



# BURNLEY BOROUGH COUNCIL STRATEGIC PLAN PROGRESS REPORT TO THE FULL COUNCIL

---

11<sup>th</sup> July 2018

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## COUNCILLOR MARK TOWNSEND, LEADER OF THE COUNCIL

### Progress against our strategic commitments

Strategic commitment	Progress update
<p><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.</p>	<p><b>UCLan</b> The Council is continuing to work with UCLan on making their plans to have 4000 students by 2025 a reality. In particular initial work is underway to look at ensuring that there is both good quality student accommodation and a high quality student experience in the town.</p> <p><b>Education</b> The Children's University graduations took place late June, recognising the efforts of 100s of children taking part in many hours of extra-curricular learning. There have also been two separate pop-up learning events:</p> <ul style="list-style-type: none"> <li>▪ Star Gazing at Towneley Hall; and</li> <li>▪ Chinese Culture Day at UCLan.</li> </ul> <p>Both events provided wider learning opportunities for Burnley children.</p> <p>Our partnership work with Lancashire Adult Learning is growing. They now deliver family and adult learning courses in over half of Burnley's primary schools and neighbourhood centres. It is planned for this work to develop further.</p> <p>The Primary &amp; Secondary Engineers' celebration event took place on 9<sup>th</sup> July. Students showcased their achievements in learning about structures and mechanisms, through construction of a moving vehicle.</p> <p>The Primary &amp; Secondary Engineers' Leaders' Awards took place in the evening, where pupils were asked 'If they were an engineer what would they do?'. Entries were judged on pupils' research in engineering, identifying a problem and designing a solution.</p>
<p><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.</p>	<p>Discussions continue to take place with other Lancashire Council Leaders about the formation of a Lancashire Combined Authority. They continue to be positive.</p>

<b>Strategic commitment</b>	<b>Progress update</b>
<p><b>PF1-</b> We will embed the partnership with Liberata within the Council's budget, strategic vision and commercial strategy.</p>	<p>Liberata's Contract Director for the North presented his annual update to scrutiny last month. I am pleased to report that Liberata's performance in front line services is strong. In the Contact Centre, Liberata met their target to answer 80% of calls promptly.</p> <p>Liberata's Burnley Benefits Team also achieved its targets; against a target of 9 days, it took less than 6 days, on average, to process new benefits or a change of circumstance.</p> <p>As part of the deal, Liberata agreed to create 100 new jobs in the Borough. As at end of March, 52 new jobs have been created, against a target of 40 by the end of Year Two. Liberata has to date created 57 jobs, having just added 5 more into Customer Services in Shared Service roles.</p>
<p><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</p>	<p>Following a competitive tendering procedure, the Council has entered into an agreement with Idox for supply of new software, which will make it easier for customers to submit planning applications and conduct land charge searches. The system will boost back office efficiency, not only in planning and land charges but also in the housing team. The system will be implemented in phases over the next 9 months.</p>

Strategic commitment	Progress update
<p><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.</p>	<p>The first quarter of this financial year saw a period of preparation of the Council’s annual Statement of Accounts covering the 2017/18 financial year.</p> <p>This is an important opportunity to work with our external auditors, Grant Thornton, to test that the Council has put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31<sup>st</sup> March 2018.</p> <p>This year the statutory deadline to prepare our annual financial report to the auditors was brought forward to 31<sup>st</sup>May 2018 (the case for all Councils). We are pleased to report the deadline was not only met but exceeded, with preparation completed by 17<sup>th</sup> May. I would like to thank finance staff and all those colleagues who contributed to make this happen in such a timely and planned manner. The Council will again be the first district in Lancashire to submit their accounts for audit and expect the audit also to conclude rapidly before most, if not all, other Lancashire districts. The main benefit of this is it allows officers to turn their attention back to supporting the Organisation with its ambitious agenda.</p> <p>The audit is expected to be completed by the end of June 2018, after which an all-Member briefing session has been arranged for 16<sup>th</sup> July 2018, to explain the accounts and their purpose. Finally, the accounts will be presented for approval to Audit &amp; Standards Committee on 19<sup>th</sup> July 2018.</p> <p>Work to update the Medium-Term Financial Strategy is ongoing. This will tackle the challenging savings target faced by Council, currently £3.2m for 2019-2022. Significant change in the mechanism of central government funding is also expected during this period including the move to 100% business rates retention.</p> <p>Implications for this Authority will not be known for some time. However, we are actively involved in the Government’s ‘Fair Funding’ consultations and influencing this directly through our membership of the District Councils’ Network.</p> <p>Work is continuing on Financial Transformation Project work. We are investing in systems to deliver long-term efficiency gains in accountancy support and to increase the Council’s financial management capabilities.</p> <p>Ongoing review of the back-office processing of the budget monitoring process is expected to lead to greater efficiency and provide a more targeted support to the Heads of Service.</p>

<b>Strategic commitment</b>	<b>Progress update</b>
<p><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.</p>	<p>Our Investors in People (IiP) Assessment is due to take place in September 2018. The IiP survey, which forms part of the Assessment, went live to all employees on 11<sup>th</sup> June and closes on 29<sup>th</sup>.</p> <p>The required IiP pre-self-assessment has been completed and the Assessor is due to meet Management Team on 27<sup>th</sup> July 2018.</p> <p>Most Performance &amp; Development Reviews (PDRs) have been completed and analysis of training requirements will inform Learning Delivery Plans.</p> <p>Work has started on a review of the NJC grading structure, necessitated by the new national pay spine from 2019.</p> <p>Colleague Conferences held at the beginning of June provided employees with an update of the Council's Vision, Values and achievements.</p>

**COUNCILLOR JOHN HARBOUR, DEPUTY LEADER AND EXECUTIVE MEMBER  
FOR HOUSING AND ENVIRONMENT**

**Progress against our strategic commitments**

<b>Strategic commitment</b>	<b>Progress update</b>
<p><b>PL2-</b> We will improve the management of private rented accommodation.</p>	<p><b>Selective Licensing: Trinity, Queensgate &amp; Gannow</b> The Selective Licensing Team has processed 1,652 applications to date, for properties in these three areas requiring a licence. Of those completed applications received, 89% are now licenced. Licences for five properties have recently been revoked, where the management arrangements have not met the standards set down by the Council. In addition, a Civil Penalty Notice for £12,500 has been issued to a landlord, for the failure to licence a property. There is also a Court case pending in relation to a further four properties, where the landlord has failed to licence the properties.</p> <p><b>Selective Licensing: Burnley Wood with Healey Wood, Leyland Road area and Ingham &amp; Lawrence Street area</b> The Selective Licensing Team has processed 1,096 applications to date for properties in these three areas requiring a licence. Of those completed applications received, 85% are now licensed. The Team continues to work towards securing applications for the remaining properties that are not licenced and is working on the preparation of Civil Penalty Notices for non-compliance.</p> <p>This month, officers have prioritised the issuing of proposals to refuse selective licences in relation to around 30 properties managed by two managing agents, where the management arrangements do not reach the Council's standards. Our focus will be to ensure that appropriate management standards are brought in at these properties, to improve the property condition and general management standards.</p> <p>Work on the Painting Scheme in the Ingham and Lawrence Street Selective Licensing Area is programmed to start early July.</p> <p><b>Private Rented Disrepair</b> Since the start of April 2018, the Council has received and dealt with 34 new disrepair complaints from private rented sector tenants and carried out 60 pro-active inspections relating to selective licensing areas, the Daneshouse Ward area and the Landlord Accreditation Scheme.</p> <p>The Enforcement Team has a current caseload of 277 open/ongoing private rented sector disrepair cases. The majority of these cases are dealt with informally and resolved promptly. In cases of serious non-compliance, formal enforcement action will be taken to ensure that tenants in the Borough live in decent homes, free from disrepair.</p>

<b>Strategic commitment</b>	<b>Progress update</b>
<p><b>PL3-</b> We will work with partners to improve quality and choice in the borough's housing stock.</p>	<p><b>Housing Development</b>  At Development Control Committee on 7<sup>th</sup> June, approval was given for a development of 250 houses on the land off Kiddrow Lane. This development will see a range of 3 &amp; 4 bed semi-detached and detached homes for sale, which will improve the housing offer within the Borough and broaden choice for our residents.</p> <p>Ringstones/Calico Homes have almost completed their new Housing Scheme on Westgate and are in the advanced stages of development at the former Perseverance Mill site in Padiham. These two developments will see unsightly brownfield land developed with modern, high quality affordable housing.</p> <p><b>Housing Grants</b>  The Disabled Facilities Grant Programme is progressing well with 39 adaptations completed and a further 76 in progress. A total of 10 Emergency Works grants have been approved to eliminate serious disrepair in residential properties. The Heating Rebate Scheme is available to eligible households and 40 grants have been awarded this year to install new, efficient boilers/central heating systems.</p> <p><b>Empty Homes Programme</b>  Work on the programme is progressing well. Three Compulsory Purchase Orders are under way and we have acquired one property, by agreement, removing the need to go through the lengthy CPO process. Interest in the Empty Homes Loan has been strong during the first quarter of 2018/19, with 18 enquiries and 5 returned applications. Officers are working with applicants to ensure that, where possible, loans are issued and empty properties are returned back in to use.</p> <p>With the recent addition of a new staff member (an Empty Homes Assistant), the Team is working on a pipeline of properties to take through to enforcement action and also looking to identify our first property to take through the Enforced Sales process.</p>

<b>Strategic commitment</b>	<b>Progress update</b>
<p><b>PL4-</b> We will implement our 2015-25 Green Space Strategy.</p>	<p><b>Green flag awards</b></p> <p>Burnley's parks are, once again, amongst the best in Britain, according to Keep Britain Tidy.</p> <p>Towneley, Scott, Ightenhill, Queen's, and Padiham Memorial parks have all retained their Green Flag status for the ninth year running after impressing judges. An application for Thompson Park was not put forward due to the ongoing restoration work that is shortly coming to completion.</p> <p>These awards highlight the hard work and effort put into our parks by volunteers and the council's greenspaces staff in maintaining them to such a high standard. A lot of work goes on behind the scenes to keep our parks beautiful so I sure that all members would like to pass on their congratulations.</p> <p><b>Restoration of Thompson Park</b></p> <p>Work on the scheme is progressing well. The new play area has been completed and is proving to be very popular. There is more equipment for children of all ages and abilities, including a new sand and water play feature. The refurbishment of the paddling pool is in progress and it is hoped that this popular facility will be completed in time for the school holidays. The Council is required to renew the electricity supply to the Boat House Café and Toilets, however, this work should be completed by the start of the school holidays. The official opening will take place on 19<sup>th</sup> August at the Thompson Park Funday.</p> <p><b>Play Area Improvement Programme</b></p> <p>The Council and Friends of Towneley are currently consulting with users of Towneley Riverside Play Area in preparation for an application to the Lancashire Environment Fund. We are particularly keen to improve facilities for both disabled children and parents and are also consulting with disability support groups and some of the schools with disabled children visiting Towneley. The project is one of four play areas, which will be refurbished this year together with Faraday Street, Picadilly Gardens and the proposed relocation of Harold Avenue Play Area.</p> <p><b>Worsthorne Recreation Ground</b></p> <p>We are continuing to work with Fulfilled Colts Youth Football Club and the Football Foundation, on plans to undertake drainage improvements to the pitches, provision of a clubhouse/changing rooms and improved recreation facilities. A planning application will be submitted shortly.</p> <p><b>Calder Park Pump Track</b></p> <p>Work is progressing on the development of a new pump track in Calder Park, which is being funded by Friends of Calder Park, with a modest contribution from the Council. The project is part of an effort to provide more activities for children and families to enjoy in Calder Park and the efforts of the friends group are really appreciated.</p>

<b>Strategic commitment</b>	<b>Progress update</b>
<p><b>PE2-</b> We will continue to develop the leisure and cultural offer of Burnley in partnership with Burnley Leisure.</p>	<p><b>Physical Activity and Sport Strategy</b>  The Council and Burnley Leisure have jointly funded the preparation of a draft 5-year Physical Activity and Sport Strategy for the Borough, with a vision of 'Improving lives through physical activity and sport (by creating) a place where the choice to be active is easy, attractive and enjoyable'. A particular focus of the Strategy will be to find ways of encouraging Burnley's population to become more active. The draft Strategy will be reported to the Executive for approval.</p>

# COUNCILLOR SUE GRAHAM, EXECUTIVE MEMBER FOR ECONOMY AND GROWTH

## Progress against our strategic commitments

Strategic commitment	Progress update
<p><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.</p>	<p><b>Business Support</b>            The Business Support Team is currently working with 49 companies looking to relocate to the area or expand within. Of the 49, 18 are inward investment enquiries, with the remainder being existing Burnley-based companies.</p> <p><b>Burnley Business Week 2018 (14<sup>th</sup>-18<sup>th</sup> May)</b>            The week attracted over 500 attendees, a 33% increase on last year and topics across 28 events included 'start-your-own-business', 'business networking', 'Leadership and Health &amp; Wellbeing' in the workplace. Feedback has been overwhelmingly positive:</p> <ul style="list-style-type: none"> <li>▪ <i>Fantastic speakers! We are now working on putting in a health and wellbeing strategy at work. The leadership course was great, this has given me so much to go away, think about and work on.</i></li> <li>▪ <i>It was a great week. I took part in several sessions and found all very useful.</i></li> <li>▪ <i>I think the concept of the Business Week is brilliant, some colleagues from the business also attended events this year!!</i></li> </ul> <p><b>Vision Park</b>            A further unit has been taken and let to a growing company - GlitterPlanetUK. The Business Park is at nearly 50% occupancy, totaling 14,234 sq ft since the building was handed over in late January. The individual companies currently signed up to Vision Park have employees totaling approximately 34 jobs across the 8 units, which have been sold or let.</p>

<b>Strategic commitment</b>	<b>Progress update</b>
	<p><b>Burnley &amp; Padiham Town Centres Support</b></p> <p>Three businesses have received financial support, which has resulted in shopfront improvements and one empty property being brought back into use. The businesses are investing over £61k and will be creating 5.5 new jobs.</p> <p>Following the opening of Primark in May, Burnley town centre saw increases in footfall of 27% to 40% in its first few days of opening. May 2018 saw an overall increase in footfall compared with last year and was the first month of the year for that to happen. Other new businesses opening include Quick Crepes.</p> <p>The Feasibility Study for a Business Improvement District (BID) in Burnley town centre has resulted in the majority of businesses who took part being in favour of developing a BID for the town centre. The Council's Executive has now approved the recommendation to appoint independent expertise to take the project forward to the next stage.</p> <p>Painting Padiham attracted over 1,000 visitors to Padiham town centre and Gawthorpe Hall, with 58 artists taking part. This year's event also included creative workshops, music and a free vintage bus between the town centre and Gawthorpe Hall grounds.</p>
<p><b>PR3-</b> We will make the borough attractive to retail and leisure developers, and will identify a sustainable future for the Burnley Market.</p>	<p>The Council has appointed Maple Grove Developments as a development partner to deliver a leisure-led development on the former Pioneer Car Park site.</p> <p>The owners of Charter Walk have recently submitted a planning application to reconfigure the eastern side of the market square to create bigger, more modern, shop units and a new entrance to the Market.</p>
<p><b>PR4-</b> We will develop and deliver the Local Plan. This will act as the key supporting framework for encouraging future employment and investment in a range of housing stock.</p>	<p>The examination of the Local Plan is reaching its conclusion. Consultation on the Inspector's proposed Main Modifications to the Plan took place between 9<sup>th</sup> March and 27<sup>th</sup> April 2018. Representations received were collated by officers and submitted to the Inspector. The Inspector has recently indicated that his final report will be sent to the Council in early July. The Council will publish this and notify interested parties. The report will set out his final decision on the Main Modifications necessary to ensure soundness and explain his reasoning and his overall conclusions of the Plan Examination. Following consideration of the report by Executive, Full Council will consider the adoption of the plan, as modified, thereafter.</p>

## COUNCILLOR LIAN PATE, EXECUTIVE MEMBER FOR COMMUNITY AND ENVIRONMENTAL SERVICES

### Progress against our strategic commitments

Strategic commitment	Progress update
<p><b>PL1-</b> We will implement a range of initiatives to maintain a clean, safe borough.</p>	<p>Year-2 garden waste collections and subscriptions are going well. There are currently over 9,051 subscriptions to the scheme, showing a slight increase in comparison to the same period last year.</p> <p>Following a competitive tendering exercise, the Council has recently awarded a 3-year contract to Kingdom Environmental Services. The forthcoming work will build on the pilot to undertake environmental enforcement and to support the Council to maintain a cleaner Borough. Members are encouraged to report any areas of dog fouling and littering concern into Kingdom, to maintain effective patrols.</p> <p>The Council has delivered environmental workshops to a number of local nurseries and primary schools to promote recycling and responsible litter awareness. These sessions have been well received. And further sessions are planned to be delivered across the Borough throughout the year.</p> <p>In June of this year the Integrated Team Hub at Tay Street Neighbourhood Office became live. The Team consists of a number of agencies working together to deliver a 'total family' approach in a timely and co-ordinated manner. Agencies represented include the Council's Anti-Social Behaviour Team, LCC's Family and Wellbeing Service, Adult Social Care, Police, Lancashire Fire and Rescue, Adult Mental Health Services, NHS and the voluntary sector, etc.</p> <p>On an annual basis the Council is required to submit to the Food Standards Agency, a performance update on the actions and interventions taken across the Borough to maintain high standards across food businesses. The data is evaluated across all local authorities and published. During 2017/18 Environmental Health Officers undertook over 500 inspections/audits and 97% of food premises obtained a Food Hygiene Rating of 3 and more this year. These performance achievements have been positively recognised by the Food Standards Agency.</p>