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# Burnley Council's Strategic Plan 2017/18 to 2019/20

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## **Contents**

<b>BURNLEY COUNCIL'S VISION 10 YEAR VISION FOR THE BOROUGH:</b>	<b>3</b>
<b>BURNLEY COUNCIL: ADAPTING TO CHANGE</b>	<b>4</b>
<b>BURNLEY COUNCIL SERVICES</b>	<b>7</b>
<b>STRATEGIC PLAN 2017- WHAT DID WE ACHIEVE?</b>	<b>8</b>
<b>WHAT DO WE WANT TO ACHIEVE DURING 2018 AND BEYOND?</b>	<b>9</b>
<b>PEOPLE - CREATING FLOURISHING, HEALTHY AND CONFIDENT COMMUNITIES</b>	<b>10</b>
<b>PLACES: MAKING THE BOROUGH A PLACE OF CHOICE</b>	<b>11</b>
<b>PROSPERITY – PROMOTING TRANSFORMATIONAL ECONOMIC CHANGE FOR BURNLEY</b>	<b>12</b>
<b>PERFORMANCE- ENSURING A CONTINUOUS FOCUS ON IMPROVEMENT IN ALL ASPECTS OF THE COUNCIL'S PERFORMANCE</b>	<b>13</b>
<b>CORPORATE PERFORMANCE SCORECARD MARCH 31ST 2017</b>	<b>14</b>

# Burnley Council's vision 10 year vision for the borough:

*The Council wants to make the borough a place of choice. It will be a place where businesses want to invest, because of its skilled workforce and its competitive, modern economy. It will be a place where people want to live because of its clean and safe neighbourhoods, its reputation as a centre of educational excellence, and its beautiful parks and wild countryside.*

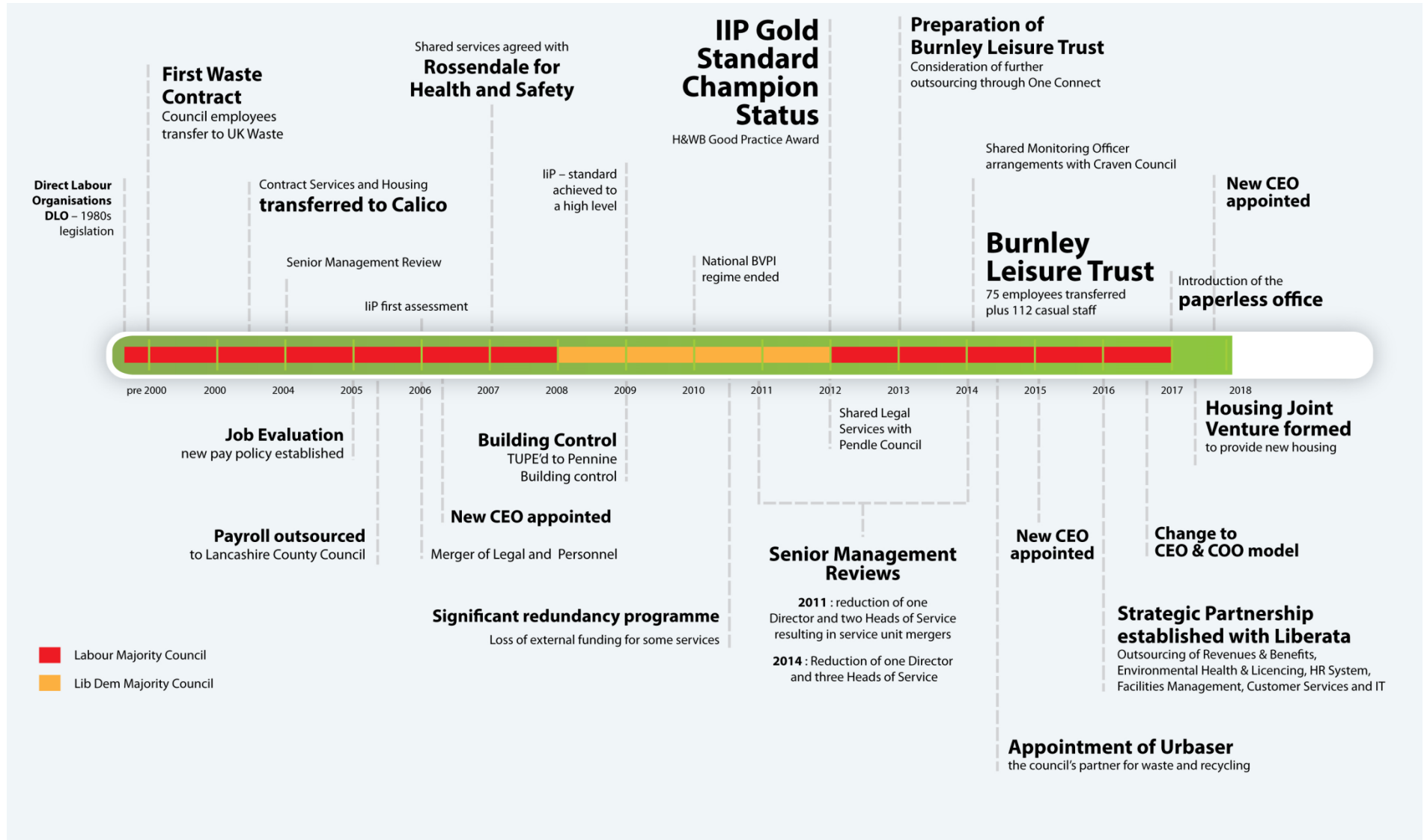
## Our values:

**One Burnley –Leading the Way**  
**One Council –Working Together**  
**One Team –Ambitious for Burnley**

- T -Together
- E -Enterprising
- A - Ambitious
- M -Meeting Customer Need

# Burnley Council: adapting to change

As the graphic below shows, Burnley Council has always adapted to meet the changing needs of the borough and to deliver the best possible service within the budget available.



The Council will change in the years ahead.

The budget challenge is immense. A report to the Council in September 2017 on the Medium Term Financial Strategy, assumed the need to save a total of £3.8 million over the next three financial years.

This adds to the pressure on the Council to make savings and find ways of raising income in order to protect priority services that help make the Borough a cleaner, greener, safer and more prosperous place to live.

In recent years, the Council has successfully lobbied for additional investment in Burnley, and will continue to press the case for the borough at the highest levels of Government. However, if the Council is to continue delivering quality services that meet the needs of the borough, then further change is inevitable if the Council is to remain financially viable. Lower priority services may have to be reduced or stopped, and charges may increase for discretionary services.

Our strategic plan ensures that we do not take a salami-slicing approach to making efficiencies. With a clear vision for the borough's future, the Council will stay focussed on what really matters and will seek innovative ways of resourcing those priorities.

Examples of how we will achieve savings include £325,000 through re-structuring, £50,000 via sharing CCTV services with neighbouring councils, and an extra £150,000 generated through new homes being built across the borough.

We are a confident, positive organisation, and together with our partners, we have strong track record of delivering positive outcomes for the people of Burnley and Padiham.

## **Our guiding principles**

In leading the transformation of the Council, the Executive and Management Team have worked to the following principles:

- Burnley Council is pragmatic. The Council is not ideologically committed to a specific model of local government organisation. This means that the Council is open minded about how to achieve savings. It will pursue joint working arrangements, or seek to outsource services to the private sector, where there is a clear business case.
- A business case for change must take into account the impact on the local economy, as well as the cost and benefits in terms of service quality and efficiency gains. It will implement changes following appropriate consultation with residents and employees.

## **Who is this document for?**

The strategy is prepared to help Elected Members and officers execute the Council's business in a well-planned and effective manner. While it is primarily for an internal audience, it is also a public document. Local residents and businesses can use this document to stay informed about the Council's plans for the Borough. The Council's Executive members report progress against the strategic commitments at Full Council meetings.

## **What is the purpose of the Strategic Plan?**

1. The Strategic Plan describes how the Council will make its vision for the Borough reality.
2. The Strategic Plan unifies the Council's service units, and is used to articulate common purpose.
3. Strategic analysis helps anticipate and prepare for change. The strategic planning process helps the Council audit internal capacity, informing decisions about resource allocation (staff, budgets, technology, equipment, and premises).
4. Finally, the Strategic Plan encourages dialogue amongst different service units in the Council. This in turn should lead to more joined up working as council officers identify points of connection at the level of outcome, output, process or input.

**The strategic plan does not cover every service delivered by the Council. The emphasis is on planning for major change and challenges, and defining priority actions linked to corporate objectives. However, as stated above, an overriding concern of the Council is to protect core services. Though budget pressures may mean that how we provide services may have to change, the Council will continue to provide good quality frontline services that are a priority for local residents. An overview of these services is set out below.**

## Burnley Council Services

- We collect rubbish, recyclable or non-recyclable, from every household every week. On the next working day following a general refuse collection, every residential street is swept by manual litter pickers. Following a recycling collection, the street receives a mechanical sweep.
- We own and manage the historic Towneley Hall that attracts tens of thousands of visitors every year.
- We manage over 550 hectares of parks and green spaces including five Green Flag Parks.
- In partnership with Burnley Leisure, we fund three quality leisure facilities (St Peter's, Padiham and the Prairie), and the Mechanics theatre which attracts top names in comedy, music and the arts.
- We work with businesses to support job creation, business growth, and inward investment.
- We prosecute those who commit environmental crime in the borough.
- We support victims of antisocial behaviour and work with the police to take action against anti-social behaviour.
- We deal with around 4,000 calls and 2,000 visitors every week at our contact centre.
- We award benefit to around 12,000 households a year.
- We provide a quality advice and enforcement service for vulnerable households and individuals and work to tackle homelessness.
- We provide public protection services: we conduct food safety checks on food establishments; we carry out health and safety inspections of warehouses and retail premises; we license pubs and clubs and taxis; we investigate environmental pollution complaints about noise, smoke and private water supplies; and we provide CCTV monitoring.
- We work with the police and community organisations to help foster stronger community relations.
- We process around 500 planning applications per annum and aim to ensure that new development in Burnley is built to high design standard. We also protect the historical heritage of the town through the management of conservation areas and listed building protection, and take enforcement action to protect the quality of life of Burnley residents against unauthorised building activity.
- We conduct local land searches for buyers of land or property.
- We plan and deliver major regeneration projects, in partnership with the private sector.
- We manage car parks so parking in Burnley is easy.
- We ensure that taxpayers' money is spent prudently and that the Council allocates resources within its means by providing a professional treasury management and audit service.
- We make sure local citizens have a democratic voice, through proper and effective management of elections.

## Strategic Plan 2017- what did we achieve?

### **Places**

- In partnership with Lancashire County Council, the improvement to the main Town Centre pedestrianised area was completed.
- The regeneration of neighbourhoods continued apace: Ringstones started to develop the Perseverance Mill site in Padiham, making it ready for 56 new homes. Ringstones also made good progress with their gateway housing scheme on the site of the former Mitre Pub, which will assist formerly homeless people through support and training to access sustainable housing, education and employment. Keepmoat are transforming both Burnley Wood and the Accrington Road with new housing development and Gleeson continue to make progress in Daneshouse, Stoneyholme and on their new site at the former chemical works in Hapton. New developments at Sycamore Road and Gannow Lane are transforming former brownfield sites with new homes that will offer real choice to our residents.
- The multi-agency partnership approach to community safety helped the borough achieve a reduction in business crime of 3% compared to the previous year. This is in contrast to increases across other districts. There was also a recorded reduction of 9.9% in ASB incidents when compared to 2016-17. In particular, Gawthorpe Ward has seen and maintained reductions in crime incidents (reduced by 13% compared to 2016). ASB has also seen a 27.7% reduction in the same time period, reflecting an increase in police and council activity and youth diversionary activities across the year.
- The Council continued to catch and prosecute flytippers: in 2016/17 the number of incidents was down 48% compared with the previous year.
- Since the start of April 2017, the housing enforcement team has helped to resolve 203 new disrepair complaints from private rented sector tenants.

### **Prosperity**

- Phase 1 of the Burnley Bridge business park completed and is now fully occupied.
- The Business Support Team promoted inward investment, managing c.50 live property enquiries for companies looking to relocate into the Borough or expand within.
- New data from the ONS Business Register & Employment Survey shows that the number of jobs in Burnley increased by 2.7% between 2015-2016. This is a higher rate of growth than Lancashire (1.6%), North West (2.5%) and Great Britain (1.8%) over the same period. This makes for an 18.5% increase since 2009 when figures first became available.
- We submitted the new Local Plan for examination by the planning inspectorate. The Local Plan will shape Burnley's growth over the next decade.

### **People**

- Our partner Burnley Leisure upgraded the gym at Padiham Leisure Centre.
- Between April and November 2017, the Council had: awarded disabled facilities grants to 106 residents; assisted 14 residents with heating related issues through the "affordable warmth" scheme, and; helped 63 households upgrade to an energy efficient boiler through the Burnley Heating Rebate scheme.

### **Performance**

- The Council approved budget savings of £1.436m to assist in balancing the budgets in 2018/19, 2019/21 and 2020/21. Building on savings approved in 2016 for future years, this multi-year approach shows the Council's commitment to creating a sustainable future and is intended to develop a long-term financial plan for the Council.
- The Council's service delivery partner, Liberata, created over 40 new jobs.
- More customers transacted with the Council digitally in 2017; over 14,500 residents have online accounts.



## What do we want to achieve during 2018 and beyond?

Much of what the Council has or plans to achieve, involves working in partnership. The [Sustainable Community Strategy](#) sets out the vision for the Borough that is shared by statutory agencies, local businesses and the third sector. It includes a list of long term commitments which will help us achieve a cleaner, greener, safer and more prosperous Borough in the future.

The Community Strategy describes the Borough's challenges, its assets and opportunities. The following section of this document sets out the Council's role in meeting those challenges, exploiting the assets and the opportunities that exist in the Borough. It is structured around the themes of **People, Places, Prosperity**, in line with the Sustainable Community Strategy. A fourth theme, **Performance**, sets out the Council's approach to organisational development.

This structure helps:

- breakdown departmental silos, so that Service Units are encouraged to think collaboratively about how to achieve corporate objectives;
- ensure that the Council focuses on a balanced range of priorities, so that interventions are mutually supportive. For example, the Council wants to encourage business growth so that local people have access to good, well-paid jobs (an objective under the *prosperity* theme). But to achieve this we must make sure that educational attainment improves (an objective under the *people* theme) and that, also, the environment for doing business is good thanks to clean streets and safe neighbourhoods (and action under the *places* theme);
- design services around the needs of citizens and businesses that we serve, rather than around the structure of the Council.

## People - creating flourishing, healthy and confident communities

### **What are the challenges and opportunities?**

Increasing educational attainment and skills is the top priority for the borough. The Council will continue to work with partners in the education sector to help maintain the focus on this.

Health inequality is a significant factor in Burnley. For example, alcohol related hospital admissions, the number of incapacity benefit claimants for poor mental health, and deaths from smoking are all higher than the national average. Levels of worklessness due to ill health are also high. As a district council, we are well positioned to influence and deliver many measures that can help prevent ill health, both through our key functions and our enabling role. Our quality parks and green spaces are a “Natural Health Service,” and our housing services, environmental health function, our role in improving community safety, and in particular our partnership with Burnley Leisure, are all key. Perhaps our biggest long-term contribution to preventing ill health is our commitment to help grow the local economy. Poverty is a significant cause of poor health, so we want to help more local people into secure, decently paid jobs, as described in the prosperity theme of this strategy.

<b>What do we commit to?</b>	<b>Lead</b>
<b>PE1-</b> We will work with partners to make the borough a place of aspiration, including supporting efforts to increase education attainment and skills development, and improve residents' health.	Chief Executive Leader
<b>PE2-</b> We will continue to develop the leisure and cultural offer of Burnley in partnership with Burnley Leisure.	Chief Operating Officer Executive Member for Leisure and Culture

## Places: making the Borough a place of choice

### **What are the challenges and opportunities?**

Resident feedback tells us that maintaining the cleanliness of the borough matters to our residents. Though falling, the number of flytipping incidents and dirty back yards is high compared with other areas.

Feedback from residents also shows that reducing crime and antisocial behaviour is another priority. The level of crime is higher than the Lancashire average.

Compared with the Lancashire average, a higher proportionate of residents live in private rented accommodation. Unfortunately, not all of this accommodation is managed to a good standard, with some neighbourhoods blighted by incidents of antisocial behaviour, long term empty properties or properties that are unfit for habitation.

We are proud to maintain a significantly higher than average proportion of greenspace per head of population. Evidence suggests that access to parks and nature has major health benefits, as well as making the living environment attractive. Our parks are therefore a key asset in making the borough a good place to live and work. In addition, the Council has an obligation as a community leader to play a part in reducing harmful carbon emissions and responding to climate change.

The borough also has a significant number of cultural and sporting assets; the Mechanics, Towneley Hall, modern leisure centres and well attended community sport and other events.

<b>What do we commit to?</b>	<b>Lead</b>
<b>PL1-</b> We will implement a range of initiatives to maintain a clean, safe borough.	Head of Streetscene Executive Member for Community Services
<b>PL2-</b> We will improve the management of private rented accommodation.	Head of Housing and Development Control Executive Member for Housing and Environment
<b>PL3-</b> We will work with partners to improve quality and choice in the borough's housing stock.	Chief Operating Officer Executive Member for Housing and Environment
<b>PL4-</b> We will implement our 2015-25 Green Space Strategy.	Head of Green Spaces and Amenities Executive Member for Leisure and Culture

# Prosperity – promoting transformational economic change for Burnley

## **What are the challenges and opportunities?**

Advanced manufacturing, particularly within the aerospace industry, is a key component of the economy of Burnley and the wider region. Employees in the sector tend to be relatively well paid and highly skilled. Burnley and Pennine Lancashire already have a strong reputation in this sector which helps to attract foreign investment and new jobs. At the same time, the local economy should not be overly dependent on this sector. It also needs to adapt to a declining number of public sector jobs. Strong and resilient economies require a diverse range of businesses and for the stock to be constantly replenished with new enterprises.

With a retail catchment area of 300,000 people, Burnley is a major retail and service centre in Pennine Lancashire. Being vital for local jobs, the Council should take action to protect and develop the existing Town Centre offer.

By promoting Burnley as an investment opportunity, and by improving travel connections and kick starting development to attract investors, the Council is dedicated to getting the most out of Burnley’s key assets: its rural setting, its proximity to the regional growth hub of Manchester, the economic development potential of Burnley’s land and its education and skills infrastructure. The new Local Plan should act as the key supporting framework for encouraging employment and housing investment, with the aim of maintaining the recent trend of private sector job growth.

The Council is ambitious for Burnley; the devolution of powers from central government is an opportunity for the borough. To ensure that Burnley punches above its weight and gets a fair deal, the Council’s Executive and Management Team will make sure that the business case for Burnley is heard at sub-regional, regional and national decision making levels.

<b>What do we commit to?</b>	<b>Lead</b>
<b>PR1-</b> We will contribute to the strategic direction of local, sub-regional and regional partnerships, and will position the borough for economic development investment.	Chief Executive Council Leader
<b>PR2-</b> We will proactively support the borough’s businesses to innovate and expand, and make the borough a natural choice for business relocation.	Head of Regeneration and Planning Policy Executive Member for Regeneration and Economic Development
<b>PR3-</b> We will make the borough attractive to retail and leisure developers, and will identify a sustainable future for the Burnley Market.	Head of Regeneration and Planning Policy Executive Member for Regeneration and Economic Development
<b>PR4-</b> We will deliver the Local Plan. This will act as the key supporting framework for encouraging future employment and investment in a range of housing stock.	Head of Regeneration and Planning Policy Executive Member for Regeneration and Economic Development

## Performance- ensuring a continuous focus on improvement in all aspects of the Council's performance

The Council always has a duty to ensure that tax payers get value for money, and the current era of austerity means that services cannot continue to be delivered in the same way as in the past. New service delivery models will be required to achieve efficiencies. If services have to be cut the Council will be clear about the process that has been followed in reaching these decisions.

In September 2016, the Council was peer reviewed. The peer reviewers' report told us that the Council has strong political and managerial leadership and that the performance of many core services is good. Staff members are committed and loyal, despite the workforce experiencing challenging reductions in their number. The peer reviewers also reported that though the Council's future funding position is "challenging", it has "clear plans in place" and "a record of strong financial management."

<b>What do we commit to?</b>	<b>Lead</b>
<b>PF1-</b> We will embed the partnership with Liberata within the Council's budget, strategic vision and commercial strategy.	Chief Operating Officer Executive Member for Resources and Performance
<b>PF2-</b> We will adopt a Medium Term Financial Strategy that will put the Council on a sustainable financial footing. This strategy will set the framework for preparing annual budgets, ensuring the annual budget strategy is set within the context of the longer term outlook.	Head of Finance Executive Member for Resources and Performance
<b>PF3-</b> We will develop our digital strategy, so that more residents transact with us online and we are able to deliver services more efficiently.	Chief Operating Officer Executive Member for Community Services
<b>PF4-</b> We will deliver our Organisational Development strategy, ensuring we plan for the structures and capabilities the organisation needs, and empowering our workforce to deliver the objectives of the Strategic Plan.	Head of People and Development Executive Member for Resources and Performance

## Corporate Performance Scorecard March 31st 2017

<b>Measure</b>	<b>Target</b>	<b>Result</b>	<b>On target</b>
<b><i>Outcomes</i></b>			
% of residents satisfied with the Council overall	48%	42%	▲
% users satisfied with parks and open spaces (A)	70%	84%	★
% satisfied with leisure facilities	55%	63%	★
% satisfied with general household waste collection	80%	68%	▲
% satisfied with litter free public land	47%	50%	★
% stating that ASB is a problem in the local area	28%	35%	▲
Private sector investment levered through inward investment service and development projects	£10m year end	£9.7m	●
<b><i>Internal processes</i></b>			
Average number of days to process new claims and change of circumstances (benefits processing)	9	5.09	★
Telephone calls answered within target time (%)	80%	80%	★
No. of businesses relocation assists	10	14	★
<b><i>Organisational development</i></b>			
Average number of days sickness absence per employee	6	5.40	★
<b><i>Finance</i></b>			
Forecast revenue budget outturn (£)	£15,284,000	£14,851,932	★
Forecast Earmarked Reserves at year end	31 <sup>st</sup> March 2016: £6.9m	31 <sup>st</sup> March 2017: £8m	★