2. The amended Prudential Indicators for the 2022/23 as set out at the Appendix B.

38 Updates from Other Committees

Council Forum received an update from the Chairs of the Overview and Scrutiny Committees on the progress of their work.

RESOLVED – That the updates from the Overview and Scrutiny Committees be noted.

39 Reports of the Executive Members with portfolios

The Leader and Executive Members presented their reports, providing updates as appropriate.

RESOLVED - That the reports of the Leader and Executive Members be noted.

40 Questions from Members

No questions from Members had been received under Procedure Rule 11.

41 Revised Year Planner 2022/23

The Council were asked to approve the revised Year Planner 2022/23 which reflected the new Scrutiny Arrangements.

RESOLVED – That the revised Year Planned 2022/23 be approved.

Signed at a meeting of the Council Form

On 26th January 2023
(being the ensuing meeting of the Council) by

MAYOR



REPORT OF:	CHIEF EXECUTIVE
TO:	POLICY COUNCIL
ON:	1ST DECEMBER 2022

SUBJECT: By-Election - Darwen South Ward

1. PURPOSE OF THE REPORT

To note the By-Election result for the Darwen South Ward, to provide an update on the Council's current Membership, and to note the appointment of Members to serve on the Charitable Funds Committee.

2. RECOMMENDATIONS

Policy Council is asked to:

1. Note the result of the by-election for a seat in the Darwen South Ward, held on Thursday 17th November 2022, and the current political composition of the Council;
2. Note the appointment of six Members to serve on the Charitable Funds Committee for 2022/23.

3. BACKGROUND

Further to the Council's declaration at its meeting on 6 October 2022 ([Council Forum report.Casual vacancy.Darwen South.October 2022.pdf \(blackburn.gov.uk\)](#)) of a casual vacancy in the Darwen South ward, a by-election was held on 17th November 2022 to fill the seat. The result of the by-election are published on the Council's website:

[Darwen South: Election of a Borough Councillor: 17.11.22 | Blackburn with Darwen Borough Council](#)

The current Membership and political composition of the Council is now as follows:

Labour Group	37 (72.55%)
Conservative Group	13 (25.49%)
Liberal Democrat	1 (1.96%)
Total	51 (100%)

4. CHARITABLE FUNDS COMMITTEE

The Council established the Charitable Funds Committee in 2011, predominately to administer and manage the day-to-day operations of Turton Tower on behalf of the Council, as a corporate trustee to the Turton Tower charity (Charity Number 513819).

Following a recent review, it has been clarified that the Charitable Funds Committee should operate as a formal committee of the Council as intended, and as such should also be included in the Council Appointments list. Accordingly, appointments to the Committee are to be made in accordance with the rules on political balance and proportionality.

The Group Leaders have made the following appointments to the Committee for 2022/23:

Councillor Damian Talbot (Labour) - Chair
Councillor Dave Smith (Labour)
Councillor Stephanie Brookfield (Labour)
Councillor Matthew Jackson (Labour)
Councillor Jean Rigby (Conservative)
Councillor Julie Slater (Conservative)

As a formal committee of the Council, the Charitable Funds Committee will need to comply with the statutory requirements in the Local Government Act 1972 (and other relevant legislation), in relation to the procedure for conducting formal committee meetings.

The Charitable Funds Committee will also be added to the Council's Year Planner of Committee meetings.

Chief Officer/Member

Contact Officer: Asad Laher
Date: 22nd November 2022
Background Papers: Item 14, Council Forum meeting, 4 November 2010.



REPORT OF: Leader of the Council
TO: Policy Council
ON: 1st December 2022

COUNCIL RESPONSE TO COVID-19 PANDEMIC 2020-22

1. PURPOSE OF THE REPORT

The purpose of this report is to provide background information for the Covid-19 Response video. The video outlines key response highlights throughout the Covid-19 pandemic from various perspectives. Whilst it has not been possible to include all response activity in the video, previous reports to Council Forum and Executive Board have documented this activity in detail (Council Forum in March 2021 and Executive Board in June 2022).

2. RECOMMENDATIONS

It is recommended that Policy Council:

- a) Note the video and supporting report
- b) Recognise that Covid-19 continues to remain a threat to public health and that eligible residents should utilise the offer of an Autumn Booster vaccination
- c) Acknowledge the Covid-19 response activities undertaken by BwDBC staff; residents; private and public sector partners and VCFS organisations and thanks them for their efforts in such a challenging period.

3. BACKGROUND

Between the first confirmed cases of Covid-19 in Blackburn with Darwen in March 2020 to the end of restrictions in February 2022, the Borough experienced one of its biggest ever challenges in the form of the pandemic. Residents, businesses and partners from across the sectors were faced with unique and unprecedented challenges which were further exacerbated by the profile of the Borough. High levels of deprivation, larger black and minority ethnic populations, higher density and overcrowded housing, greater numbers of workers in key frontline occupations and younger population profiles meant we had higher risks from Covid-19 in terms of infections, hospitalisations and deaths.

Covid-19 remains a risk and concern for many residents and partners and we are supporting them as they live with Covid-19. An increase in cases over the 2022 summer period has reiterated the importance of monitoring prevalence (where possible), continuing to encourage safe behaviours and encouraging eligible residents to take up the offer of booster vaccinations. We are working closely with many local settings to encourage people to undertake basics like hand washing, good ventilation, vaccination and staying at home when unwell. These behaviours remain the best defence against high transmission and the protection of our most vulnerable residents. Whilst there is government guidance in place for some settings (health and social care), we are continuing to offer support to more vulnerable settings such as Houses of Multiple Occupation (HMOs). This

activity will increase in importance now we are in the critical winter period when respiratory illnesses become more prevalent.

4. RESPONSE HIGHLIGHTS

Previous reports to Executive Board and Council Forum have outlined the Council's response to Covid-19 in detail. A significant number of internal and external groups were established with a direct link to the Chief Executive and Leader. Membership of these groups incorporated colleagues from other local authorities, health, police, the Business Improvement District, community groups, faith settings and the private sector. We also worked closely with regional partners, Public Health England and government departments and used these interactions to highlight the challenges that Blackburn with Darwen faced.

The Covid-19 response video will go live on Friday 2nd December at 10am at the following link:
[BwDBC Covid-19 response activity](#)

Adapting to new working conditions

Covid-19 response activity was built upon the swift response from the Digital and Customer Services team to allow staff to work from home or adopt a blended working approach. The rollout of new software allowed online collaboration to take place, hence reducing delays in providing support when required. The new technology also aided the swift establishment of necessary structures and teams both internally and externally. Colleagues from the Digital and Customer Services teams quickly produced a number of new online forms via the Digital Customer Portal (DCP) to enable the processing of grants and support payments as they were announced by Government.

All service areas had to adapt to new ways of working including the Registrar's Service, which had to ensure that registrations of birth, marriages and deaths as well as citizenship ceremonies continued to be carried out as outlined by legislation. Death registrations were carried out by telephone rather than during a face-to-face appointment. Although this was implemented to reduce the risk of virus transmission, many registrants have preferred this method as it has enabled their families to be near during the difficult conversations. There is a legal requirement for deaths to be registered within 5 days and the introduction of this new policy helped to improve timeliness performance.

Supporting vulnerable residents

As local authority and partner organisation staff moved to working from home and services paused or moved online to meet government guidance requirements, the Council launched its Help Hub. It was, and continues to be, a valuable tool in our efforts to support our residents. Throughout its existence, the Help Hub has provided support ranging from the delivery of food/essential supplies via the food warehouse to Household Support Fund payments. It continues to support residents through the cost of living crisis and has adapted well to changing needs.

The Council delivered a successful Self-Isolation Support project, *10 Days Your Way* as part of a government-funded programme. BwD's self isolation support project was part of the Lancashire Lab Covid Self-Innovation Pilot Programme that ran across Lancashire Councils between May 2021 and June 2022. The pilot programme concluded prematurely due to the end of self-isolation restrictions across England. In addition to the self-isolation project, 3rd sector funding was directly allocated to 5 projects across the BwD Strategic Youth Alliance who had been engaged through the Council's Children's Services team. A national outcomes evaluation of all pilot programmes has been commissioned and findings will be published in due course.

The *10 Days your Way* project contacted individuals and households, who had been told to self-isolate, within 24 hours of their positive result to offer a bespoke plan to support self-isolation. The project did not restrict support to any particular group and it was made available to all residents. It provided valuable insight into what worked best to support those who tested positive and their contacts to do the right thing to protect themselves, their families and the wider community. The project also allowed data to be closely monitored and matched with referrals in order to identify trends around non-compliance. This also helped in identifying trends which allowed targeted engagement work to be carried out and monitored in local communities. Alongside the *10 Days your Way* project, a number of 3rd sector groups from across the borough were granted funding to support children and young people through and post their self-isolation period. This included expanding the Youth Zone's Zone to Home initiative which proved extremely popular with young people from across the borough.

The Home Delivery Library Service was vital to its customers who, in many cases, live alone and in isolation without a network of friends and family to support. With the introduction of rapid adaptations and safety measures, the fortnightly delivery of books and other resources by a friendly face was maintained throughout each full lockdown and during periods of restrictions, with new customers who were shielding, signing up for the service. Feedback from those receiving the deliveries confirmed that the service is a 'life line', helping them to remain connected and engaged in reading and positive activity.

At the start of the pandemic, the government introduced an "everyone in" initiative, which was aimed at Local Authorities supporting all rough sleepers to help them come off the streets and into accommodation. At Blackburn with Darwen, we achieved this with the introduction of 10 self-contained homeless pods, which provided accommodation and onsite support services to rough sleepers. A team of case navigators were quickly established and they worked on the streets each day providing support and advice to rough sleepers and helping them secure accommodation. The team also worked in partnership with East Lancashire Hospitals NHS Trust and developed a hospital discharge protocol that helped free up hospital beds. This was achieved by the Housing Needs team providing accommodation within a 2 hour timescale for all patients who were ready for discharge from hospital but had no address to return to. The team also co-ordinated Covid-19 testing and vaccination programmes in all of the HMO's as well as the provision of personal protective equipment (PPE) and education around safety measures including regular sanitising and social distancing. The Housing Needs team continue to work in partnership with Public Health to develop a Covid-19 outbreak plan for HMO's.

The Changing Futures team continue to work with the most vulnerable people in the community who are experiencing multiple disadvantages. The aim of the work is based around upstream prevention and repeat prevention. The Housing Needs team work on an intervention basis when somebody is homeless and the Changing Futures team look at the future picture and how to prevent homelessness and repeat homelessness. With face to face intervention, the team can see the challenges our beneficiaries face both socially and economically and can attempt to amend the way systems work to achieve sustained change that will have lasting effect on people. This is alongside the daily support offered to beneficiaries and the lived experience of our navigators, which will inform what the systemic changes look like such as access to housing and the difficulties people face acquiring accommodation when they have multiple disadvantages.

Volunteers

Another key component of the Council's response was the work of the volunteers who played a huge part in our support to residents. Building on an existing successful volunteer programme in the Borough, the Covid-19 volunteer programme brought out the best in our communities who were keen to offer their support to those who needed it. The Covid Community Champions, who were established to directly communicate with the community, have helped to deliver accurate information regarding vaccinations and have provided essential feedback to the Council and the NHS. They continue to support Covid-19 and other activity which impacts on our most vulnerable residents and communities.

Supporting young people

An Education Response Team was established swiftly to support schools, other educational settings and childcare providers. This support helped settings to keep young people in school where possible. Colleagues in Health Protection Teams bolstered this support with an active role in the management of outbreaks and any increase in cases. Following the removal of all Covid-19 restrictions in April 2022, a revised risk assessment was developed for schools focusing on managing infections, including Covid-19, in their setting.

Protecting businesses and residents

Public Protection & Environmental Health maintained an enforcement presence on our streets through to the end of Covid-19 regulations and supported businesses through the changes as restrictions were lifted in stages in April, May and July 2021. The Council had a key role in promoting and enforcing Covid-19 secure workplaces based on the five main steps to working safely as set out in government guidance. A resource pack was developed collaboratively to provide clear advice and guidance to support businesses in managing their response to the situation; together with contact details for further information.

The Public Protection Team were responsible for working with businesses to promote Covid-19 secure practices, monitoring compliance and taking action where necessary. This included close working with local business networks. A wide range of data was used to identify those workplaces that would benefit from further intervention and support, ranging from common exposure and postcode incidence alerts via the Public Health England hub to local grass roots intelligence via the Local Authority

Managing outbreaks

Data, analytics and epidemiological analysis was fundamental in our approach to understanding the spread of Covid-19. We used it to develop strategies and measures for local restrictions, outbreak management and communication with our communities. We have used a wide range of data from key Public Health England (PHE) sources to inform our approach. During the pandemic we developed a suite of reporting mechanisms that included publication on the website, daily reports, dashboards and a series of specifically commissioned reports and studies. Data was published on our website and we also produced a weekly user-friendly dashboard of key statistics which was published on our social media channels. We are no longer able to report on Covid-19 at the same depth we have previously, now drawing on the data from the regular Office for National Statistics (ONS) survey for a more accurate picture of case rates. We have continued with the multi-disciplinary group to effectively manage Covid-19 incidents and outbreaks.

Getting people tested and vaccinated

Summer 2021 saw Blackburn with Darwen experience a surge of the Delta variant along with many other northern Local Authorities. The severity of the surge resulted in the deployment of Military Aid to the Civil Authorities (MACA) for military resources to support the surge testing programme. To aid response activity, internally and across the partnership network, the Core Covid Team was

established by the Council. A Council-led contact tracing service, which worked closely with NHS Test and Trace to give help, advice and support to those who needed to self-isolate, was also set up. Our local contact tracing services and holistic support model was launched in July 2020 and was amongst the longest standing and most well-established in England. The team also maintained a significant doorstep test and trace presence until the cessation of contract tracing in February 2022.

Whilst the vaccination programme was led by the NHS, the Council worked closely with health colleagues to facilitate the vaccination centres in the Borough, providing marshalling at the sites and also setting up the Cathedral Crypt as a national vaccination centre. Despite overall high levels of vaccine uptake, there were signs locally of lower vaccine uptake in lower income and some ethnic minority groups. Staff from the Community Connectors team worked in communities and with some specific groups to increase uptake where there was hesitancy. They also used this engagement activity to understand the barriers to having the vaccine for some members of the community and helped develop projects to overcome these.

Keeping everyone informed

An electronic Members Bulletin was established early in the pandemic to keep elected members up to date around changing restrictions and guidance. This was replicated internally with Operational and Strategic reports which were published on alternate weeks to provide Corporate Leadership Team and Extended Leadership with a detailed breakdown of Covid-19 activity across the organisation.

The Council's Communications team responded swiftly to the changing nature of the pandemic and used various campaigns to ensure residents, partners and businesses were kept informed of developments and availability of support. Below is an outline of a few of these campaigns:

Covid Community Champions - Communications were developed to support a programme for Community Champions including the recruitment of volunteers to be Covid Community Champions and then providing weekly updates to share the key messages we needed their help with to share across their communities and networks. Communications were developed to promote the Long Covid Peer Support Group and the Communications team facilitated a report on BBC North West Tonight about the support on offer in the Borough and its impact on people with Long Covid.

Self-isolation Support Pilot - Communications were developed to highlight the support available to people testing positive for Covid through the Self-isolation Support Pilot, including developing '10 Days Your Way' branding.

Delta variant wave in Blackburn with Darwen - Communications were developed to support surge testing and surge vaccination programmes in those areas with highest cases of the Delta variant. This included media relations, social media messages and a variety of communications assets to support community engagement work including translated assets delivered to homes and used on ad vans and videos shared on social media, by email, text and WhatsApp.

Wider roll-out of the Covid vaccine to over 12s - Communications were developed and national assets were shared to encourage take-up of the vaccine, targeting groups with lower take-up. Working with the local Clinical Commissioning Group (CCG) (NHS structures have now changed) we supported by amplifying their messaging around the roll-out of the Covid vaccine programme to over 18's then 16 & 17 year olds and then 12-15 year olds through a school vaccination programme, boosters for all over 18's and Spring boosters. Communications supported the hyperlocal pop-up

vaccination clinics and the engagement work in communities with lowest take-up of the Covid vaccine and a Vaxx Facts social media campaign was developed to address myths still circulating including videos from midwives addressing vaccine safety for pregnant women.

Helping local businesses

BwD spent a significant amount of time under government restrictions when the tier system was in place. The extended restrictions placed on businesses in the Borough took its toll, particularly on the leisure and hospitality sector. Throughout the pandemic the Health and Safety and Public Protection teams offered guidance and support to workplaces, including faith settings. They offered support to businesses to enable them to reopen safely and be Covid-19 secure as required by legislation at the time. This support took the form of a combination of site visits, telephone and online support. We provided resource packs for businesses which included posters, leaflets, templates and best practice tips. The guidance and legislation from the Government was complex and our Legal team and Policy Officers provided help to businesses to understand the restrictions.

5. FUTURE PLANNING

We have undertaken a programme of debrief activities to help us identify good practice from our pandemic response. These activities will provide valuable information about what needs to be included and improved in planning for future emergency situations. The National Covid-19 public inquiry has started and we are working closely with the Local Government Association on requests for information from the Inquiry team. We will be writing to the Chair of the Covid-19 Public Inquiry to invite their team to visit the Borough. This would be organised and led by the Council and would include an opportunity for their team to engage with partners from the public, private and voluntary sector. Any learning from the Public Inquiry will also be considered in future emergency planning.

6. POLICY IMPLICATIONS

There are no policy implications.

7. FINANCIAL IMPLICATIONS

Details of the financial impact of Covid-19 have been included in various reports to the Council's Executive Board and the Council's Statement of Accounts as appropriate.

8. LEGAL IMPLICATIONS

There are no legal implications.

9. RESOURCE IMPLICATIONS

There are no resource implications.

10. EQUALITY AND HEALTH IMPLICATIONS

Please select one of the options below.

Option 1 Equality Impact Assessment (EIA) not required – the EIA checklist has been completed.

Option 2 In determining this matter the Executive Member needs to consider the EIA associated with this item in advance of making the decision.

Option 3 In determining this matter the Executive Board Members need to consider the EIA associated with this item in advance of making the decision.

11. CONSULTATIONS

There are no consultations.

12. STATEMENT OF COMPLIANCE

N/A

13. DECLARATION OF INTEREST

All Declarations of Interest of any Executive Member consulted and note of any dispensation granted by the Chief Executive will be recorded in the Summary of Decisions published on the day following the meeting.

CONTACT OFFICER:	Mohsin Mulla
DATE:	December 2022
BACKGROUND PAPER:	Council Forum March 2021 Executive Board June 2022



REPORT OF:	LEADER
TO:	POLICY COUNCIL
DATE:	1 DECEMBER 2022

CORPORATE PLAN 2023-2027 AND PERFORMANCE SUMMARY 2022

1. PURPOSE OF THE REPORT

- To debate the draft corporate plan which sets the Council's strategic priorities for the next four years
- To reflect on recent national policy drivers
- Reflect on the Council's current performance

2. RECOMMENDATIONS

That Policy Council:

- Note the contents of the report
- Note the draft corporate plan for 2023-27
- Agree the final text of the Corporate Plan will be signed off by the Leader and Chief Executive
- Note the current performance of the Council

3. "DELIVERING FOR YOU" – UPDATE ON CURRENT CORPORATE PLAN'S PERFORMANCE

Before members discuss the draft Corporate Plan 2023-27, it is worth considering the performance against the current one.

While we are making the transition from the current Corporate Plan to the new one, we have still been delivering against the current strategic objectives.

There are 69 measures within the corporate performance framework. In some instances we have not been able to report performance for all of the indicators. This is mainly where national comparator data is not yet available.

However, where possible, they still provide a summary of the borough's key characteristics.

Policy Council is asked to note the overall performance against the delivery of the Council's strategic objectives as illustrated in Appendix One - Performance, and the

remedial action to improve delivery against the 2019-2023 corporate priorities which are giving cause for concern, as outlined in Appendix Two - Exception Reports.

Each portfolio has been asked to provide a red, amber or green forecast for their performance measures. Information relating to the 69 KPIs for the first half-year of 2022/23 (April 2022 to September 2022) is as follows:

61% (42 actual) forecast “green” or on track

25% (17 actual) forecast “amber” where delivery is on track and currently being managed

3% (2 actual) forecast “red” where performance is, or is likely to be off track

11% (8 actual) of the measures’ data and/or a RAG rating is currently unavailable

3. CORPORATE PLAN SUMMARY

At Policy Council in December 2021, members agreed to refresh the corporate plan. This is a key, high level and overarching document that sets out the Council’s core priorities and ambitions over the next four years. It will be supported by portfolio / departmental service plans and a performance framework of key measures, deliverables and outcomes.

This year, extensive consultation and engagement has taken place. The engagement included a residents’ survey, sessions with young people, officer and member engagement and other bespoke sessions with the public and partners.

At October Council Forum, Council agreed six priorities or missions – four core missions and two supporting ones.

The document being considered gives more information on the type of activity we will undertake in the next four years to achieve our goals.

A key focus of the document is on our ambitious **growth** plans. Unlocking the borough’s economic potential is vital as a more prosperous borough is the key to alleviate the structural inequalities that exist here as well as giving the Council money to invest in vital public services.

Over the next four years we will look to make significant progress on our growth plans and strategic frameworks and build on the real momentum for the area as a place to live, invest and do business in. We will also adopt our new Local Plan through to 2037.

The corporate plan also highlights our real focus on the climate emergency. Our residents have been very clear that the climate emergency is important to them so it is important our main strategic document reflects our determination to take action. As part of our plan, we are hosting a people’s jury which residents from across the borough coming together to discuss plans to help tackle the climate change crisis and develop recommendations which will help shape future actions.

Given our demographics, and given that they are the future of this borough, another key focus is our **young people**. Taking a long-term approach means getting it right for children and young people especially during their early years. A key project we will deliver, referenced in the plan, is the development of family hubs. The plan also reaffirms our

commitment to putting children and young people at the heart of everything we do and make sure they are involved, listened to and have opportunities to play their part.

Building **healthier, happier and safer communities** encompasses our work in making the borough cleaner and greener, fostering community pride, working with partners such as the police to make our communities safer, and safeguarding and protecting our borough's most vulnerable residents. Reducing health inequalities and improving health outcomes are key outcomes of this mission achieved by working closely with our NHS and community partners to integrate health and care services and interventions such as promoting self-care and independence, tackling social isolation and utilising our publicly owned leisure services to promote and support good health and wellbeing.

Of course, we will struggle to achieve our goals unless we tackle the budget challenge or do not continue to develop as an organisation so the plan also sets out two supporting missions around being **financially sustainable** and continuing to be an **innovative and forward thinking**.

Following Policy Council, the design of the draft corporate plan will continue to be tweaked with a final sign off from the Chief Executive and the Leader. It will be formally launched early next year and it will be reflected in business and service plans from April.

Before debating the detail of the plan, members are invited to consider the key context in which the plan has been developed.

4. NATIONAL POLICY DRIVERS

4.1 Devolution/Levelling up bids

The Council has submitted a number of bids to levelling up pots of funding including the Shared Prosperity Fund and the Levelling Up fund 2. We await updates from Government on progress with these bids and funding allocations.

The Council is working closely with other Lancashire councils to make the case for more devolution of resources, powers and flexibilities to the region. A strategic framework for Lancashire is being developed called Lancashire 2050 which will help support future devolution bids. The plan helps create a shared vision, shared ambition, shared goals and shared priorities and gives Lancashire a stronger voice.

4.2 Autumn statement

On November 17, the Chancellor set out a series of spending cuts and tax rises as part of the autumn statement.

Key measures include:

- UK growth in 2022 of 4.2% but economy now in recession. Contraction of 1.4% expected in 2023.

- Councils in England will be able to increase general council tax by up to 3% a year without a local referendum and upper tier authorities will also be able to increase the additional Adult Social Care precept by up to 2%.
- Adult social care additional grant funding of £1bn next year and £1.7bn the year after.
- Increased NHS budget, in each of the next two years, by an extra £3.3bn.
- Extra £2.3bn investment per year in our schools.
- Adult Social Care Charging Reforms in local authorities will be delayed until Oct 2025
- Existing expressions of interest in Investment Zones will not be taken forward

4.3 Cost of living

The rising cost of living has been affecting everyone in our borough and many people are struggling with bills, food prices and rents and mortgages going up. People are rightly worrying about how they are going to cope over the winter.

The Council's priority is supporting our residents and we continue to work with Voluntary Community and Faith Sector organisations on opportunities for action. This includes helping facilitate the wide range of local and national help and areas of support available in the borough around access to food; money, debt, housing advice and support; mental health; help with fuel costs and energy efficiency; gambling and work and employment.

The Household Support Scheme is available for anyone eligible to apply for support with fuel costs, boiler servicing and repairs, food and other essentials to keep warm and fed. The Council and partners have worked quickly and closely to channel this funding to people who are eligible. We've also produced an information leaflet which has gone to every household in the borough outlining the support available as well as signposting residents to a number of other organisations and sources of information, advice and support.

4.4 Health and social care changes

There are a raft of legislative changes and national policy measures which our Adult Social Care Department has to implement over the coming years.

One of the most important changes is the reintroduction of inspections of Adult Social Care departments by the Care Quality Commission. The CQC would be responsible for assessing local authorities' delivery of their adult social care duties with departments judged to be failing potentially subject to government interventions.

Other areas that will impact on the way the department operates includes Mental Health Act reform, the Autism Act and the move from the Deprivation of Liberty Safeguards to the Liberty Protection Safeguards. As noted above, the Adult Social Care Charging Reforms have been delayed until October 2025.

A key focus of the department's business plan will be to seize the opportunities of the above, develop new models of care and reform adult social care in the borough.

The Health and Care Act 2022 introduced changes to the health and care commissioning landscape, the key change being the formal creation of Integrated Care Systems across the country. They are made up of two parts – an Integrated Care Board (ICB), an NHS organisation with responsibility for allocating the NHS budget and commissioning services for the population, taking over the functions previously held by clinical commissioning groups (CCGs) and an Integrated Care Partnership (ICP) a statutory joint committee of the ICB and local authorities in the area. It brings together a broad set of partners to support partnership working and develop an ‘integrated care strategy’, a plan, informed by health and wellbeing strategies, to address the wider health care, public health and social care needs of the population.

The Lancashire and South Cumbria Integrated Care Board (ICB) was formally established as a new statutory body on 1 July 2022, replacing the eight clinical commissioning groups across Lancashire and South Cumbria. The ICB has since committed to establishing Place-based Partnership’s (PBPs) aligned to Upper Tier local authority footprints, who will lead the detailed design and delivery of integrated services across their localities and neighbourhoods.

These place partnerships will involve the NHS, local councils, community and voluntary organisations, local residents, people who use services, their carers and representatives and other community partners with a role in supporting the health and wellbeing of the population. PBPs will be responsible for coordinating the planning and delivery of all age, community-based service provision, at place level, for physical and mental health care, with a particular focus on reducing health inequalities and unwarranted variation within their place and, where appropriate, across the places within Lancashire and South Cumbria.

It is the intention to ensure that there is a close working relationship between the Council and the ICB in convening and driving the work of the BwD Partnership and a Director of Health and Care Integration for Blackburn with Darwen has been appointed jointly by the Council and ICB. This role will work particularly closely with the Strategic Director, Adults & Health, along with the Director of Public Health to develop new governance and partnership working arrangements, which should be confirmed early in the New Year.

It is likely that the new BwD Place Partnership will play a key role in delivering on some of the Council’s Corporate Plan ambitions, particularly around building healthier, happier and safer communities, and a full delivery plan for the Partnership will be developed early in 2023. Development and delivery commitments of the new Partnership will be reported through to the Council Forum and Executive Board at the appropriate time.

Integrating social care and health with the purpose of providing joined up care has been a key ambition for some years and in Blackburn with Darwen we have a range of integrated services already.

4.5 Elections

The Elections Act 2022 introduced various measures which are being brought in at different times. A summary of the planned changes has been previously circulated but

the key one for 2023 is the introduction of voter ID. The changes will require electors to show an approved form of photo identification before voting in a polling station.

The draft statutory instrument for voter ID have only just been laid in Parliament by the relevant minister but it is due to come in from the May 2023 elections.

The elections and governance team are working on implementation and will be ready to implement voter ID certificates for those without a suitable form of photo identity from January.

The requirement for Voter ID will be a key focus of future voter turnout communications campaigns, both nationally and locally.

4.6 Children's and Education

The MacAlister report, an independent review of the needs, experiences and outcomes of the children supported by social care, was published earlier this year.

The report said that change in children's social services was both morally urgent and financially unavoidable.

The report calls for radical measures to boost the life chances of care leavers, calling the inequalities and stigma they face the "civil rights issue of our time". Equalities law should be changed to protect people with care experience from discrimination, and jobs and university places created and reserved for them. It also called for:

- The creation of a highly-trained cadre of child protection specialists tasked with responsibility for making "decisive and focused" decisions on whether to escalate interventions to protect individual children identified as at risk of harm.
- A raft of financial and legal support to help kinship carers – grandparents, aunts and uncles – to look after child relatives who would otherwise enter foster or residential care after being separated by the courts from their parents.
- Investment in the social care workforce to address high vacancy and turnover rates, and enable social workers to spend more time with working with children and families and less time on paperwork and bureaucracy.
- The review calls for legislation to create new care standards aimed at ending the scandal of unregulated care, in which thousands of 16 and 17-year-olds are placed in potentially unsafe accommodation without supervision.

The government set out an initial response on May 23: (<https://www.gov.uk/government/news/fundamental-shift-in-childrens-social-care-set-out>) and the Department for Education has pledged to issue a fuller response to the report as well as those of the Child Safeguarding Practice Review Panels into the murders of Arthur Labinjo-Hughes and Star Hobson and the Competition and Markets Authority's into the children's social care market, by the end of the year. However, it is unclear how the recent political turmoil and change of Prime Minister will impact on that timetable.

The Schools White Paper, Opportunity for All, was published in March. It set a number of initiatives including:

- All schools are expected to be in trusts of at least 10 schools or 7.5k pupils by 2030.
- The local authority can set up its own trusts under certain circumstances.
- Once all schools join trusts, as is proposed, the LA will no longer have a statutory role for school improvement.
- A new regulator will be set up to ensure that trusts keep to a new set of standards.

In response the white paper, Blackburn with Darwen Council and its partners are developing a new strategic plan and vision for education in Blackburn with Darwen.

4.7 Environment Act

The Act received Royal Assent last year but we are still awaiting clarity and firm proposals in a number of key areas. These include food waste collections, consistent recycling collections, roll out of the DRS (deposit return schemes) and roll out of extended producer responsibility on packing (eEPR).

Officers are keeping linked into announcements and will continue to update members as appropriate.

5. POLICY IMPLICATIONS

The new Corporate Plan sets out the policy priorities for the Council from 2023-2027 and replaces the existing four strategic corporate priorities which were developed in 2018. The corporate plan sets out in more detail how we intend to measure our performance over the lifetime of the corporate plan.

6. FINANCIAL IMPLICATIONS

There are no direct legal implications arising from this report. However, the Corporate Plan provides the necessary framework and context upon which the council can direct its decision-making and significantly contributes to robust corporate governance arrangements.

7. LEGAL IMPLICATIONS

The approval of the Corporate Plan and Council's objectives and priorities are a function of Full Council. Any legal issues arising from implementing the commitments in them will need to be reported and considered in accordance with relevant legislation and the Constitution.

8. RESOURCE IMPLICATIONS

Any resource implications of the new Corporate Plan will be managed within existing budgets.

9. EQUALITY IMPLICATIONS

The pre-equality impact assessment has been undertaken and is not required.

10. CONSULTATIONS

An extensive programme of engagement has been undertaken to shape the corporate plan.

These include:

- A residents' survey
- Three young people's sessions
- Several vox pops in Blackburn and Darwen town centres
- A session with adult learners
- A session with Foster Carers
- Several sessions with the Council's extended leadership
- Sessions with different Departmental Management Teams

Chief Officer

Contact Officer: Denise Park, Chief Executive

Date: 23/11/22

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.

Form Reference Standard Committee Report Template May 2012 1.0

Blackburn with Darwen Corporate Plan 2023 - 2027

Changing people's lives for the better

Trust

Respect

Ambition

Collaboration

Kindness



We want every single resident, no matter who they are, to achieve a good quality of life.

To help achieve this, by 2027, we will make progress on four core missions:



A more prosperous borough where no-one is left behind



Every child and young person to have the opportunities to fulfil their potential



Deliver our climate emergency action plan



Build healthier, happier and safer communities

Trust

Respect

Ambition

Collaboration

Kindness



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Introduction by the Leader and Chief Executive

Blackburn with Darwen is a borough with huge potential.

It's a unique place that is bursting with culture and history. It has a young and diverse population and folk who are friendly and welcoming. It is also home to some brilliant examples of innovation, entrepreneurship and 'can do' spirit. Like our residents and our businesses, Blackburn with Darwen Council is very ambitious and we are well placed to deliver even during these tough times. If this Council can't be ambitious, then why should anyone else be?

As a local authority, a democratic organisation, we are able to use our powers, the funding we get and the services we deliver to achieve that. We want every single resident, no matter who they are, to achieve a good quality of life.

Key to changing people's lives for the better is our focus on building a stronger local economy which works for everyone. We have the potential to be one of the most important economic regions in the North West. By unleashing that potential, we can have a borough where every single resident, no matter who they are, can achieve a good quality of life. Achieving a more prosperous borough is absolutely key to that as it will help alleviate some of the structural inequalities we have here as well as give the Council money to invest in vital public services.

Given our young population, we are also determined to make Blackburn with Darwen a great place to grow up in. We will put children and young people at the heart of what we do.

We firmly believe that we can achieve more collectively than we do alone so we will continue to work closely with residents, businesses, public sector partners such as the NHS and community and voluntary organisations.

We will always work with anyone or any organisation that wants to achieve our overarching aims.

We acknowledge that there are real issues for us to overcome as a borough and a Council. There are some very choppy waters ahead especially as a result of the cost of living crisis which is having an affect on every resident, business and public service.

But we have the ambition, the determination and the innovative thinking to meet those challenges. We have much to look forward to and are optimistic that we can achieve a lot in the next four years.



Councillor Phil Riley
Leader
Blackburn with Darwen
Borough Council



Denise Park
Chief Executive
Blackburn with Darwen
Borough Council

Where we are now

The last few years have been incredibly challenging for our residents and businesses as well as the Council and its partners.

The borough responded exceptionally well to the challenges of COVID. The whole community played their part – following guidance, getting vaccinated, getting tested, looking after each other and showing real resilience. [The Public Health Annual Report 2022](#) covers these issues.

The Council led the local response and every member of staff can be proud that they helped save lives and kept essential services running.

Even though we were dealing with a crisis unprecedented in the modern era, we still achieved a lot and are still continuing to achieve.

Our local economy was growing at a faster rate than many other areas before COVID. Economic data shows we are also recovering more strongly than other areas. This shows the Council's focus on growth is delivering for the borough.



Our achievements since the last plan include:



New town centre businesses attracted



Darwen Town Deal funding secured



£2m arts and culture funding



Festival of Making returned



£1.2m Olympic skatepark



The borough is home to world class businesses

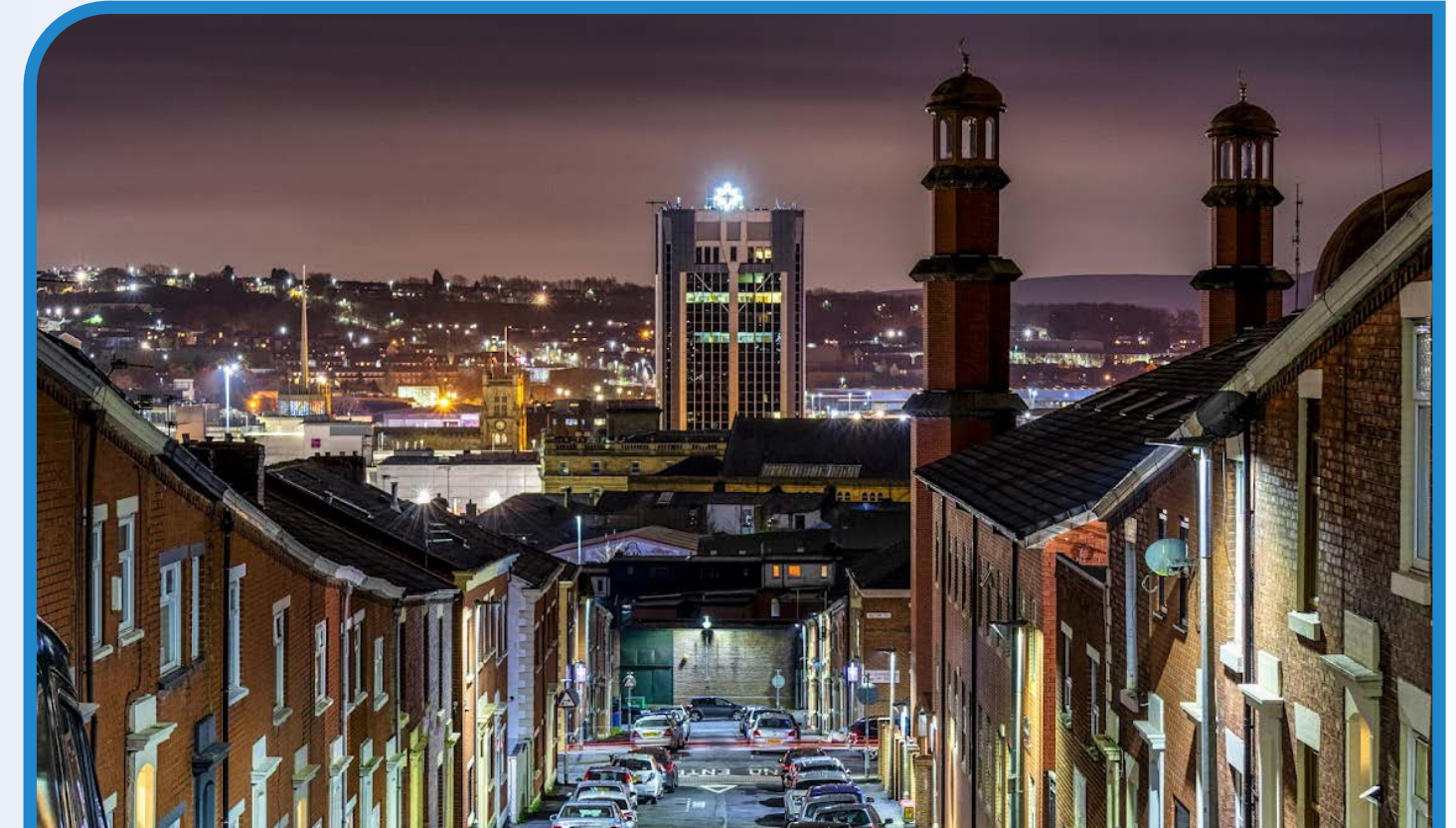
Our achievements since the last plan also include:



Over 90% schools Good/Outstanding



Adult learning team commended



£750,000 street safety funding



Restored Darwen tower opens



Queen's Platinum Jubilee



Strategic Youth Alliance

Our achievements since the last plan also include:



COVID business grants delivered



Breastfeeding borough



New blue bins rolled out



Extended library opening times



King George's Hall centenary



Homeless winter accommodation

Our achievements since the last plan also include:



New apprentices



Vaccination programme



New cycling facilities delivered



New homes built



Thousands of trees planted



Youth Forum elections

What residents told us

Over the last few months, we have been engaging with residents to understand what they want their Council to deliver in the next few years. Our engagement included a residents' survey, three sessions with young people and various other sessions.

To find out more about our population make-up you can visit: www.blackburn.gov.uk/facts-and-figures

Residents told us:

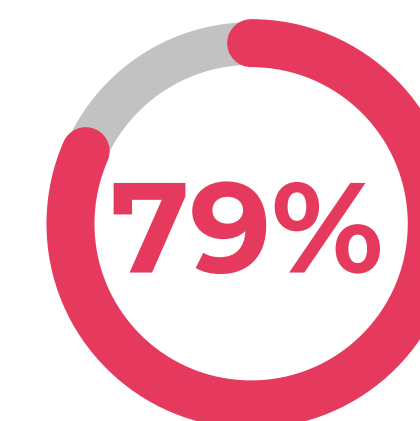
- They are proud of this borough
- They want better transport links
- They want the borough to be cleaner and greener
- They want more going on in the town centres
- They want better, high quality jobs
- We should take the lead on the climate emergency
- For some residents safety at night was an issue

Young people have told us they want every child and young person to have equal opportunities to fulfil their potential. They told us they want Blackburn with Darwen to be a place that is brilliant to grow up in and that there is information, support and guidance available for their transition to adulthood.

Our residents survey told us:



are satisfied with their local area.



felt strongly they belonged to the area.



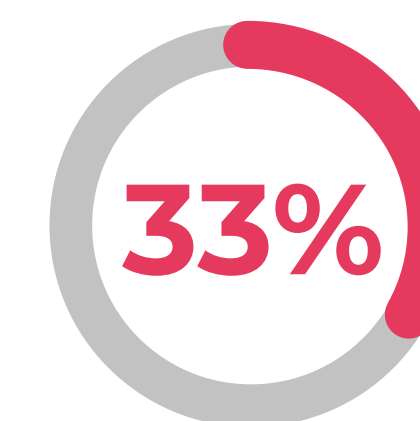
were satisfied with council services.



the Council keeps them well informed.



volunteered in their local community.



are likely to volunteer in the next year.

SPOTLIGHT AWARDS

Proud to be BwD

Our workforce is key to achieving our goal of successfully delivering the missions outlined in this plan.

As an organisation, we want to recruit and retain the best people out there and be one of the best employers in the North West so we can be one of the best councils for our residents.

A significant amount of work has taken place to introduce a new set of values and behaviours that our over 2200 employees all live and breathe as they support people to feel, "Proud to be BwD."

Our Values have been defined as Trust, Respect, Ambition, Collaboration, and Kindness. Trust: We believe in and can rely on each other. Respect: We embrace diversity and value our differences. Ambition: We have the courage to try new things and strive to be better. Collaboration: We achieve more by working together. Kindness: We are self-aware and considerate in all that we do.

Our People Promise ensures that every single person in our organisation lives and breathes our values and behaviours.

A lot of work has also gone into improving our leaders and managers who have a huge part to play in embedding these values; from demonstrating the values themselves, to encouraging colleagues and teams to demonstrate them.

Trust

Respect

Ambition

Collaboration

Kindness



The Core missions

Our missions set out what this Council strives to achieve for our residents and the borough.

Each missions sets out why we are doing it, what we hope to achieve and what we aspire to deliver.

Each mission is underpinned by key strategies, departmental business plans and service plans which will help deliver the ambitions of the mission.

A more prosperous borough where no-one is left behind

We are incredibly proud that Blackburn with Darwen is a growing borough. Prosperity is a necessary condition of a successful, healthy and thriving place. A strong economy which works for everyone is central to our overarching mission to change people's lives for the better.

As a Council, we have a proven track record of being forward-thinking in delivering growth and we are working hard to unlock Blackburn with Darwen's potential to be one of the most important economic centres in the North West.

Working with our key partners and investors, we have developed ambitious plans and strategies to position the borough as a place of economic scale and quality. Over the coming decade, with investment and support from Government, residents and businesses will see real and lasting change in the borough, with the potential to generate 100,000 jobs.

Our bold £1bn vision for the future is underpinned by the new Local Plan for 2021-2037 and its adoption is a clear priority for the Council. Our plan for growth focuses on six strategic priorities, including the Blackburn Growth Axis which is set to be truly transformational – linking and building on key regional growth corridors and the benefits that the re-location of the National Cyber Force HQ to neighbouring Samlesbury will bring. This is a huge opportunity for the borough and a key aspect of our work around growth will be strengthening links with the NCF and ensuring the borough is an integral part of the Government's new Northern Cyber Corridor running from Lancaster to Manchester.

A £250m masterplan for Blackburn town centre also sits at the very heart of the Growth Axis – set on the site of the former Thwaites Brewery and the surrounding area, this is believed to be the largest town centre development of its type in the region.



A more prosperous borough where no-one is left behind (continued)

Through the Towns Fund, we have established for Darwen a wider £100m programme of investment, over the next five years, with plans to transform the town centre, develop world-class manufacturing facilities - both safeguarding and creating jobs - significant investment in quality sporting facilities as part of a new Sports Village boasting an Olympic standard skate park, improving connectivity and strengthening the links to the town's breath-taking moorland and fantastic outdoor space, with the town's iconic Tower already beautifully restored as part of our investment plan.

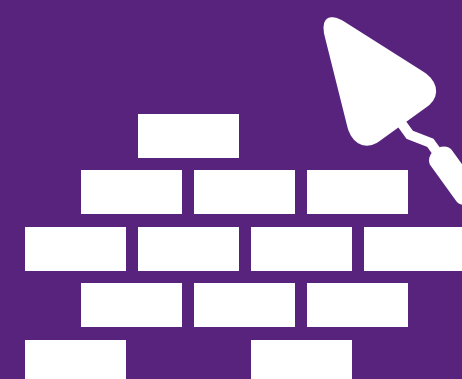
We have a rapidly changing housing offer in the borough too with more than 1,500 new high quality family homes built in the last five years and 2,000 more in the planning. We are proud to out-pace national targets, and we continue to encourage new and established developers and investors to commit to the borough by providing greater certainty and confidence in our plans, as we do so to better the lives of our residents.

A key priority is to drive up skills in the borough. We will work with our schools, college, higher education, and employers to broker new skills solutions to help meet current and future skills demands in new growth sectors, including digital / cyber, clean technologies and advanced manufacturing, and in maintaining our essential health and social care services. We will work with partners to develop a new skills strategy to close key performance gaps and help ensure our residents are better able to access and compete for the new employment and wealth creation opportunities in development, locally and nationally.

When it comes to our creative industries, we have something truly special in Blackburn with Darwen too, including four Arts Council England National Portfolio Organisations. These include the National Festival of Making – the largest free festival of its kind in the whole country held each year in Blackburn, the British Textile Biennial, Cultrapedia and the Blackburn Museum and Art Gallery which is fast approaching its 150th year anniversary. We're also developing an exciting new Cultural Quarter anchored by King George's Hall.



What we aspire to deliver



A more prosperous borough where no-one is left behind

Adopt and drive forward the new Local Plan for 2021-2037.

Bring forward new investment frameworks of scale and quality, including the Blackburn Growth Axis, Blackburn Town

Centre Masterplan, and Darwen Town Investment Plan.

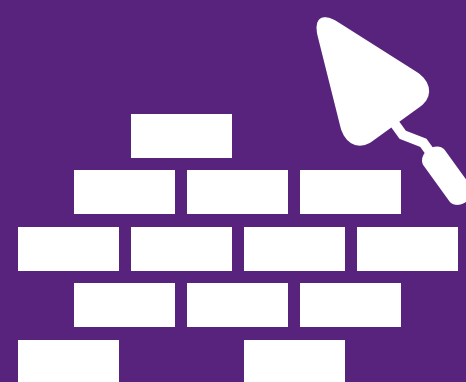
Continue to deliver the Council's annual Growth Programme.

Continue to deliver high quality housing opportunities to support the economic transformation of the borough.

Build and strengthen links with the new National Cyber Force (NCF) campus.

Develop a new Skills and Employment Strategy for the borough.

What we aspire to deliver (continued)



A more prosperous borough where no-one is left behind

Develop a new Cultural Economy Strategy for the borough, support nationally significant events, including The National Festival of Making and work with and support the National Portfolio Organisations.

Actively position the borough as an investor destination of choice and leverage international trade opportunities generated by our leading businesses.

Support local businesses, including buying more goods and services from them.

Expand our apprentice programme through Council driven skills academies and our local procurement channels, while encouraging local businesses to take on new apprentices.

Work with strategic partners to establish a Combined Authority to scale and link-up new local and Lancashire-wide growth and infrastructure opportunities and public service innovations.

Every child and young person to have the opportunities to fulfil their potential

Children and young people are this borough's future. For Blackburn with Darwen to be successful and to continue to prosper, we have to get things right for them.

Young people have told us they want every child and young person to have equal opportunities to fulfil their potential. They told us they want Blackburn with Darwen to be a place that is brilliant to grow up in and that there is information, support and guidance available for their transition to adulthood.

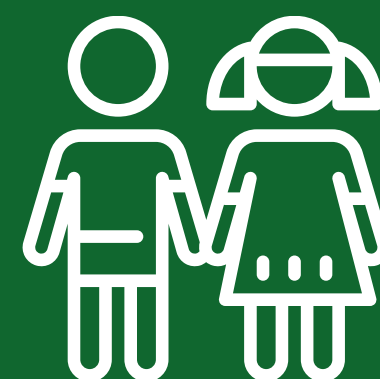
As a Council, we firmly believe everyone in the community should play their part to unlock every child's potential. By working together with parents and carers, schools, further education partners, community groups and the wider community, we can ensure there are opportunities for young people to be the best they can be.

We want them to get the opportunity to enjoy learning and do well, be happy and healthy, be prepared for adult life, have chances to get a rewarding job and feel safe and listened to.

The Council is a corporate parent, a responsibility we take incredibly seriously. Being a corporate parent means we're responsible for working with children and young people to make sure they have the best possible care and that they're safe, in the same way that a good parent would. We will continue to develop our staff and councillors in their role as a corporate parent.



What we aspire to deliver



Every child and young person to have the opportunities to fulfil their potential

Make sure children and young people are reflected in all our services and our policies.

Deliver our family hubs and Start for Life programme, delivering four family hubs for the borough and an improved offer.

Further embed our Youth Participation Strategy in everything we do.

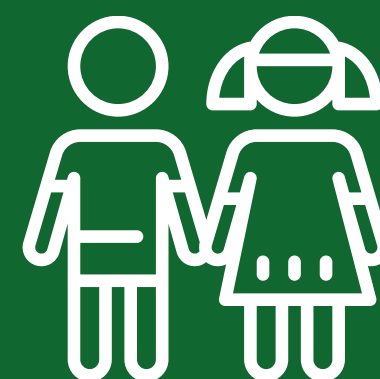
Continue to develop the Strategic Youth Alliance so children and young people have access to quality youth activities.

Work to increase the number of eligible two years olds accessing a funded early years education place.

Continue to deliver and then refresh our Adolescence Strategy.

Continue to work closely and support our schools to maintain the high quality in the borough.

What we aspire to deliver (continued)



Every child and young person to have the opportunities to fulfil their potential

Work with partners to develop a new vision and strategic plan for education in the borough. We are also exploring establishing a local authority academy trust.

Work closely with partners on delivering the Special Educational Needs Strategy and promote the Local Offer.

Ensure every member of staff and every councillor knows their responsibility as a corporate parent.

Recruit more foster carers.

Extend our virtual school model to every child with a social worker.

Ensure quality advice, guidance and information is available to all young people.

Develop a pilot work experience offer for care experienced children.

Deliver our Climate Emergency Action Plan

Climate change is one of the biggest threats facing humanity. It is a matter of grave concern that needs addressing urgently.

Blackburn with Darwen Council has declared a climate emergency and set a goal to be carbon neutral.

Our Climate Emergency Action Plan focuses on our ability to reduce our carbon footprint through resource efficiency, reduce emissions and help change behaviour and sets out what we're doing to address the wider implications for our environment over the next decade.

This clear action plan is designed to meet our responsibilities and we have a key role in providing leadership to the rest of the borough on this vital issue.

We'll continue to work with residents and businesses to make sure, as a borough, we are doing all we can to tackle the issue together.

By following our Climate Emergency Action Plan, at the end of the four years of this Corporate Plan, we aim to have made significant progress towards delivering on our ambitions.



What we aspire to deliver



Deliver our Climate Emergency Action Plan

Host a People's Jury with 32 residents from across the borough coming together to discuss plans to help tackle the climate change crisis and develop recommendations which will help shape future actions.

Ensure climate change objectives are reflected in all council plans and strategies.

Introduce new guidance around accounting for carbon emissions in departmental decision making processes.

Work with procurement teams to co-ordinate environmental questions asked of suppliers during the tendering process.

Introduce energy efficiency measures throughout all council buildings and property.

Invest in further LED lighting for all remaining streets, and on main routes, around the borough.

Increase recycling rates from 30% to 65% by 2030.

What we aspire to deliver (continued)



Deliver our Climate Emergency Action Plan

Work with partners to identify opportunities for renewable energy generation.

Deliver our walking and cycling plan to help reduce emissions from transport and increasing active travel.

Reduce emissions from staff business travel and commuting.

Plan to move the Council's vehicle fleet to clean fuel by 2030.

Work with local taxi drivers to cut emissions from 27 million miles driven in the borough each year.

Plant more trees and restore peatland.

Lobby Government to provide additional powers and resources needed to meet the 2030 target.

Build healthier, happier and safer communities

Blackburn with Darwen is a resilient place as has been shown during the pandemic. We are also a friendly and neighbourly place. Hundreds of people in the borough volunteer week in, week out to make the borough better. We will continue to support volunteers and encourage others to get involved.

The borough is home to beautiful parks such as Witton and Sunnyhurst and spectacular green spaces. Neighbourhoods that are clean and free from litter are healthier and happier places. We will continue a programme of education but will continue to take clamp down on those who blight our communities.

The health of some of our residents is poorer than it should be. COVID has starkly shown the health inequalities that exist here. We can address some of those challenges through our growth programme by making the borough more prosperous and introducing more quality housing. And we will continue to build on our strong partnership links as working together with others is also vital to addressing health inequalities.

Working with our partners such as the NHS, we will ensure a joined-up approach to tackling the causes of ill-health and supporting people to live as independently as possible. We will also work within the new health and care structures to fight for the resources we need in our borough.

We are proud there are publicly owned high quality leisure services in the borough and we are able to deliver a number of activities and initiatives that support residents to stay active, eat well and stay healthy.



Build healthier, happier and safer communities (continued)

We will work with people earlier to prevent ill-health and poor wellbeing and promote the benefits of self-care.

Some people in our borough have social care needs now and will have in the future. We will ensure people can get quality advice and information on what support is available and on eligibility so they can make informed choices. We will ensure that they get the right support, at the right place and at the right time.

We will continue to develop our local care market including developing the extra care facilities in the borough, so if people need longer term care, they can choose between a broad range of high quality options.

Protecting the most vulnerable in our borough from harm is everyone's mission. That means protecting those at risk of abuse, neglect and unfair treatment. We have effective partnerships in place to safeguard children and adults and we will continue to campaign to highlight the role everyone in the borough can play.



What we aspire to deliver



Build healthier, happier and safer communities

Work with residents, businesses and community groups to help keep neighbourhoods clean and tidy.

Crackdown on fly tipping, littering and dog fouling.

Deliver improvements to our parks and play areas.

Make volunteering easier and work with partners and residents to direct volunteers where they are needed the most.

Keep the borough safe and protect the most vulnerable children and adults.

Work with partners to reduce crime and antisocial behaviour.

Reduce homelessness and rough sleeping.

Support people to stay as healthy and independent at home for as long as possible.

What we aspire to deliver (continued)



Build healthier, happier and safer communities

Ensure a strong rehabilitation offer that is accessible and central to recovery.

An emphasis on preventing ill health including delivering health and wellbeing initiatives through our re:refresh programme and publicly owned leisure centres.

Ensure high quality care is available in the borough.

Maintain the quality of our adult learning programme.

Deliver a new Health and Wellbeing Strategy.

Maintain the quality of our Adult Learning Programme.

Continue to foster social integration.

Develop and implement strategies for people with a learning disability or autism.

Supporting missions

To deliver for residents, the Council needs to be an effective and efficient organisation.

The next two missions make clear that Blackburn with Darwen Council is a Council which is aware of the areas where it needs to improve, is ambitious, does innovate, delivers quality services and provides good value for money for residents.



Being an innovative and forward thinking Council

We pride ourselves on being an innovative and forward thinking Council, something which has led the Council to being recognised by peers as 'Council of the Year' three times in the borough's short history. We will strive to continue this approach to the delivery of services, ensuring that residents remain at the heart of everything we do.

Our staff are our most important resource. The quality of the services we provide depends on them having not only the skills and abilities necessary to provide high quality services but the dedication and commitment to make Blackburn with Darwen a better place. We want to create, develop and nurture a culture where staff feel proud to work for the Council and are able to develop their careers knowing that what they do will change people's lives for the better.

The pandemic accelerated the implementation of our Digital Strategy and we're now seeing the benefits of this with a wide range of services offered 24/7 through the Council's website. Over the life of this plan, we will take this further. Exploiting technology both in running the Council and in providing services is at the centre of our plans to transform what we do and how we do it to be as efficient as possible and we will put residents' needs at the forefront of our thinking.

We recognise that improving the borough is a shared endeavour. One of the Council's major strengths is the breadth and quality of its work with partnerships across a range of services. We will collaborate with regional, sub-regional and local partners where we consider residents will benefit from improved services, better value for money and better outcomes. Some of our key partnerships are outlined in the Partnership Working section.



Being an innovative and forward thinking Council (continued)

The Council also has to be ready for key legislative changes such as those in adult social care, environmental services, elections and schools.

There have been areas identified by external inspectors that need to improve.

We are committed to seeing through our Achieving Excellence Plan and making sure our children's services Ofsted rating improves.

We are aiming to deliver a positive inspection judgment for our Adult Social Services department from the Care Quality Commission.



What we aspire to deliver



Being an innovative and forward thinking Council

Ensure the Council is ready for key legislative changes such as those in adult social care, environmental services, elections and schools.

Ensure our children's services Ofsted rating improves through delivering our Achieving Excellence Plan.

Aim for a positive CQC judgment for our Adult Social Services.

Embed the values and behaviours agreed with staff across the organisation to ensure we operate in a supportive culture focused on service delivery.

Deliver our Organisational Development Plan to retain and attract the right skills and abilities to deliver the best services.

Make sure we continue to comply with our duties to ensure equality, diversity and inclusion are considered in our decision making process and service delivery.

What we aspire to deliver (continued)



Being an innovative and forward thinking Council

Use data and insight to improve our services and how they delivered so that they remain right for the residents we serve.

Move as many services as possible to be 'Digital First' in line with our Digital Strategy.

Continue to provide targeted support to access services for those residents who are unable to use digital services.

Regularly review the quality and breadth of our partnership working to ensure that we are achieving better services, better value for money and better outcomes for residents.

Invite the Local Government Association to hold a Peer Challenge in 2023 as part of our plan for continuous improvement in what we do and how we do it.

Tackle the budget challenge

The Council is facing tough times financially. The country is emerging from a pandemic, our funding from the Government is not likely to be as much as we need in the next few years, inflation is running high increasing our costs and demand on our services are increasing especially on our adults' and children's services.

We expect funding for local government will continue to be restrained and that the Government will continue to expect a greater contribution from council taxpayers towards the cost of local services.

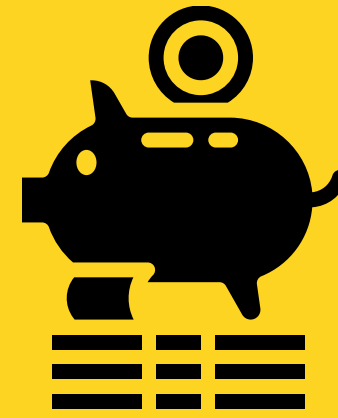
We will continue to lobby for a better funding settlement for the Council from the Government but we will also keep highlighting the crucial need for structural reform to the local government finance system. Lack of reform will likely mean less funding in real terms for the Council over the coming years.

To address the budget challenge, the Council needs to have a clear understanding of its financial position, its priorities and how it will ensure that the resources it has will be used in the best way possible to deliver services, particularly to support the most vulnerable in our communities.

Our Financial Strategy, 'Grow, Charge, Save, Stop', sets out a clear plan of how the Council will endeavour to achieve this and to deliver a balanced budget. Supported by a robust Medium Term Financial Planning framework, implementing the strategy will be challenging and will require the Council to be continuously improving, forward thinking, creative and innovative.



What we aspire to deliver



Tackle the budget challenge

Continue to lobby the Government for a fairer funding settlement for the Council, reflective of the needs of our communities.

Implement our Financial Strategy, 'Grow, Charge, Save' Stop'.

Focus investment in our Growth Strategy to increase the Council's taxbases and underlying income.

Ensure our fees and charges are set in line with the Fees and Charges Framework to maximise the Council's income.

Where it is right to do so, make a good commercial return on services in line with our Commercial Strategy.

Review and change our organisational structures to ensure they are delivering the best services for the least cost.

Develop and implement the Asset Management Plan to keep and maintain only the assets we need to provide services, disposing of surplus assets to support the Council's Capital Programme.

Considering different ways to deliver services, with the best service outcomes for residents at the heart of our approach.

Using the Procurement Strategy to exploit our buying power to deliver best value for residents.

Deliver value for money for residents (as assessed by the Council's External Auditor against guidance issued by the National Audit Office).

A photograph of two young boys in school uniforms sitting at a desk in a classroom. They are focused on building a LEGO Mindstorms robot. The boy on the left is smiling and looking towards the camera, while the boy on the right is looking at the robot. They are surrounded by various LEGO parts and a printed manual. In the background, other students and classroom equipment are visible.

Our key outcomes/ measuring our performance

If we are making good progress with our missions, by 2027 we hope to see fewer people in deprivation, increased life expectancy at birth, the borough closer to being carbon neutral, more children school ready, higher educational attainment, better outcomes for care experienced children, improvements on all our residents' survey results and more people who need help or support continuing to live in their own homes.

We will publish an annual update on the Corporate Plan outlining what we have achieved and the impact we have had on residents' daily lives.

To ensure the Council is performing and meeting its objectives, and as part of our new business planning process, we will also produce a quarterly performance monitoring report of our top key performance indicators (KPIs) setting out clear baselines.

Partnership working

The Council is recognised for the strength of its partnership working. We are committed to continuing to work closely with our partners to deliver services and build capacity across the sectors. Our partners include other public sector organisations, businesses, education providers, government departments, third and faith organisations and community groups. Key partnerships include the Hive, the Darwen Town Deal board, the schools improvement partnership, the Strategic Youth Alliance and the Food Resilience Alliance.

Here are a few examples of significant partnerships we are part of:

Blackburn with Darwen Place Based Partnership

This partnership is part of the new Lancashire and South Cumbria Integrated Care Partnership (ICP) structure and sees us working with the NHS, voluntary, community, faith and social enterprise (VCFSE) organisations and the wider community to take collective responsibility for providing better joined up care and support for residents and delivering the ambitions of the ICP. The PBP will develop a plan for that will deliver changes and improvements in services to meet the distinctive needs and characteristics of our borough.

ICPs were brought in as part of changes in the way health and care services are planned, paid for and delivered across England.

The changes saw the creation of Integrated Care Systems across the country. They are made up of two parts – an Integrated Care Board and an ICP. The role of the ICB is to allocate the NHS budget and commission services for the population, taking over the functions previously held by clinical commissioning groups (CCGs) and some of the direct commissioning functions of NHS England.



Lancashire and South Cumbria Integrated Care Board

Partnership working (continued)

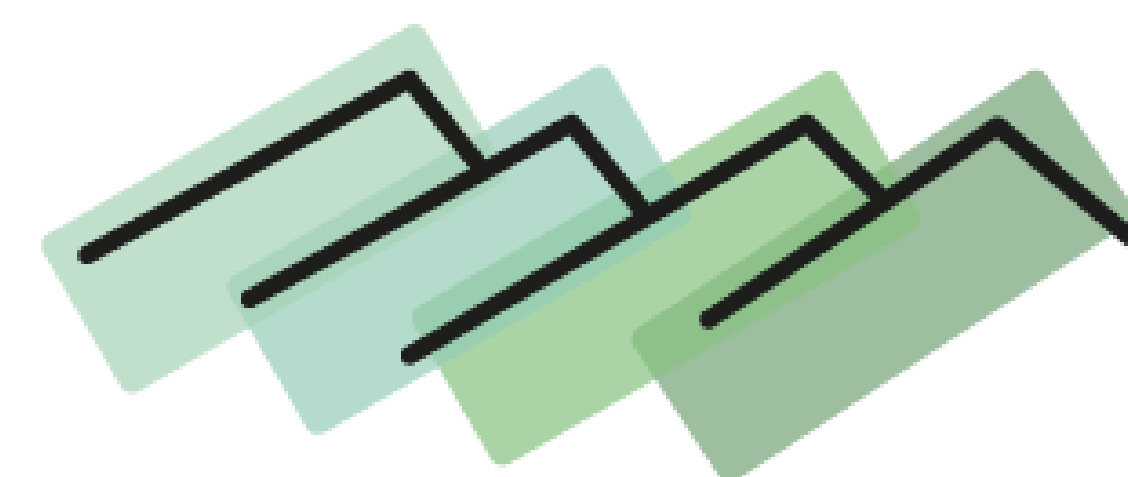
The ICP is a statutory joint committee of the ICB and local authorities in the area. It brings together a broad set of partners to support partnership working and develop an 'integrated care strategy', a plan to address the wider health care, public health and social care needs of the population. The ICB is required to have regard to this plan when making decisions. We are proud to play our part in all levels of the ICS.

Pennine Lancashire Community Safety Partnership

The PL CSP (which covers our borough, Burnley, Rossendale and Hyndburn) works together to reduce crime and disorder. It is made up of representatives from: our Council, Lancashire police, health, the probation service and Lancashire fire and rescue. We work together to protect their local communities from crime, focusing on local issues and priorities. We reassess local crime priorities on a yearly basis and develop community safety plans in consultation with partners such as the Police and Crime Commissioner and the local community.

Lancashire leaders

The Council is working closely with other Lancashire councils to make the case for more devolution of resources, powers and flexibilities to the region. A strategic framework for Lancashire is being developed called Lancashire 2050 which will help support future devolution bids. The plan helps create a shared vision, shared ambition, shared goals and shared priorities and gives Lancashire a strong, clear voice.



**PENNINE LANCASHIRE
COMMUNITY SAFETY
PARTNERSHIP**

Promoting our borough

A key focus of the next few years will be continuing to change perceptions of the borough. We know Blackburn with Darwen is a truly special place made up of two towns with strong identities and rich cultural heritages. Our residents and businesses are proud of our borough but sadly, outdated and harmful stereotypes of our borough persist especially at a national level.

We have done a lot of work over the last few years to shift those perceptions but we know we have much more to do.

Over the next four years we will continue to look at ways of promoting the borough, including maximising national press opportunities and launching a new website designed to attract new investment.



Our key strategies

All our key strategies and plans will be available on our website: www.blackburn.gov.uk

Appendix One: Corporate Plan 2022/2023: Performance Report for mid-year (1st April 2022 to 30th September 2022)

Update of the 2022/23 Technical Appendix

There were 69 KPIs included in the Corporate plan 2021/22 Technical Appendix. Following review of the KPIs for 2022/23, the KPIs listed below have been paused, deleted or added:

KPIs paused:

KPIs deleted:

- Finance & Governance - Current ratio of total useable reserves (excluding Public Health and schools) to net revenue expenditure
- Finance & Governance - Percentage change in reserves over the past 3 years

KPI added:

- Finance & Governance - Total Reserves to be used- annually in support of the Council's Budget as a percentage of overall reserves (excluding Schools Balances)(as measured by RA Forms)
- Finance & Governance - Achieve a breakeven or underspend against the Council's General Fund Revenue Budget (as measured by the agreed Budget Requirement)

Priority	Performance measure	Portfolio	Department	Lead	Good performance is	2022/23 Baseline	2022/23 Target	Half-year performance (Q1 & Q2 – April 22 to September 22)
P1 – Supporting young people and raising aspirations	1. % increase in uptake of the two years old offer by eligible children	Children's, Young People & Education Cllr Julie Gunn	Children's & Education	Carol Grimshaw	Higher	69% 2021/22	72% (Increase of 3% on 2021/22 - 69%)	69% Amber
	2. Personal Education Plans for cared for children a) % of children & young people with plans in place	Children's, Young People & Education Cllr Julie Gunn	Children's & Education	Charlotte Hesketh	Higher	89% 2021/22	Maintain 2021/22 performance 95%	Not yet available as PEPs completed termly and deadline is not yet reached.
	3. Personal Education Plans (PEP) for cared for children b) % of audited plans rated as Good or Outstanding	Children's, Young People & Education Cllr Julie Gunn	Children's & Education	Charlotte Hesketh	Higher	55% 2021/22 (Spring/Autumn term)	65%	Not yet available as PEPs completed termly and deadline is not yet reached.
	4. Council Apprenticeship start-ups	Finance & Governance Cllr Vicky McGurk	HR, Legal & Governance	Corinne McMillan	Higher	20	20	23 Green
P2 – Safeguarding and supporting the most vulnerable people	5. % of Transforming Lives Cases closed with outcomes achieved	Adult Services & Prevention Cllr Mustafa Desai	Adults & Health	Richard Brown	Higher	60%	60%	50% Amber
	6. % of looked after children with 3 placements or more in year	Children's, Young People & Education Cllr Julie Gunn	Children's & Education	Judith Fennell	Lower	11.1% (2021/2022)	Achieve at or below national average for 2022/23	9% Green
	7. % of children in care for 2 ½ years who have remained in the same placement for at least 2 years	Children's, Young People & Education Cllr Julie Gunn	Children's & Education	Judith Fennell	Higher	67% March 2022	Achieve at or above national average for 2022/23	61% Green
	8. % of children leaving care where a Special Guardianship Order placement is granted.	Children's, Young People & Education Cllr Julie Gunn	Children's & Education	Judith Fennell	Higher	19% 2021/2022	Achieve at or above national average for 2022/23	19% Awaiting comparator
	9. Number of children open to children's social care including; those who are Child in Need, looked after or open to child protection.	Children's, Young People & Education Cllr Julie Gunn	Children's & Education	Jen Scott	Lower	1,388 open referrals March 2022	Benchmarked at comparator average	1,419 open referrals Awaiting comparator

Priority	Performance measure	Portfolio	Department	Lead	Good performance is	2022/23 Baseline	2022/23 Target	Half-year performance (Q1 & Q2 – April 22 to September 22)
	10. Rate of cared for children per 10,000 compared with the regional average.	Children's, Young People & Education Cllr Julie Gunn	Children's & Education	Jen Scott/ Judith Fennell	Lower	100.12 per 10k as at end March 2022	At or below the regional average for 2022/23	101 per 10k Awaiting comparator
	11. Rate of re-referrals into Children's Social Care	Children's, Young People & Education Cllr Julie Gunn	Children's & Education	Jen Scott	Lower	17.9% March 2022	16% (Include National Statistics for comparison)	14% Green
	12. Increase in the number of Young Carers identified	Children's, Young People & Education Cllr Julie Gunn	Children's & Education	Jen Scott	Higher	245 March 2022	280	261 Amber
	13. Percentage of commissioned residential placements for Looked After Children as a total of all Looked After Children	Children's, Young People & Education Cllr Julie Gunn	Children's & Education	Judith Fennell	Lower	6.4% March 2022 Context: 7.1% (2018/19)	At or below statistical neighbour comparator	6.7% (26 placements) Awaiting comparator data
P3 – Reducing health inequalities and improving health outcomes	14. Continue to achieve over 85% of Learning Disability service users living in settled accommodation	Adult Services & Prevention Cllr Mustafa Desai	Adults & Health	Katherine White / Brendan Gray	Higher	92.3% 2019/20	85%	94% Green
	15. Number of those in residential care aged 65 and above to be within 5% of the 2018-19 figure.	Adult Services & Prevention Cllr Mustafa Desai	Adults & Health	Katherine White / Brendan Gray	Lower	157 (2019/20)	150	73 Green
	16. Increase the number in Extra Care by 10%	Adult Services & Prevention Cllr Mustafa Desai	Adults & Health	Katherine White / Brendan Gray	Higher	120 (2019/20)	166	165 Green
	17. Greater than 80% of people aged 65 and over independent at home for 91 days or more following hospital discharge.	Adult Services & Prevention Cllr Mustafa Desai	Adults & Health	Katherine White	Higher	86% (2021/22)	80%	88% Green
	18. Increased number of residents referred and discussed at the integrated neighbourhood team (INTs) weekly meeting	Adult Services & Prevention Cllr Mustafa Desai	Adults & Health	Katherine White / Andrea Dixon	Higher	740 (2018/19)	816	1,241 Green
	19. Ensure 90% of Mental Health Act requests are responded to within 8 hours of notification	Adult Services & Prevention Cllr Mustafa Desai	Adults & Health	Katherine White / Brendan Gray	Higher	100% (2019/20)	90%	98% Green
	20. Where outcomes are expressed by the service user in safeguarding investigations, to ensure that 85% are fully or partially achieved.	Adult Services & Prevention Cllr Mustafa Desai	Adults & Health	Katherine White / Brendan Gray	Higher	95% (2019/20)	85%	96% Green
	1. Number of households prevented from becoming homeless.	Public Health, Prevention & Wellbeing Cllr Damian Talbot	Adults & Health	Mark Aspin	Higher	814 (Cumulative Prevention & Relief 2021-22)	814	447 Green

Priority	Performance measure	Portfolio	Department	Lead	Good performance is	2022/23 Baseline	2022/23 Target	Half-year performance (Q1 & Q2 – April 22 to September 22)
	2. Number of Domestic Abuse victims contacted for support within 48 hours.	Public Health, Prevention & Wellbeing Cllr Damian Talbot	Adults & Health	Mark Aspin	Higher	100%	100%	100% Green
	23. Number of leisure attendances (including pitches)	Public Health & Wellbeing Cllr Damian Talbot	Place	Heath Brandwood	Higher	159,133 (2020/21 attendance figures)	350,000	177,689 Green
	24. Total number of referrals into the BwD wellbeing service	Public Health, Prevention & Wellbeing Cllr Damian Talbot	Adults & Health	Richard Brown	Higher	979 referrals	1,000 referrals	751 Green
	25. Reduce smoking in adults	Public Health, Prevention & Wellbeing Cllr Damian Talbot	Adults & Health	Lee Girvan	Lower	15.1%	15.1%	15.1% Green
	26. Proportion of all in drug treatment who successfully completed treatment and did not re-present within six months.	Public Health, Prevention & Wellbeing Cllr Damian Talbot	Adults & Health	Lee Girvan	Higher	23%	24%	27.24% Green
	27. Child obesity – child measurement programme survey for both reception and year 6 children – prevalence of overweight (including obesity)	Public Health, Prevention & Wellbeing Cllr Damian Talbot	Adults & Health	Liz Johnston / Beth Wolfenden	Lower	Reception - No data Year 6 - 43.6% (2020/21)	Reception - 25% Year 6 - 40%	Data for 2021/22 is expected to be available in November 22
	28. % of alcohol retailers compliant with licensing conditions.	Environmental Services Cllr Jim Smith	Environment & Operations	Gary Johnston	Higher	>95%	>95%	98% Green
	29. % of food businesses achieving 3 Star and above rating on the National Food Hygiene Rating Scheme	Environmental Services Cllr Jim Smith	Environment & Operations	Gary Johnston	Higher	85%	85%	95% Green
P4 – Connected communities	30. Number of referrals “Stepped Down” from Social Work Teams to the Neighbourhood Service for Community Connectors and Volunteers	Adult Services & Prevention Cllr Mustafa Desai	Adults & Health	Katherine White / Richard Brown	Higher	179	180	91 referrals received from adults services and social workers Green
	31. Number of individuals engaged in activity across the Our Community Our Future Programme	Public Health, Prevention & Wellbeing Cllr Damian Talbot	Adults & Health	Richard Brown	Higher	638	400 *Reduced and refocused team for 22/23	317 Green
	32. Number of community groups engaged in activity across the Our Community, Our Future Programme	Public Health, Prevention & Wellbeing Cllr Damian Talbot	Adults & Health	Richard Brown	Higher	53	100	88 Green
	33. Number of volunteers supporting Council services	Public Health, Prevention & Wellbeing Cllr Damian Talbot	Adults & Health	Richard Brown	Higher	2,240	2,250	2377 active with hours (2509 total including inactive this year and those currently in induction phase) Green

Priority	Performance measure	Portfolio	Department	Lead	Good performance is	2022/23 Baseline	2022/23 Target	Half-year performance (Q1 & Q2 – April 22 to September 22)
	34. Number of citizens engaged through Digital Health and Care Hubs	Growth & Development Cllr Quesir Mahmood	Growth & Development	Adele Karwat / Library team	Higher	776	1,000	414 Amber
	35. Number of volunteer hours supporting Culture and Leisure services delivery	Growth & Development Cllr Quesir Mahmood	Growth & Development	Claire Ramwell	Higher	LIS 6,492 Heritage & Arts 12,645	LIS 8,000 Heritage & Arts 12,000	LIS 3,883 Heritage & Arts 8978 Green
	36. Number of cultural events and activities across arts and heritage services	Growth & Development Cllr Quesir Mahmood	Growth & Development	Adele Karwat / Rebecca Johnson	Higher	LIS 483 Heritage and Arts 200	LIS 500 Heritage & Arts 200	LIS 421 Heritage & Arts 64 Green
	37. Number of digital library loans	Growth & Development Cllr Quesir Mahmood	Growth & Development	Adele Karwat	Higher	36,488	40,000	20,124 Green
P5 – Safe and clean environment	38. Increase in number of your call community litter pickers	Environmental Services Cllr Jim Smith	Environment & Operations	Tony Watson / Stuart Hammond	Higher	2,057 volunteers registered	2,150 volunteers registered	2,101 Amber
	39. Increase number of prosecutions for enviro-crime offences	Environmental Services Cllr Jim Smith	Environment & Operations	Tony Watson / Mark Wilde	Higher	168 enforcement actions across the year as a whole	170 enforcement actions across the year as a whole	126 Amber
	40. Number of 4-hour repair/make safe following inspection of dangerous defects on the highways	Growth & Development Cllr Quesir Mahmood	Environment & Operations	Paul Withington	Higher	96%	98%	98.93% Green
	41. Increase the household recycling rate	Environmental Services Cllr Jim Smith	Environment & Operations	Tony Watson / Stuart Hammond	Higher	30.4%, (2021/22)	32%	32% for Q1, Q2 figures not available until February 2023 Green
	42. Reduce waste to landfill	Environmental Services Cllr Jim Smith	Environment & Operations	Tony Watson / Stuart Hammond	Lower	98.05%	65%	96.1% Diverted from landfill Green
P6 – Strong, growing economy to enable social mobility	43. Number of adult qualifications achieved (via the Adult Learning contract)	Adult Services & Prevention Cllr Mustafa Desai	Adults & Health	Richard Brown	Higher	449	425	168 achieved 118 - awaiting results (286 expected total Q2) Green
	44. Number of people supported into employment or learning. <i>*NCS - National Citizen Service</i> <i>** MPT - More Positive Together</i>	Adult Services & Prevention Cllr Mustafa Desai	Adults & Health	Richard Brown	Higher	879	Total: 1300 *NCS: 1200 **MPT 100	356 total NCS - 262 (+72 awaiting inputting) MPT - 22 Red
	45. Private rented sector homes, which have been inspected and have had Cat 1 and 2 hazards removed	Environmental Services Cllr Jim Smith	Environment & Operations	Gary Johnston	Higher	112	>112	42 Amber
	46. Number of long-term (over 6 months) empty properties brought back into use	Growth & Development Cllr Quesir Mahmood	Growth & Development	Simon Jones / Subhan Ali	Higher	450 properties	600 properties	406 Green

Priority	Performance measure	Portfolio	Department	Lead	Good performance is	2022/23 Baseline	2022/23 Target	Half-year performance (Q1 & Q2 – April 22 to September 22)
	47. Monitoring against national planning performance targets 2018: Major projects decided in 13 weeks	Growth & Development Cllr Quesir Mahmood	Growth & Development	Gavin Prescott	Higher	85%	95%	100% Green
	48. Monitoring against national planning performance targets 2018: Non-major projects decided in 8 weeks	Growth & Development Cllr Quesir Mahmood	Growth & Development	Gavin Prescott	Higher	90%	95%	98% Green
	49. Appeals: Major applications allowed preceding 2 years	Growth & Development Cllr Quesir Mahmood	Growth & Development	Gavin Prescott	Lower	2%	2%	0% Green
	50. Appeals: Non-major applications allowed preceding 2 years	Growth & Development Cllr Quesir Mahmood	Growth & Development	Gavin Prescott	Lower	2%	2%	0.24% Green
	51. Development of new employment space in the year (m ²)	Growth & Development Cllr Quesir Mahmood	Growth & Development	Helen Holland	Higher	8,000 sq.m	10,000 sq.m	4,242 sq.m Amber
P7 – Supporting our town centres and businesses	52. Total number of events at King Georges Hall (KGH)	Growth & Development Cllr Quesir Mahmood	Environment & Operations	Claire Ramwell	Higher	213	200	54 Amber
	53. Total attendances for ticketed events at King Georges Hall (KGH)	Growth & Development Cllr Quesir Mahmood	Environment & Operations	Claire Ramwell	Higher	107,537	53,768	32,589 Amber
	54. Total number of events at Darwen Library Theatre (DLT)	Growth & Development Cllr Quesir Mahmood	Environment & Operations	Claire Ramwell	Higher	240	116	30 Amber
	55. Total attendances for ticketed events at Darwen Library Theatre (DLT)	Growth & Development Cllr Quesir Mahmood	Environment & Operations	Claire Ramwell	Higher	13,383	6,693	3,456 Amber
P8 – Transparent and effective organisation	56. Online satisfaction rates for new Blackburn with Darwen website	Digital & Customer Services Cllr Mahfooz Hussain	Digital & Business Change	Paul Fleming / Comms & Web Team	Higher	New	New	N/A new website went live in October 2022
	57. Number of online customer transactions and forms completed	Digital & Customer Services Cllr Mahfooz Hussain	Digital & Business Change	Paul Fleming	Higher	163,674	N/A	43,001 Green
	58. Response to Freedom of Information Requests (FOIs) within timescale	Digital & Customer Services Cllr Mahfooz Hussain	Digital & Business Change	Sarah Critchley	Higher	92.11%	90%	96.96% Green
	59. Response to Environmental Information Requests (EIRs) within timescale	Digital & Customer Services Cllr Mahfooz Hussain	Digital & Business Change	Sarah Critchley	Higher	72.82%	90%	98.08% Green
	60. Response to Subject Access Requests (SARS) under the Data Protection Act within timescale	Digital & Customer Services Cllr Mahfooz Hussain	Digital & Business Change	Sarah Critchley	Higher	89.32%	90%	92.34% Green
	61. 95.5% collection of Council Tax	Finance & Governance Cllr Vicky McGurk	Finance	Andy Ormerod	Higher	94.77%	95.50%	53.07% Amber

Priority	Performance measure	Portfolio	Department	Lead	Good performance is	2022/23 Baseline	2022/23 Target	Half-year performance (Q1 & Q2 – April 22 to September 22)
	62. 98.5 % collection of Business Rates	Finance & Governance Cllr Vicky McGurk	Finance	Andy Ormerod	Higher	96.52%	98.50%	60.66% Amber
	63. Undisputed and valid supplier invoices paid within 30 days	Finance & Governance Cllr Vicky McGurk	Finance	Simon Ross	Higher	90%	90%	80% Amber
	64. *New Measure22/23* Total Reserves to be used-annually in support of the Council's Budget as a percentage of overall reserves (excluding Schools Balances) (as measured by RA Forms)	Finance & Governance Cllr Vicky McGurk	Finance	Simon Ross	Lower	20.50% (£13.146m/£64.137m)	20.50% (£13.146m/£64.137m)	32.3% (£20.736m / £64.137m) Amber
	65. New Measure22/23* Achieve a breakeven or underspend against the Council's General Fund Revenue Budget (as measured by the agreed Budget Requirement)	Finance & Governance Cllr Vicky McGurk	Finance	Simon Ross	Higher	Breakeven	Breakeven or underspend	Forecast overspend of £7.590m Red
	66. 10% year on year reduction of carbon emissions from Council facilities	Growth & Development Cllr Phil Riley	Growth & Development	Gwen Kinloch	Lower	5,586	4,859 -13% (726 tonnes CO2)	On track -12% Impact of Decarbonisation Projects being felt
	67. Response time and progress of stage One complaints to the Council	Digital & Customer Services Cllr Quesir Mahmood	Legal & Governance	Nafisha Master / Shima Ahmed	Higher	85%	90%	85% Amber
	68. Reduction in employee absence through sickness	Finance & Governance Cllr Vicky McGurk	Chief Executives	Corinne McMillan	Lower	7.58 days per FTE	8 days per FTE	4.16 Green
	69. Information relating to RIDDOR	Finance & Governance Cllr Vicky McGurk	Chief Executives	Corinne McMillan	Lower	7 RIDDOR	10 RIDDOR	1 Green

**Appendix Two: Corporate Plan 2022/2023: Performance Report
Half-Year (1 April 2022 to 30 September 2022) Exception Reports**

Two Key Performance Indicators (3%) have been forecast as “red” where performance is, or is likely to be off track

Priority: P6 – Strong, growing economy to enable social mobility

- KPI No. 44 Number of people supported into employment or learning

Priority: P8 – Transparent and effective organisation

- KPI No. 65 Achieve a breakeven or underspend against the Council’s General Fund Revenue Budget (as measured by the agreed Budget Requirement)

Department: Adults & Prevention		
Priority: Strong, growing economy to enable social mobility		
Performance Measure: 44		Good performance is: Higher
Target: 1300 (1200 NCS; 100 MPT)		Baseline: 879
Quarterly performance	Half year performance and RAG rating 356 (334* NCS, 22 **MPT) RAG Rating: RED	Year-end performance and RAG rating Amber
What is the reason for the performance?		
<p>Performance measure 44 relates to two services supporting people into employment or learning. As per the previous exception report (end of year 2021/2022), DWP invited the team back in to provide face to face appointments on-site and there are now more face to face appointments taking place in the Neighbourhood Learning Centres. This activity started gaining momentum in July and August 2022 and, as such, has not yet resulted in the expected increase in numbers. However, improved links with Blackburn College and our own Adult Learning service delivery picking up there should be a rise in learning outcomes in particular. There are increased numbers of accredited course programmes being offered, which should in turn see an increase in outcomes.</p> <p>The following reasons for the shortfall have continued to apply during the first 2 quarters of 2022/2023:</p> <ul style="list-style-type: none"> • Lack of physical space and/or opportunity for people to have face to face appointments • Fewer people being referred by agencies who work with people looking to improve their work prospects (eg DWP) • DWP were unable to host group sessions due to restricted room availability following an increase in numbers of work coaches 		

The National Careers Service in particular has seen an increase on the same period in 2021-2022. Additionally, there are periods of increased activity in terms of identifying, recording and claiming Job and Learning Outcomes. As these are generally October/November and February/March we expect to reduce the gap between current performance and targets significantly before the end of Quarter 4.

What is the likely impact of continued performance?

As this is a payment by results contract any shortfall in targets has an impact on income. However, a new Prime Contractor as from 1st October 2022 means that there are opportunities to change methods of delivery which are already being discussed with the team to ensure targets are achieved.

What activities have been or are being put in place to address these issues?

A delivery plan and projections template is updated monthly and is used to identify potential shortfalls giving the opportunity to mitigate this where possible. Additionally, team members have specific monthly targets which their manager is monitoring.

The above issues which resulted in the shortfall should reduce over the coming months. As a result of the change in Prime Contractor we have also been required to take on additional staffing capacity under TUPE regulations (0.6 FTE) which will enable the team to see more people under the contract and provides extra capacity for tracking customers. It is the tracking element of the role which will most benefit the recording and reporting of the number of people achieving either a learning outcome, job outcome or both. The team will have additional admin support to carry out some of this monitoring which should, again, see an increase in outcomes recorded.

Are there any decisions likely to be required of Executive Members in the future, in relation to this issue?

Not at this time

Department: Finance (Council-wide)		
Priority: Transparent and Effective Organisation (Delivered by a Strong and Resilient Council)		
Performance Measure: 65 Achieving a Balanced Budget		Good performance is: Achieving a Balanced Budget or Budget surplus
Target: Achieving a Balanced Budget		Baseline: A Balanced Budget
Quarterly performance	Half year performance and RAG rating - Current forecast is that the Council will overspend by £7.590m: RAG Rating: RED	Year-end performance and RAG rating: Current forecast is that the Council will overspend by £7.590m unless action is taken to control the Council's spending and/or increase income. RAG Rating: RED
What is the reason for the performance?		
<p>On the basis of a Budget Monitoring exercise undertaken at the end of September 2022 (Quarter 2), there are the following reasons for the forecast overspend:-</p> <ul style="list-style-type: none"> - Higher than expected pay award in 2022/23. The Council budget for a pay award of 2% (reflecting the prevailing rate of inflation at the time the budget was determined). However, the average pay award for Council staff is c7.5% resulting in a forecast overspend of £3.5m. This is partly offset by a contingency of £1m; - Higher than expected utility costs where the Council is expected to overspend by c£640k despite increasing the budget for utilities by £1m in 2022/23. Given the current volatility in the energy market, it is increasingly difficult to predict the likely cost of utilities to the Council; - Additional demand in Children's Service (reflecting an uptick since the Covid-19 pandemic has started to subside) leading to higher than expected costs of Children's placements; - Shortfall in income across a range of services such as Markets, Leisure Centres, Car Parking and Development Control. These services were significantly affected by the Covid-19 pandemic and whilst the impact of that has started to diminish, these same services are now affected by the Cost of Living crisis and the slowdown in the growth of the economy. <p>A more detail analysis of the forecast overspend is provided in the report on this matter considered by the Executive Board on 10th November 2022.</p>		
What is the likely impact of continued performance?		
<p>Should the Council's General Fund overspend by £7.590m in the 2021/22 financial year, there will need to be an additional call on the Council's Reserves to ensure that the Council's budget is in balance. This will require a review of Earmarked Reserves, particularly those set aside specifically as contingent sums.</p> <p>Equally, some of the underlying reasons for the forecast overspend may well have an impact on the Council's future budget if no action is taken to mitigate the impact of those matters.</p>		

What activities have been or are being put in place to address these issues?

The following remedial actions have been put in place with effect from November 2022:

- No new posts will be added to the Council's staffing establishment (unless funded specifically by grant funding)
- Any posts on the establishment which become vacant will be subject to review by the Council's Workforce Management Group before any recruitment process is commenced
- The turnover factor will be extended from 2 weeks to 4 weeks
- Any request for overtime will be subject to review by the relevant Head of Service and/or Director
- The approval limits for general expenditure will be amended so that Heads of Services and/or Directors provide additional oversight to the Council's spending.

In the medium term, and as part of the development of the Council's Budget for 2023/24, a series of strategic Workstreams has been established to review Council activity and identify ways of reducing the Council's expenditure and increasing its income. Details of these Workstreams, along with an update on the Council's Medium Term Financial Plan, were reported to the Executive Board in October 2022.

Are there any decisions likely to be required of Executive Members in the future, in relation to this issue?

Any decisions required will be dealt with in accordance with the Council's Financial Procedure Rules.

Year Planner 2023-24

Please note that all meeting dates are subject to change

As submitted to Policy Council on 1 December 2022

DRAFT

YEAR PLANNER 2023

	May	June	July	August	September	October
Monday	1 Early May Bank Holiday					
Tuesday	2			1 DTC		
Wednesday	3			2		
Thursday	4 Elections	1		3		
Friday	5 Elections Count	2		4	1 Schools re-open	
Saturday	6	3	1	5	2	
Sunday	7	4	2	6	3	1
Monday	8 Coronation Bank Holiday	5 HSC OSC Schools re-open	3 PLACE OSC	7 HSC OSC	4 PLACE OSC	2
Tuesday	9 GLSC DTC	6 DTC	4 CPSAG DTC	8	5 HWB DTC	3 CPSAG DTC
Wednesday	10	7 CFC	5	9	6 CFC	4
Thursday	11	8 EB	6 EB	10 EB	7 EB	5 CF
Friday	12	9	7	11	8	6
Saturday	13	10	8	12	9	7
Sunday	14	11	9	13	10	8
Monday	15 New Member Inductions	12 CYP OSC	10	14 CYP OSC	11 RESOURCES OSC	9 HSC OSC
Tuesday	16	13 GLSC	11 GLSC	15 GLSC	12 GLSC	10 GLSC
Wednesday	17	14	12	16	13	11
Thursday	18 AC	15 PH	13 PH	17 PH	14 PH	12 EB
Friday	19	16	14	18	15	13
Saturday	20	17	15	19	16	14
Sunday	21 Civic Sunday	18	16	20	17	15
Monday	22	19	17 RESOURCES OSC	21	18	16
Tuesday	23	20 HWB	18 L	22 LASC	19 AUD	17 L
Wednesday	24 CI/T	21 LASC	19	23	20	18
Thursday	25 PH	22 SC	20 CF	24 CI/T	21	19 PH
Friday	26 Schools Close	23	21 Schools close	25	22	20 Schools close
Saturday	27	24	22	26	23	21
Sunday	28	25	23	27	24	22
Monday	29 Spring Bank Holiday	26	24	28 Summer Bank Holiday	25	23
Tuesday	30	27 AUD	25	29	26	24 LASC
Wednesday	31	28 Eid al-Adha begins	26 CI/T	30	27 SC	25
Thursday		29 Eid al-Adha ends	27	31	28 CI/T	26 CI/T
Friday		30	28		29	27
Saturday			29		30	28
Sunday			30			29
Monday			31			30 Schools re-open
Tuesday						31

YEAR PLANNER 2023/2024

	November	December	January	February	March	April
Monday			1 New Year's Day			1 Easter Monday
Tuesday			2			2 L DTC
Wednesday	1		3			3
Thursday	2		4	1		4
Friday	3	1	5	2	1	5
Saturday	4	2	6	3	2	6
Sunday	5	3	7	4	3	7
Monday	6 CYP OSC	4	8 RESOURCES OSC Schools re-open	5 HSC OSC	4 PLACE OSC	8
Tuesday	7 DTC	5 HWB DTC	9	6 LASC DTC	5 HWB DTC	9 Eid al-Fitr begins GLSC
Wednesday	8	6 CFC	10 CPSAG	7	6 CFC	10 Eid al-Fitr ends
Thursday	9 EB	7 EB	11 EB	8 EB	7 EB	11 EB
Friday	10	8	12	9 Schools close	8	12
Saturday	11 Armistice Day	9	13	10	9	13
Sunday	12 Remembrance Sunday	10	14	11	10	14
Monday	13 PLACE OSC	11	15	12 CYP OSC	11 RESOURCES OSC	15 Schools re-open
Tuesday	14 GLSC	12 GLSC	16 GLSC	13 GLSC	12 GLSC	16 LASC
Wednesday	15	13	17	14	13	17
Thursday	16 PH	14 PH	18 PH	15 PH	14 PH	18 PH
Friday	17	15	19	16	15	19
Saturday	18	16	20	17	16	20
Sunday	19	17	21	18	17	21
Monday	20	18	22	19 Schools re-open	18	22
Tuesday	21	19 LASC	23 L	20	19	23
Wednesday	22	20 SC	24 CI/T	21	20	24
Thursday	23 CI/T	21	25 CF	22 CI/T	21 CF	25 CI/T
Friday	24	22 Schools close	26	23	22	26
Saturday	25	23	27	24	23	27
Sunday	26	24	28	25	24	28
Monday	27	25 Christmas Day	29	26 FC	25	29
Tuesday	28 AUD	26 Boxing Day	30	27	26 CPSAG	30
Wednesday	29	27	31	28	27 SC	
Thursday	30 PC	28 CI/T		29 AUD	28 CI/T Schools Close	
Friday		29			29 Good Friday	
Saturday		30			30	
Sunday		31			31	
Monday						
Tuesday						
Wednesday						

YEAR PLANNER 2024

	May	June	KEY
Monday			Council & Committee Meetings
Tuesday			AC – Annual Council 6.00 pm
Wednesday	1		FC – Finance Council 6.00 pm
Thursday	2 Elections		CF – Council Forum 6.00 pm
Friday	3 Elections Count		PC – Policy Council 6.00 pm
Saturday	4	1	EB – Executive Board 6.00 pm
Sunday	5	2	PH – Planning & Highways Committee 6.30 pm
Monday	6 Early May Day Bank Holiday	3 Schools re-open	AUD – Audit and Governance Committee 6.30 pm (when training held first – some meetings commence at 6pm, see agenda each time for start time).
Tuesday	7	4 HWB DTC	SC – Standards Committee 6.00 pm
Wednesday	8	5	LASC – Licensing Act 2003 Sub-Committee & GLSC General Licensing Sub Committee 6.00 pm
Thursday	9	6 EB	L – Licensing Committee 6.00 pm
Friday	10	7	CFC – Charitable Funds Committee Time 5:30pm
Saturday	11	8	
Sunday	12	9	
Monday	13 New Member Induction	10	
Tuesday	14 GLSC DTC	11 GLSC	Overview and Scrutiny Committees
Wednesday	15	12	HSC OSC – Health and Social Care Overview & Scrutiny Committee 6.00 pm
Thursday	16 AC	13 PH	PLACE OSC – Place Overview & Scrutiny Committee 6.00 pm
Friday	17	14	RESOURCES OSC – Resources Overview & Scrutiny Committee 6.00 pm
Saturday	18	15	CYP OSC – Children and Young People Overview & Scrutiny Committee 6.00pm
Sunday	19 Civic Sunday	16 Eid al-Adha begins	CI/T – provisional dates assigned for Call Ins or Member Training
Monday	20	17 Eid al-Adha ends	
Tuesday	21	18 LASC	
Wednesday	22	19	Partnership Meetings:
Thursday	23 PH CI/T	20 AUD	HWB – Health & Wellbeing Board 5.30 pm
Friday	24 Schools close	21	CPSAG – Corporate Parenting Specialist Advisory Group 6.00 pm
Saturday	25	22	
Sunday	26	23	
Monday	27 Late May Bank Holiday	24	
Tuesday	28	25	Other Meetings:
Wednesday	29	26 SC	DTC Darwen Town Council 7.00 pm
Thursday	30	27 CI/T	
Friday	31	28	
Saturday		29	
Sunday		30	
Monday			
Tuesday			