



<b>REPORT OF:</b>	<b>LEADER</b>
<b>TO:</b>	<b>POLICY COUNCIL</b>
<b>DATE:</b>	<b>1 DECEMBER 2022</b>

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## **CORPORATE PLAN 2023-2027 AND PERFORMANCE SUMMARY 2022**

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### **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*