

Name of the activity being assessed	Corporate Plan 2016/2019				
Directorate / Department	HR, Legal & Corporate Services	Service	Corporate & Place Strategy Unit	Assessment lead	Jaquelynn Houlker
Is this a new or existing activity?	<input checked="" type="checkbox"/> New <input type="checkbox"/> Existing	Responsible manager / director for the assessment		Denise Park	
Date EIA started	07/12/2015	Implementation date of the activity		01/04/2016	

SECTION 1 - ABOUT YOUR ACTIVITY

How was the need for this activity identified?	<p>Whilst there is no longer a statutory requirement on local authorities to produce a formal performance plan, Blackburn with Darwen (BwD) Borough Council has continually agreed that it is important for residents, elected members and staff alike, to have a clear overview of the Council's priorities for service delivery. This is communicated in the form of a published Corporate Plan. The plan will be made available, if required, in other formats in accordance with the council's practice on publicly available documents.</p> <p>It is important for the Council and for localism, especially during this period of change within Local Government, that the local authority adopts a Corporate Plan that ensures that the achievement of positive outcomes and opportunities for residents remains at the heart of its day to day business.</p> <p>The Council has had continuing reductions in funding each year since 2010. The saving targets have varied over that time with tens of millions of pounds having been taken out so far. In setting the budget for 2016/17 at Finance Council at the end of February 2016, the Council agreed it would have to use money from reserves in addition to having no choice but to continue to find ways to balance the budget and deal with rising demand and increasing costs to deliver £48m by 2020.</p> <p>The Council is facing many challenges in addition to reduced funding; with additional costs and long-term service pressures due to an increasing and ageing local population. The government's reforms around welfare, education, health and the local government financing system are also creating significant difficulties for local residents and the Council alike, with the impact of such changes having been felt for some time.</p> <p>By building upon the previous Corporate Plan and the Corporate Priorities agreed at previous Policy Council's and by adopting the existing corporate priorities Council policy will be set for the next three years until 2019, the local authority will be able to provide continuity to the services that it provides whilst also affording the same continuity to the strategic objectives and pledges the portfolios outline for themselves.</p>
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What is the activity looking to achieve?

What are the aims and objectives?

The 2016/19 Corporate Plan is ambitious but achievable and builds on the work of the last three years as the Council continues to put the views and the expectations of residents at the forefront of its thinking.

The Corporate Plan aims to provide a statement of the key priorities on which the council aims to focus its attentions on to deliver during 2016/19. The Corporate Plan therefore highlights those issues that members of the public feel are of major public importance.

It is proposed that the following Corporate Priorities remain:

1. Creating more **jobs** and supporting business growth
2. Improving **housing** quality and building more houses
3. Improving **health and well-being**
4. Improving outcomes for our **young people**
5. Safeguarding the most **vulnerable people**
6. **Making your money go further**

And four long term strategic themes will be distilled into every portfolio to complement the Corporate Priorities.

The themes are:

- Image and Marketing of the borough
- Fairness / Equality / Cohesion
- Partnership working - residents / business / other key stakeholders
- Digital First

By adopting the themes the council will commit itself to further transforming how both the Borough is perceived and how it operates whilst also ensuring that the local authority is fit for purpose in the current online and digital landscapes. Therefore, by considering the themes in conjunction with the Corporate Priorities the local authority and its Executive will continue its work in mitigating the impact on residents during the present economic and legislative 'tough times'.

Image and marketing of the borough

This theme will give the council and its portfolios scope to actively change the perception of BwD within local, regional and national contexts. By working towards this common endeavour of radically changing how key stakeholders, partners and most importantly residents perceive not only the work of the council but also the place of BwD, each portfolio and their partners will contribute to the creation of a landscape that is ripe for investment, development and growth.

Fairness, Equality and Cohesion

Within this theme the local authority will ensure that no one is left behind, the borough and the council services will strive to create an area and a society that promotes opportunities for all.

Partnership Working

Mitigating the effects of Local Governments changes and the impact of budget cuts on the Borough's communities and residents is of vital and crucial importance if the local authority is to fulfil its statutory functions and duties. To this end the Council and its portfolios must have a renewed emphasis on encouraging partnership working and engaging more closely with key stakeholders,

	<p>businesses and third sector organisations to help or even take over the provision of services that mean the most to residents, their families and their communities.</p> <p><u>Digital First</u> Since 2013, the Local authority has made great strides in opening up its services to various online platforms. However the next three years must see a shift in current thinking if the local authority is to operate in a digital landscape that is rapidly evolving. Each portfolio must re - examine how it delivers key services, messages and reports and consider a digital alternative as a default position, rather than a supplementary innovation. By using the technology available to the local authority and by adopting this digital first perspective, residents can:</p> <ul style="list-style-type: none"> • become better informed in real time • access services at times suitable to them and their needs and • receive better value for money as operational costs in the long – term will be reduced. <p>The Council and its partners will continue to assist and facilitate access to digital services for those who need it.</p> <p>The Corporate Plan does not aim to show the entirety of the council’s plans for service delivery, as these are captured within departmental business plans that are produced on an annual basis. The plans set out how each department is contributing to achieving the Council’s strategic objectives. They highlight key actions and identify the individuals responsible for delivery.</p> <p>Departmental business plans reflect the Councils priorities that were agreed and finalised in the 2016/19 Corporate Plan and when final budget allocations for that time were known. Business plans have been developed and agreed for the majority of departments for 2016 Corporate Plan updates.</p> <p>The plan clearly sets out, for residents, staff and partners, the Council’s primary objectives and priorities for each of our political portfolios, which are:</p> <ul style="list-style-type: none"> • The Leader’s portfolio • Resources • Regeneration • Environment • Leisure, Culture and Young People • Neighbourhoods and prevention services • Adult Social Care • Health • Children’s Services • Schools and Education
<p>Services currently provided (if applicable)</p>	<p>In 2012, Policy Council agreed the Corporate Plan for 2013/15 alongside the six corporate priorities that drive the Council’s business and ensure that improved outcomes are achieved for residents. In December 2014, Policy Council agreed to continue to deliver the six strategic priorities and portfolio priorities for one further year (2015/16).In December 2015, Policy Council again re-affirmed the Councils top six corporate priorities and agreed the adoption of four new long term strategic themes that will be distilled into every portfolio to complement the Corporate Priorities.</p>

- Use of Our Ideas (BwD's ideas management platform). New Corporate Plan priorities - call for staff comments.
- February – March 2013
 - Corporate Plan reviewed for year 2 (2013/14) - consultation with the Leader of the Council, Executive Members, the Chief Executive, Directors, staff and partners with regard to refreshing the Corporate Plan measures and targets. [See Appendix F](#), Finance Council papers 4th March 2013. Further details were worked through and agreed with the Leader of the Council and Chief Executive, under the authority delegated to them from Finance Council, in consultation with Executive Members and Officers. See also 12th September 2013 Executive Board papers [Agenda item 8.1](#).
- February – March 2014
 - Corporate Plan reviewed for year 3 (2014/15) - consultation with the Leader of the Council, Executive Members, the Chief Executive, Directors, staff and partners with regard to refreshing the Corporate Plan measures and targets. See also 11th September 2014 Executive Board papers Agenda item 8.1 [Quarter 1 report](#), [Appendix One](#) and [Appendix Two](#).
- July 2015
 - Corporate Plan Refresh for year 4 (2015/16) - consultation with the Leader of the Council, Executive Members, the Chief Executive, Directors, staff and partners with regard to refreshing the Corporate Plan measures and targets. The 2015/16 Technical Appendix was included in the 8th October 2015, Executive Board papers Agenda item 9.1 [Quarter 1 report](#), [Appendix One](#) and [Appendix Two](#). Copies of the technical appendix have been made available to members in group rooms.
- July 2016
 - Corporate Plan 2016/19 - consultation with the Leader of the Council, Executive Members, the Chief Executive, Directors, staff and partners with regard to refreshing the Corporate Plan measures and targets. The 2016/19 Technical Appendix was included in the 21st July 2016, Council Forum papers, [Corporate Plan 2016/19](#) report, Appendix One - Corporate plan 2016/19 [Summary](#) and Appendix 2 - Corporate Plan 2016/19 [Technical Appendix](#). Copies of the technical appendix have been made available to members in group rooms.

Who does the activity impact upon?*	Service users	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Indirectly			
	Members of staff	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> Indirectly			
	General public	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Indirectly			
	Carers or families	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> Indirectly			
	Partner organisations	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> Indirectly			
Does the activity impact positively or negatively on any of the protected characteristics as stated within the Equality Act (2010)?* The groups in blue are not protected characteristics (please refer to p. 3 of the guidance notes)	Positive impact	<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Disability	<input type="checkbox"/> Gender reassignment	<input type="checkbox"/> Marriage & Civil Partnership	<input checked="" type="checkbox"/> Pregnancy & maternity	<input checked="" type="checkbox"/> Vulnerable groups
		<input checked="" type="checkbox"/> Race	<input type="checkbox"/> Religion or belief	<input type="checkbox"/> Sex	<input type="checkbox"/> Sexual orientation	<input checked="" type="checkbox"/> Deprived communities	<input type="checkbox"/> Carers
	Negative impact	<input type="checkbox"/> Age	<input type="checkbox"/> Disability	<input type="checkbox"/> Gender reassignment	<input type="checkbox"/> Marriage & Civil Partnership	<input type="checkbox"/> Pregnancy & maternity	<input type="checkbox"/> Vulnerable groups
		<input type="checkbox"/> Race	<input type="checkbox"/> Religion or belief	<input type="checkbox"/> Sex	<input type="checkbox"/> Sexual orientation	<input type="checkbox"/> Deprived communities	<input type="checkbox"/> Carers
	Don't know	<input type="checkbox"/> Age	<input type="checkbox"/> Disability	<input type="checkbox"/> Gender reassignment	<input type="checkbox"/> Marriage & Civil Partnership	<input type="checkbox"/> Pregnancy & maternity	<input type="checkbox"/> Vulnerable groups
		<input type="checkbox"/> Race	<input type="checkbox"/> Religion or belief	<input type="checkbox"/> Sex	<input type="checkbox"/> Sexual orientation	<input type="checkbox"/> Deprived communities	<input type="checkbox"/> Carers

*If no impact is identified on any of the protected characteristics a full EIA may not be required. Please contact your departmental Corporate Equality & Diversity representative for further information.

Does the activity contribute towards meeting the Equality Act's general Public Sector Equality Duty? *Refer to p.3 of the guidance for more information*
A public authority must have 'due regard' (i.e. consciously consider) to the following:

DUTY	DOES THE ACTIVITY MEET THIS DUTY? EXPLAIN
Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act <i>(i.e. the activity removes or minimises disadvantages suffered by people due to their protected characteristic)</i>	Overall the Corporate Plan 2016/19 complies with the Equality Act (2010), it also provides a positive impact for all residents living in the borough. The priorities have been chosen / selected carefully after consultation with stakeholders focusing on the most important issues and challenges facing the borough. The priorities are intended to have a positive effect on outcomes for the most vulnerable and needy within the borough.
Advance equality of opportunity between those who share a protected characteristic and those who do not <i>(i.e. the activity takes steps to meet the needs of people from protected groups where these are different from the needs of other people)</i>	
Foster good relations between people who share a protected characteristic and those who do not <i>(i.e. the function encourages people from protected groups to participate in public life or in other activities where their participation is disproportionately low)</i>	

ASSESSMENT	Is a full EIA required?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Please explain how you have reached your conclusion <i>(A lack of negative impacts must be justified with evidence and clear reasons, highlight how the activity negates or mitigates any possible negative impacts)</i>			
A successful Corporate Plan should provide a positive impact to all residents living in the borough. The 2016/19 plan includes 97 measures linked to the Council's priority objectives. Due to the nature of a Corporate Plan, with widespread impacts, it would be good practice to carry out a full impact assessment to fully understand the extent of these impacts.			

Assessment Lead Signature	Signature redacted for online version	Date	01/04/2016
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SECTION 3 – ANALYSIS OF IMPACT

Does the activity have the **potential** to:

- **positively** impact (benefit) any of the groups?
- **negatively** impact/exclude/discriminate against any group?
- **disproportionately** impact any of the groups?

Explain how this was identified – through evidence/consultation.

Any negative impacts that are identified within the analysis need to be captured within the action plan in **Section 4**

N.B. Marriage & Civil Partnership is only a protected characteristic in terms of work-related activities and NOT service provision

Characteristic	Positive	Negative	Don't know	Reasons for positive and/or negative impact Please include all the evidence you have considered as part of your analysis	Action No.
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>2011 census results showed that Blackburn with Darwen has a younger than average population. 28.7% of the population is aged 0-19, which is the fifth highest proportion of any local authority in England.</p> <p>This high proportion of younger residents is mirrored by the lower than average older population. Approximately 12.9% of the population is aged 65+ compared with 16% across the UK.</p> <p>The Corporate Plan has dedicated strategic priorities for adults and young people. This can be demonstrated through the following priorities:</p> <ol style="list-style-type: none"> 1. Creating more jobs and supporting business growth 2. Improving housing quality and building more houses 3. Improving health and well-being 4. Improving outcomes for our young people 5. Safeguarding the most vulnerable people 6. Making your money go further 	1
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>The Corporate Plan has dedicated strategic priorities for disabled adults, young people and children, aiming to help people to live as independently as possible within the community and have a wide range of information about the different choices available to offer support to people when they need it most. BwD also works closely with partners in the independent and voluntary sector to ensure that local people have easy access to information, advice and support.</p> <p>Access to the corporate plan has been made available on the council's website which is a website developed to allow visitors to view content in the widest possible range of web browsing technology.</p>	

Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The Corporate plan has no impact, either positive or negative, on this characteristic as it applies to all residents regardless of their gender reassignment.
Marriage & Civil Partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The Corporate plan has no impact, either positive or negative, on this characteristic, as it applies to all residents regardless of their marriage or civil partnership status.
Pregnancy & Maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Through priorities relating to health i.e. implementation of the health reforms, improved integration of the public health commissioned programme and health improvement and reduced inequalities, there should be a positive impact on this characteristic.
Race	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The strategic priorities listed in the plan all work together to enhance our resident's experience of living in the borough. Under the Leader's portfolio, support to community cohesion is a priority and the Council has pledged to ensure that BwD fosters safe and cohesive communities, as well as equal opportunities and fairness for all. BwD is a diverse town, a portion of the population has English as a second language or culturally identify with a different language. There are no plans to include translations of the Corporate plan on the Council's website site.
Religion or Belief	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The Corporate plan has no impact, either positive or negative, on this characteristic as it applies to all residents regardless of their religious belief.
Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The Corporate plan has no impact, either positive or negative, on this characteristic as it applies to all residents regardless of their sex.
Sexual orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The Corporate plan has no impact, either positive or negative, on this characteristic as it applies to all residents regardless of their sexual orientation
Vulnerable Groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The Corporate plan focusses on dedicated strategic priorities for all resident's living in the borough regardless if they are from a vulnerable group. The Corporate Plan does however look to ensure that additional support is available for those groups that need it most.
Deprived Communities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>All six of the Councils priorities have positive impacts on issues that i.e. jobs; housing; health; young people; vulnerable people and making your money go further. There should be a positive impact not only on deprived communities but all communities within the borough.</p> <p>The 2015 Indices of Multiple Deprivation¹ shows a decrease in the proportion of Lower Super Output Areas (LSOA's) that Blackburn with Darwen has in the most deprived 10 per cent nationally. The figure has decreased over a 5 year time period since 2010 from 34.1% to 30.8%, however, this is still the 12th highest proportion nationally.</p> <p>Deprivation within the borough is concentrated in particular areas, implementation of the Corporate plan is intended to not only have a positive effect in these areas but borough wide.</p>
Carers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The Corporate plan has no impact, either positive or negative, on this characteristic as it applies to all residents regardless of their caring responsibilities.
Other [please state]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

¹ [2015 Indices of multiple deprivation](#)

<p>Does the activity raise any issues for community cohesion?</p> <p>Does the activity contribute positively towards community cohesion?</p>	<p>The activity should actively contribute in a positive manner to community cohesion across the borough as the plan aims to create equality and good relations between all residents in the borough through its detailed priorities and objectives.</p>
<p>Does the activity raise any issues in relation to human rights as set out in the Human Rights Act 1998?</p>	<p>The activity actively supports Human Rights.</p>
<p>Does the activity support / aggravate existing departmental and/or corporate risk?</p>	<p><i>Is the activity on the departmental risk register? No</i> <i>If it is not, should it be? No</i></p> <p>The Corporate Plan provides a positive impact for all residents living in the borough. The priorities have been chosen / selected carefully after consultation with stakeholders focusing on most important issues and challenges facing the borough. All six priorities are intended to have a positive effect on outcomes for all residents of the borough.</p>

CONCLUSIONS OF THE ANALYSIS

<p>Action following completion of the impact assessment</p>			
<p><i>It is important that the correct option is chosen depending on the findings of the analysis. The action plan must be completed as required.</i></p>			
<input type="checkbox"/> No major change in the activity	<input type="checkbox"/> Adjust activity	<input checked="" type="checkbox"/> Continue with activity	<input type="checkbox"/> Stop and reconsider activity
<p>Please explain how you have reached your conclusion</p>			
<p>Prior to the 2016/19 Corporate Plan being agreed there has been considerable preparatory work undertaken which included consultation and discussion with regard to Corporate Plan measures and targets for inclusion in the Technical Appendix with Leader of the Council, Executive Members, the Chief Executive, Directors, staff and partners.</p>			

SECTION 4

ACTION PLAN

Action No.	What is the negative / adverse impact identified?	Actions required to reduce / mitigate / eliminate the negative impact	Resources required	Responsible officer(s)	Target completion date
1	If progress was not made against the Council's strategic priorities documented within the Corporate	The Corporate Plan 2016/19 is now the Council's Corporate Performance Framework, which is monitored on a quarterly basis and	The Council is trying to minimise the impact of the significant cuts from	Leader of the Council; Executive Members; the	31/03/2019

	<p>Plan there may be considerable detriment to the residents of BwD. For example, there would be no improvement with regard to:</p> <ol style="list-style-type: none"> 1. Creating more jobs and supporting business growth 2. Improving housing quality and building more houses 3. Improving health and well-being 4. Improving outcomes for our young people 5. Safeguarding the most vulnerable people 6. Making your money go further 	<p>from April 2016 reported on a six monthly basis at Executive Board. The Plan is monitored and challenged at Departmental Management Teams (DMTs), Senior Policy Team (SPT) / Programme Area Meetings (PAM), Directors 1:1s with a member of the Corporate Strategy team, Directors challenge meetings, Executive Team/ Management Board, Policy Development Sessions (PDS) and Executive Board.</p>	<p>national government funding on the services it provides over the period of this Corporate plan. The only resource required for this regular monitoring is employee time.</p>	<p>Chief Executive and lead Directors</p>	
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MONITORING AND REVIEW

<p>The responsibility for establishing and maintaining the monitoring arrangements of the EIA action plan lies with the service completing the EIA. These arrangements should be built into the performance management framework.</p>	
<p>Monitoring arrangements for the completion of EIAs will be undertaken by the Corporate Equality & Diversity Group and the oversight of the action plans will be undertaken by the Management Accountability Framework.</p>	
<p>If applicable, where will the EIA Action Plan be monitored?</p>	<p><i>e.g. via Service Management Team; Service Leadership Team; Programme Area Meetings</i></p> <p>Following agreement and adoption at Council Forum on 21st July 2016, the Corporate Plan 2016/19 is the Council's Corporate Performance Framework, which will be monitored on a quarterly basis through performance challenge at Departmental Management Teams (DMTs), Senior Policy Team (SPT), Programme Area Meetings (PAM), Directors 1:1s with a member of the Corporate Strategy team, Directors challenge meetings, Executive Team / Management Board, Policy Development Sessions (PDS), and reported to Executive Board on a six monthly basis at Q2 and Q4.</p> <p>Therefore the action plan will be monitored as part of the performance challenge framework.</p>
<p>How often will the EIA Action Plan be reviewed?</p>	<p><i>e.g. quarterly as part of the MAF process</i></p> <p>As part of the performance challenge framework on a quarterly basis and reported six monthly at quarter 2 and quarter 4.</p>
<p>When will the EIA be reviewed?</p>	<p><i>It should be reviewed at least every 3 years to meet legislative requirements</i></p> <p>There will be an opportunity for Portfolios to refresh measures and targets prior to the start of the financial year for the next three years (2017, 2018, and 2019) and when a new Corporate Plan is produced.</p>
<p>Who is responsible for carrying out this review?</p>	<p>The Corporate and Place Strategy team</p>

SIGNATURE OF EIA LEAD OFFICER	Signature redacted for online version
DATE COMPLETED	01/04/2016

SIGNATURE OF DEPARTMENTAL E&D LEAD	Signature redacted for online version
DATE SIGNED	01/04/2016

This signature signifies the acceptance of the responsibility to publish the completed EIA as per the requirements of the Equality Act 2010

SIGNATURE OF DIRECTOR	Signature redacted for online version
DATE SIGNED	01/04/2016

This signature signifies the acceptance of the responsibility and ownership of the EIA and the associated Action Plan (if applicable)