

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

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Contents	
Introduction by the Leader and Chief Executive	Page 4
Where we are now	
	Page 5
Our achievements since the last plan	Page 6
What residents told us	Page 10
Proud to BwD	
	Page 11
The Core missions	
A more prosperous borough where no-one is left behind	Page 13
Every child and young person to have the opportunities to fulfil their potential	Page 17
Deliver our Climate Emergency Action Plan	Page 20
Build healthier, happier and safer communities	Page 23
Supporting missions	
Being an innovative and forward thinking Council	Page 28
Tackle the budget challenge	Page 32
Our key outcomes/measuring our performance	
	Page 34
Partnership working	
	Page 35
Promoting our borough	
	Page 37
Our key strategies	
	Page 38

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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.

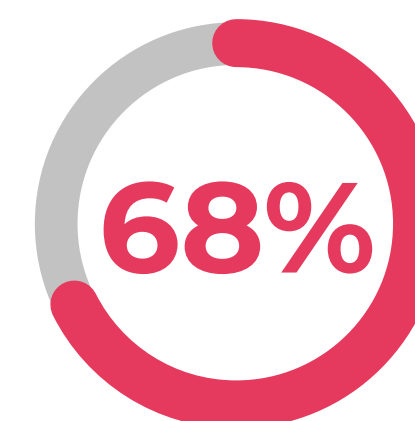
To find out more about our population make-up you can visit: www.blackburn.gov.uk/facts-and-figures

Residents told us:

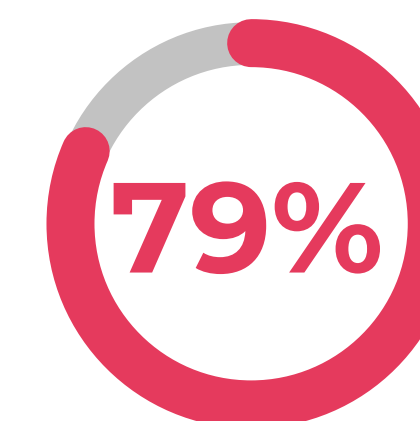
- They are proud of this borough
- They want better transport links
- They want the borough to be cleaner and greener
- They want more going on in the town centres
- They want better, high quality jobs
- We should take the lead on the climate emergency
- For some residents safety at night was an issue

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:



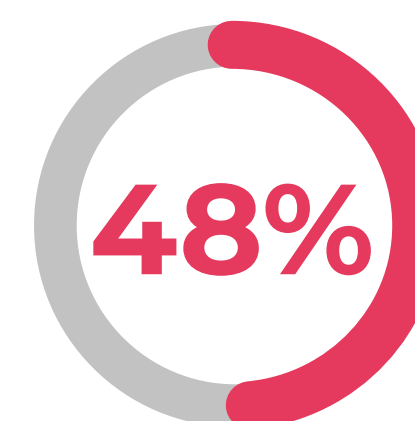
are satisfied with their local area.



felt strongly they belonged to the area.



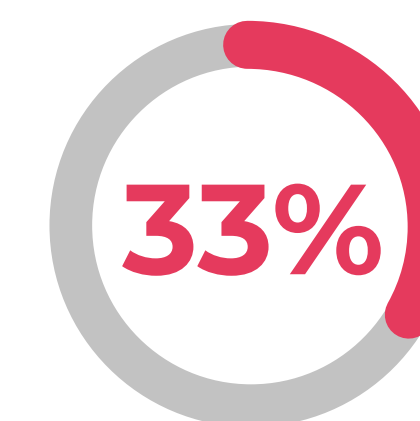
were satisfied with council services.



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

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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.

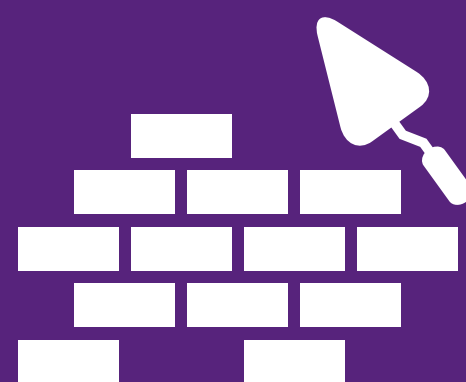
We have a rapidly changing housing offer in the borough too with more than 1,500 new high quality family homes built in the last five years and 2,000 more in the planning. We are proud to out-pace national targets, and we continue to encourage new and established developers and investors to commit to 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.

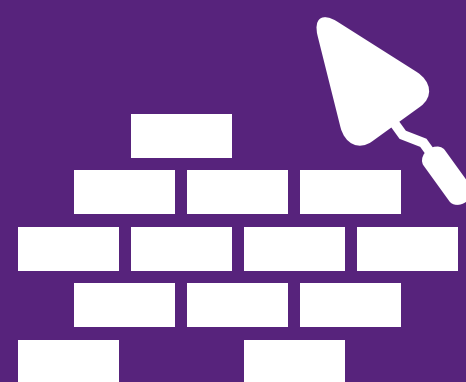
Continue to deliver the Council's annual Growth Programme.

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.

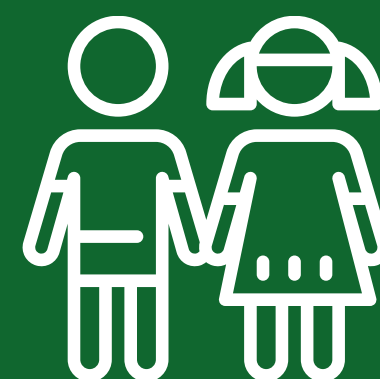
As a Council, we firmly believe everyone in the community should play their part to unlock every child's potential. By working together with parents and carers, schools, further education partners, community groups and the wider community, we can ensure there are opportunities for young people to be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

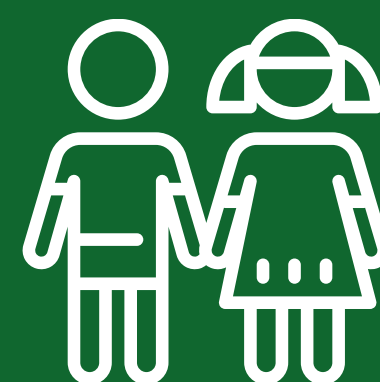
Continue to develop the Strategic Youth Alliance so children and young people have access to quality youth activities.

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.

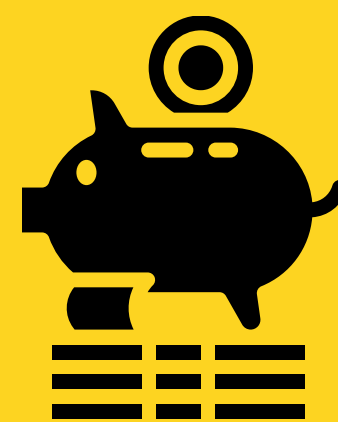
We will continue to lobby for a better funding settlement for the Council from the Government but we will also keep highlighting the crucial need for structural reform to the local government finance system. Lack of reform will likely mean less funding in real terms for the Council over the coming years.

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).

The background image shows two young boys in school uniforms (dark blue blazers, light blue shirts, and ties) 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 instruction sheet. In the background, other students and classroom equipment like computers and monitors 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)

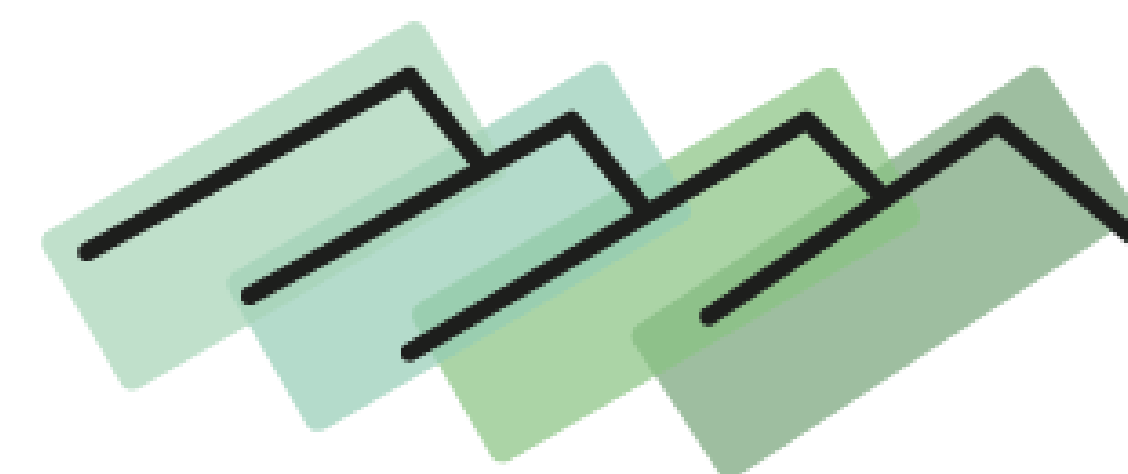
The ICP is a statutory joint committee of the ICB and local authorities in the area. It brings together a broad set of partners to support partnership working and develop an 'integrated care strategy', a plan to address the wider health care, public health and social care needs of the population. The 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