

Barrow Borough Council Plan **2020 - 2024**

# • • foreword • •

***Our Council Plan sets out our vision and priorities for the next four years. It is owned and supported by all staff and Councillors.***

We want our Borough to be a great place to live, work and visit and we will use our resources to make sure we do everything we can to achieve this. We will need to be bold and ambitious to deliver this vision, and we will need to find different ways to work to make the most of the resources we have available.

We know we can't do this on our own. We will need to work with partners from the public and voluntary sectors, businesses and most importantly our residents to achieve our ambitions. This Plan sets out where we can take action directly, where we need to work in partnership and where we need to influence others.

We want to grow a reputation for being a compassionate Council that puts our residents at the heart of all we do. We already provide services that support some of our most vulnerable residents, but we will get better at listening to all our residents and communities, giving them a real voice in the way we achieve our ambitions, and how they can work with us to get there. We want our residents to be proud of their Borough and their Council.

Our staff and our Councillors are our strongest ambassadors and advocates. We are the democratically accountable organisation for our Borough, and we have a duty to champion this place and act as community leaders. We will harness our commitment, passion, ingenuity and energy to deliver this Plan and achieve our vision.

We have a lot to do, but we also have some incredible assets and opportunities, coupled with new funding for regeneration and economic development promised in the coming years. We will use these opportunities to help reduce inequality, provide opportunities for everyone and build an economy that works for us all. We also need to understand our impact on our planet and do all we can to create a sustainable world for future generations. We have already declared a climate emergency and will do all we can to make sure our Borough reduces its carbon footprint, and protects and enhances our outstanding natural environment.

This Plan sets out our immediate actions. It will be underpinned by detailed delivery plans, which will be measured through our performance management framework. We will work tirelessly to deliver this Plan, and we will make time to celebrate our successes along the way.

***We look forward to reporting our progress in the coming years.***



**Sam Plum** - Chief Executive (left) and **Cllr Ann Thomson** - Leader of the Council

# • • introduction • •

The Council is committed to creating better lives for the people of our Borough.

The Council Plan is the strategic document that will guide decision-making and how we spend public money for the period 2020 – 2024.

It builds on our successes in balancing the Council's budget to account for the reduction in spending power, whilst still delivering the projects that will regenerate the Borough.

We will work together to set clear priorities and actions around increasing prosperity through a growing and diverse economy, improving the environment by providing better homes, preserving the Boroughs natural beauty and supporting all people in our Borough; we will make Barrow a great place to live, work and visit.

## **Our Vision and Values**

Our vision is for our Borough to be a great place to live, work and visit.

We will achieve this by being a compassionate Council, putting residents at the heart of all we do. This is underpinned by the following values and behaviours:

- *To focus on our community and provide excellent service for all our customers and colleagues.*
- *To demonstrate honesty and integrity by doing the right thing, being open and confident to challenge and be challenged.*
- *To aim high, encouraging creativity and embracing change.*
- *To be proud and celebrate who we are and what we do.*
- *We will all work together to achieve our shared vision and goals.*



# • • people • •

## Priority 1: People

### *Enabling residents to live happy, healthy productive lives.*

Putting people at the centre of all that we do is a key priority for the Council. We will do this by helping them to have the best start in life, enjoy healthy and active lifestyles, and have opportunities to improve their well-being by building strong communities. We will actively encourage people to work with us to design activities that meet their needs. We will work with our communities so that people can enjoy good health and live in a safe environment where they can be happy and reach their full potential.

#### Actions

- Work with the health and care system to develop prevention and early intervention plans to reduce health inequalities.
- Use our place leadership role to drive health and well-being forums and partnerships to ensure they get the best results for our residents.
- Work with partners to tackle specific health issues in the Borough:
  - ▷ Mental illness
  - ▷ Substance misuse
  - ▷ Diet and exercise

**Outcome: More of our residents are living well for longer.**

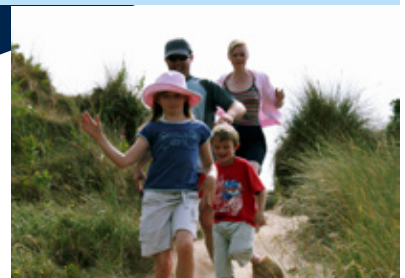


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## Actions

- Encourage greater use of leisure facilities including parks, woodlands, beaches and open spaces including participation in: park run, junior park run and Active Barrow Mums - especially for our least active residents.
- Work with Life Leisure to do more to support our communities to make healthier choices.
- Promote local walks/activities e.g. walk for health/cycle events through social media.
- Work with Cumbria Partnership NHS Foundation Trust to deliver Health Priorities.
- Provide a range of facilities and opportunities to encourage participation in sport.
- Promote healthier lifestyles for our own employees.

**Outcome: More of our residents are making healthy lifestyle choices.**



## Actions

- Celebrate the achievements and successes of our communities through publically raising awareness of the great things they do.
- Provide support for voluntary community services by involving, engaging and empowering them to be at the heart of our neighbourhoods.
- Work closely with voluntary community organisations to understand key opportunities and challenges within our communities.
- Seek to secure new investment that can support the empowerment of our communities, in particular those within the most deprived parts of the Borough.
- Build community resilience through increasing participation in local activities and decision-making and enable residents to influence and contribute to service delivery.

**Outcome: Our communities are strong, confident and actively engaged in shaping their future.**

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## Actions

- Actively lead the South Cumbria Community Safety Partnership and ensure actions to improve safety in Barrow are delivered.
- Work with partners to protect our most vulnerable residents by:
  - ▷ Tackling homelessness.
  - ▷ Delivering disabled facilities grants.
  - ▷ Being corporate parents.
  - ▷ Supporting people with special educational needs and disabilities.
  - ▷ Contributing to the Cumbria Safeguarding Adults Board.

**Outcome: People will feel safe where they live.**



# • • place • •

## Priority 2: Place

### *Creating a vibrant, safe & welcoming place where people want to live.*

Our Borough is a great place to live, work and have fun. There is an abundance of natural beauty and heritage but there is also an opportunity to offer people more. We want a varied housing offer to retain our residents and attract new people to settle here. We want to build on existing strengths and encourage more people to visit the town centres in Barrow and Dalton by making them more vibrant so that residents and visitors enjoy a positive and memorable experience. We want to protect our natural environment.

#### Actions

- Deliver the Local Plan for developing housing sites throughout the Borough.
- Prepare evidence base and a Housing Strategy to determine priorities and actions needed to improve housing offer.
- Reduce the number of empty properties.
- Develop a Housing Renewal Policy which focuses on delivering improvements which improve the quality of life for residents.
- Encourage the development of supported special needs housing in the Borough.
- Ensure that all Local Authority dwellings continue to meet the Decent Homes Standard.
- Explore opportunities to build new social housing with partner organisations.
- Review options for increasing affordable social housing within the Borough.
- Work with key partners to deliver transformative development at Marina Village, part of a comprehensive redevelopment of Barrow's historic waterfront.



**Outcome: Our Borough has a diverse housing offer, where everyone can expect a decent home they can afford to live in.**

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## Actions

- Work with residents to foster positive attitudes to maintaining cleanliness.
- Work with our contractors to deliver effective street cleaning and grounds maintenance services.
- Be tough on those who blight our neighbourhoods with fly tipping, litter and dog fouling through a robust approach to enforcement.
- Raise awareness through targeted marketing campaigns.
- Work closely with representatives from the Boroughs' towns and villages to build community pride and ensure they feel engaged, empowered and involved.

**Outcome: Our neighbourhoods are clean, welcoming and attractive.**



## Actions

- Deliver our Climate Emergency Action Plan.
- Enhanced greener spaces; public parks, beaches etc.
- Reduce our use of natural reserves through reduction, recycling, reuse materials and work with our residents to increase our recycling rates.
- Work with partners to raise awareness of natural assets and celebrate them.

**Outcome: Our environment is enhanced, protected and celebrated.**

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## Actions

- Work alongside the Business Improvement District team to continue improving and promoting leisure facilities, cultural offers and retail.
- Deliver joint destination marketing with Cumbria Tourism and Cumbria Local Enterprise Partnership:
  - Developing a Culture Compact – with South Lakeland and Lancaster.
  - Improve the amenity of the town, promoting natural beauty.
  - Maintain and grow the good quality leisure offer provided by the Forum, Dock Museum and Barrow Park.
  - Develop tourism by providing greater access to information and develop the Visit Barrow brand.
  - Create a thriving evening economy to attract residents and visitors to the town centres of Barrow and Dalton.
  - Embrace Barra Culture to promote cultural events at venues throughout the Borough.
  - Work with Sport England and other key partners to develop and enhance availability and access to sport.

**Outcome: Our Borough is seen as a destination of choice for leisure, culture and sport.**



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## Actions

- Deliver key improvements to the town centres for the benefit for residents, workers and tourists/visitors.
- Transform the experience of Barrow as a retail and service destination for residents, visitors and businesses by facilitating a diversity of uses; enhance the public realm and increase accessibility.
- Secure and deliver significant new investment for the town centre; capitalising on opportunities created by Town's Deal and Future High Streets Fund.
- Improvement to infrastructure designed to achieve the safe and convenient movement of vehicles and pedestrians to and within the town centre.

**Outcome: Town centres are vibrant and well used.**

# • • prosperity • •

## Priority 3: Prosperity

### *Supporting our economy to thrive and benefit all our residents.*

Barrow's manufacturing heritage and its pivotal role in the defence industry is a source of local pride and tradition. Our world-class manufacturing expertise is recognised worldwide, however to enable inclusive growth we will seek to diversify our economy to secure opportunities for our residents by supporting other key industries including the growing renewable energy sector. In particular, we have the opportunity to secure continued investment in the Borough and ensure our residents have the skills and services to allow them to benefit from the growing economy. We will deliver our ambitions through effective joint working with public and private sector partners, by offering a clear policy framework, proactive steps to promote the role and opportunities within the Borough and by securing additional public and private investment.



### Actions

- Engage with districts, county and Cumbria Local Enterprise Partnership (Cumbria LEP) members to realise opportunities surrounding the Lancaster and South Cumbria City Region and prospective growth deal.
- Enhance the reputation role of Barrow as a key sub-regional centre for the south of Cumbria.
- Actively pursue opportunities to promote the Borough throughout the region, Northern Powerhouse and beyond.

**Outcome: Our Borough will have a strategic role within Cumbria and as part of the Lancaster and South Cumbria City Region.**

# • • prosperity • •

## Actions

- Deliver the employment sites identified through the Local Plan.
- Undertake a full review of assets, capital and resources to ensure that they are used to meet strategic objectives.
- Bring forward a new Supplementary Planning Policy to support the Local Plan implementation and to maximise the opportunities it can present.
- Develop a robust pipeline of schemes for which funding can be sought in an opportunistic and timely manner.
- Create conditions for entrepreneurs and businesses to start up and grow through – Phoenix Business Centre and Waterfront Gateway Managed Business Centre.
- Actively seek to encourage inward investment and growth in renewable energy sector, visitor economy, creative and cultural industries.
- Work with major businesses and key partners to improve commercial awareness and take advantage of new opportunities.

**Outcome: Our Borough will have a strong and diverse economy.**



# • • prosperity • •

## Actions

- Engage proactively with Cumbria LEP, Cumbria County Council, Highways England and Transport for the North to secure investment in the A590 and A595.
- Work with partners to develop Barrow Port as a gateway for bulk material handling, nuclear waste transportation, energy services and tourism.
- Engage proactively with Cumbria LEP, Cumbria County Council, Network Rail and Transport for the North to secure improved connectivity, journey times and services for rail journeys to and from Barrow.
- Continue to campaign to increase access to superfast broadband.
- Work with Cumbria County Council and Highways England to improve signage from the A590 to the town centre and key attractions.
- Work with Cumbria County Council to improve traffic flow and parking in the town centre, making it more accessible and attractive to residents, visitors and businesses.
- Promote more sustainable public transport including electric buses, walking and cycling alongside a comprehensive approach to wayfinding, to promote and improve active travel.

**Outcome: Barrow is a well-connected Borough with improved road, port, rail and digital infrastructure.**



# • • prosperity • •

## Actions

- Identify current skill gaps.
- Work with education providers and training institutions to ensure targeted programme to address skill gaps to raise the aspirations of young people.
- Work across sectors to promote a comprehensive apprenticeship programme, including Barrow Borough Council.
- Work across sectors to deliver a joined-up marketing and recruitment campaign.
- Promote opportunities for social enterprise.
- Adopt the principles of community wealth building to ensure all our communities benefit from increased prosperity.
- Work with CAB and others to support those furthest from employment to reach their full potential.

**Outcome: Our residents have the skills, aspirations and opportunities to fulfil their potential.**



# • • delivery • •

## Plan Delivery

Progress and achievement of the outcomes will be monitored through the Performance Management Framework.

Monitoring reports will be presented to the Overview and Scrutiny Committee.

A summarised report will be published on the Council's website.

Management Team will implement any remedial action where objectives are not on track; Overview and Scrutiny Committee may also request remedial action through their discussions on progress and presentation of outcomes/outputs. Where necessary matters may be escalated to the Executive Committee where the objective may need to be reconsidered and associated actions varied. Further breakdown of these outcomes and desired actions will be set within each department's Service Plans.





Love Barrow

Barrow Borough Council Plan **2020 - 2024**

