

RIBBLE VALLEY BOROUGH COUNCIL REPORT TO POLICY AND FINANCE COMMITTEE

Agenda Item No. 5

meeting date: 24th SEPTEMBER 2019
 title: CORPORATE STRATEGY 2019-2023
 submitted by: DIRECTOR OF RESOURCES
 principal author: MICHELLE HAWORTH – PRINCIPAL POLICY AND PERFORMANCE OFFICER

1 PURPOSE

1.1 To approve the Council's Corporate Strategy 2019-2023.

1.2 Relevance to the Council's ambitions and priorities:

- Community Objectives –
 - Corporate Priorities –
 - Other Considerations -
- The Council's Corporate Strategy's purpose is to set out the Council's vision, ambitions, objectives and priorities, to outline how we propose to deliver them and how progress will be measured.

2 BACKGROUND

2.1 Our Corporate Strategy, attached at Appendix A, sets out the strategic direction of the Council for the period 2019-2023, providing a focus to ensure that the services we deliver meets the needs of our communities. The 2019-2023 Strategy has a four-year scope, but is reviewed annually to ensure that it continues to reflect the changes to our priorities that occur over time. Following the local elections taking place in May 2023 we will develop a new Strategy, which will again have a four year life span covering 2023-2027.

2.2 Following the LGA Peer Challenge in 2017 we developed an Action Plan which included a mini review of the Corporate Strategy in 2018 as well as the development of a new Strategy following the May 2019 elections.

2.3 A report was brought to this committee in June this year and committee agreed a member working group to help develop a new strategy, supported by Corporate Management Team and the Principal Policy and Performance Officer.

2.4 The working group has met twice and developed the attached strategy based on local and national priorities, the Sustainable Community Strategy, our customer Perception Survey, and feedback from staff.

2.5 The Strategy contains:

- Five corporate ambitions to address issues that matter most to the borough.
- Each ambition has a number of objectives – things that we wish to achieve for the borough.
- Objectives are supported by a number of short and medium term priority actions – the things we will do to achieve our objectives.
- Key measures of success are also outlined, which will allow progress towards the achievement of the priority and objective to be monitored.

2.6 Actions and measures of success should be developed in detail in service plans, which we will ensure are robust and SMART (Specific, Measurable, Achievable, Realistic and Time-based). Service plans should detail how each service will plan to deliver the priority actions.

2.7 Performance against our ambitions should be regularly published, in accordance with good practice, on our web site. Performance is also reported to our citizens in Ribble Valley News.

3 GENERAL COMMENTS

3.1 There are a number of unknowns and changes in the external environment which may impact on the Council and how it carries out its business. What is known for certain is that there will be ever decreasing resources available for the Council to deliver its ambitions. The Strategy has been written to clearly identify priorities, whilst allowing for flexibility as national policy evolves.

4 RISK ASSESSMENT

4.1 The approval of this report may have the following implications

- Resources - Paper copies of the Corporate Strategy are printed in-house and therefore from within existing budgets. Financial implications of delivering the strategy will be met from within existing budgets.
- Technical, Environmental and Legal – None identified.
- Political – None identified.
- Reputation – It is important that the ambitions reflect the concerns and needs of our communities. The Council undertakes consultation throughout the year to inform our priority setting.
- Equality & Diversity - In line with the Council's approach to equalities, individual equality impact assessments will be carried out as appropriate for actions/projects within the Strategy.

5 IT IS RECOMMENDED THAT COMMITTEE

5.1 Consider any further amendments that might be required to the Strategy and approves the Corporate Strategy 2019-2023 subject to these amendments being made.

Michelle Haworth
PRINCIPAL POLICY AND
PERFORMANCE OFFICER

Jane Pearson
DIRECTOR OF RESOURCES

BACKGROUND PAPERS:

REF:

For further information please ask for Michelle Haworth, extension 4421

Ribble Valley Borough Council

CORPORATE STRATEGY

2019 - 2023



Ribble Valley
Borough Council
www.ribblevalley.gov.uk

Our Vision

An area with an exceptional environment and quality of life for all; sustained by vital and vibrant market towns and villages acting as thriving service centres meeting the needs of residents, businesses and visitors.

Foreword

Welcome to Ribble Valley Borough Council's Corporate Strategy for 2019 - 2023.

This document sets out the strategic direction of the Council over the period 2019 - 2023, providing a focus to ensure that the services we deliver meet the needs of our communities.

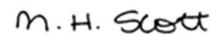
Overall, people who live in Ribble Valley are more likely to enjoy a good quality of life than in most of the other parts of the UK. We want to ensure that we continue to be an independent, responsive authority in a 2-tier system, delivering efficient, high quality services based on the strong sense of place.

The Strategy is reviewed annually to ensure that it continues to reflect changes to our priorities that occur over time. Following the next local elections taking place in 2023, we will develop a new Strategy.

Cllr Stephen Atkinson
Leader of the Council



Marshal Scott
Chief Executive



What communities are telling us

Through participation in the Ribble Valley Citizens' Panel and the 2018 Perception Survey, we know that residents see the following issues as the most important in making somewhere a good place to live (in order of priority):

- Health services
- Road and pavement repairs
- Crime levels
- Clean streets
- Access to nature
- Education provision
- The level of traffic

The following issues were scored highly by residents as both 'make the area a good place to live' and 'most need improving':

- Road and pavement repairs
- The level of traffic
- Affordable, decent housing
- Clean Streets
- The amount of dog fouling
- Public Transport

Our partners' priorities and what they mean for Ribble Valley Borough Council

We have also had regard to the priorities of our partners, particularly where we have a role in delivering them.

The Ribble Valley Sustainable Community Strategy

The Ribble Valley Sustainable Community Strategy is working across eight agreed core areas:

- Education and Economy
- Community Safety
- Local Democracy
- Environment
- Housing
- Vulnerable People and Families
- Health and Older People
- Facilities

Our Ambitions

This strategy contains five corporate ambitions to address issues that matter most to the borough. Our ambitions are deliberately limited to focus our attention over the lifespan of the strategy. Each ambition has a number of objectives, underlying priority actions, and key measures of success, which should allow progress towards the achievement of the priority to be monitored.



Core Values

In pursuing our priority actions, the Council will continue to deliver the services people want, in a fair and consistent manner. It is important that we explain exactly what our values are. These values guide and influence our actions as we continuously improve the services we deliver. We will:

- Lead the Community
- Strive to achieve excellence
- Ensure that access to services is available to all
- Treat everyone equally
- Respect all individuals and their views, and
- Appreciate and invest in our staff.

Our approach to Equality and Diversity

Ribble Valley Borough is made up of socially diverse communities. The Council is committed to providing equality of opportunity and to valuing diversity.

We aim to treat all customers fairly, with respect and professionalism regardless of age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race (including national origin and ethnicity), religion or belief, sex or sexual orientation.

To enable all residents to have access to information and equal access to our services, Ribble Valley Borough Council uses plain English in the information it publishes. Where a customer is experiencing any difficulties assistance suited to the person's needs is available. Information, on request and where appropriate, will be provided in different languages and formats and through a range of media. Feedback is also accepted through a variety of different routes taking account of individual customer's preferences or needs.

To demonstrate that our approach to equality is being realised, we collect equalities information. This helps to establish whether all members of the community are accessing our services. This feeds into our monitoring and review process.

Full details of our approach are set out in our Equality and Diversity Policy.



Ambition 1 - To be a well-managed council providing efficient services based on identified customer needs

People living in, working in and visiting Ribble Valley expect to receive efficient and excellent Council services. The majority of our services are high quality, well regarded and perform well above the average. We aim to provide services that are amongst the best in the country. We will continue to do this by targeting improvement to services to ensure all our services are performing well, and are rated by our customers, as above average.

Our objectives:

- To maintain critical financial management and controls, and ensure the authority provides council tax payers with value for money, within the current financial constraints
- To treat everyone equally and ensure that access to services is available to all, including our most vulnerable citizens
- To engage with all our communities to ensure we deliver services to meet customer needs and expectations

Our short-term priority actions:

- To set a sustainable balanced budget
- To explore all viable options for income generation and financial savings in order to deliver the Council's efficiency agenda whilst protecting front line services
- To meet the General Equality Duty and the Specific Duties

Our medium-term priority actions:

- To assess the implications of the Fair Funding review and the business rates review
- To seek to continually improve, ensuring that council services are fit for purpose and customer focused
- To continue to be a responsive Council meeting the needs of the people who live, work and visit the borough
- To move to level 2 of the Equality Standard for Local Government

Our key measures of success:

- Percentage of residents that think the Council provides value for money
- Equality Duty met
- Equality Standard level improved
- Percentage of residents satisfied with the Council



Ambition 2 - To sustain a strong and prosperous Ribble Valley

The prosperity of the economy in the Ribble Valley is demonstrated through the continuing high levels of economic growth in the area. However, there is a need to ensure that opportunities are available for businesses to continue to develop in the area. There is a need to continue to promote and regenerate our market towns and villages as places to do business and to ensure that there is employment land available for development. The public transport issues, particularly accessibility to isolated villages, are part of a perceived need for a more flexible approach and a more accessible service.

Without economic prosperity, many other problems e.g. health, housing, crime, access to services are all much harder to address.

Our objectives:

- To encourage economic development throughout the borough with specific focus on tourism, the delivery of sufficient land for business development, and supporting high growth business opportunities
- To seek to improve the transport network, especially to our rural areas
- To work with our partners to ensure that the infrastructure in the Ribble Valley is improved
- To promote stronger, more confident and more active communities throughout the borough

Our short-term priority actions:

- To agree an Economic Plan for the borough
- To explore options for making improvements to the key service centres
- To identify options and support the delivery of employment land and business accommodation (in particular serviced offices and community business hubs)
- To identify options for increasing the frequency of train services to Clitheroe
- To devise a course of action to tackle identified poverty and deprivation issues across the borough
- To complete a borough-wide Housing and Economic Needs Assessment

Our medium-term priority actions:

- To develop, with relevant partners, additional measures to support the visitor economy
- To work with the County Council and other providers to improve the local infrastructure
- To encourage parish councils and local communities to take more responsibility, wherever possible, for the local delivery of services
- To support the delivery of digital connectivity to households and businesses
- To promote a direct rail link to the West Coast main line

Our key measures of success:

- Business start-ups and survival rates
- Tourism visitor numbers
- Percentage change in spend in the visitor economy
- Percentage of residents satisfied overall with the local area as a good place to live



Ambition 3 - To help make people's lives safer and healthier

Ribble Valley is a low crime area and a safe place to live. This success is in part due to the excellent work of our Community Safety Partnership.

Baseline data, which has been collated in terms of health, presents a generally healthy picture, but health issues surrounding an aging population and access to services in isolated communities represent potential issues.

Our objectives:

- To improve the health and wellbeing of people living and working in our area
- To improve the opportunity for people to participate in cultural, recreational and sporting activity
- To ensure that Ribble Valley remains a safe place to live
- To combat rural isolation

Our short-term priority actions:

- To continue to work with our Community Safety Partnership, ensuring that low crime levels are maintained, by tackling crime, anti-social behaviour and fear of crime
- To deliver a 3G pitch at Edisford and to develop its use to contribute towards healthy, active lifestyles
- To increase the activity levels of target groups using 'Together an Active Future' pathfinder funding
- To review and improve the measures in place to control drinking and associated anti-social behaviour
- To work with the NHS, Ribble Valley GP's and other partners on local health and wellbeing needs
- To use the planning system to add to the healthy lifestyle infrastructure

Our medium-term priority actions:

- To ensure there is adequate policing across the borough
- To work with the NHS, Ribble Valley GP's and other partners on local health and wellbeing needs
- To use our Dementia Friendly status to assess how we can improve the delivery of services to residents whilst enhancing mental health and wellbeing
- To ensure access to services in isolated communities
- To promote wellbeing and support those in need of help ie mental health

Our key measures of success:

- Percentage of residents satisfied with sports and leisure facilities
- Life expectancy of males and females
- Percentage of people who are living well
- Physically active children and adults
- Percentage of people participating in sport on 3 or more occasions per week
- Percentage of residents who feel safe in their local area during the day and after dark
- Percentage of residents with access to services



Ambition 4 - To protect and enhance the existing environmental quality of our area

Our ambition is to protect the local environment, parts of which rank amongst the finest in England. The Council provides a high quality environment, including safe, clean parks and open spaces.

The Council is very proud of its weekly refuse collection service.

Our objectives:

- To conserve our countryside, the natural beauty of the area and enhance our built environment
- To retain weekly collections of residual waste
- To provide a high quality environment, keeping land clear of litter and refuse, and reducing the incidents of dog fouling
- To be an environmentally sustainable area, prepared for the future
- To aspire to be a carbon neutral borough by 2030

Our short-term priority actions:

- To provide an economic, efficient and effective waste collection service
- To continue with our approach of zero tolerance of dog fouling, litter and fly tipping
- To deliver a waste and responsible dog ownership education and awareness programme
- To develop an action plan to work towards being a carbon neutral borough by 2030 which is based on a better understanding of our current carbon emissions
- To install electric charging points on Council owned car parks
- To eliminate wherever possible single use plastics within the Council
- To reduce the use of paper wherever possible
- To undertake Landscape Character Assessments to support the Local Plan update and incorporate suitable planning policies in respect of Green Infrastructure
- To support the work of the Forest of Bowland AONB

Our medium-term priority actions:

- To take available opportunities to recycle
- To use energy from renewable sources more efficiently
- To respond positively to the Government consultation paper on recycling

Our key measures of success:

- Energy consumption of local authority property/ CO2 reduction from local authority operations
- Percentage of residents satisfied with parks and open spaces
- Percentage of residents satisfied with green space
- Percentage of residents satisfied with the cleanliness of the borough
- Percentage of residents satisfied with the waste and recycling collection services
- Percentage of waste sent for reuse, recycling and composting
- Cost savings of a reduction in paper usage and printing



Ambition 5 - To match the supply of homes in our area with the identified housing needs

Like the rest of the country, Ribble Valley has seen a rise in house prices in recent years. A clear priority for local people has been identified as providing accommodation which is affordable for local people.

Our objectives:

- To meet the housing needs of all sections of the Community
- To provide an adequate mix of additional affordable homes throughout the Ribble Valley
- To develop the right housing in the right places

Our short-term priority actions:

- To complete a borough-wide Housing and Economic Needs Assessment
- To bring empty properties back into use
- To update the Housing Allocations Policy
- To work with partners to agree priorities and secure investment in housing
- To implement measures to address the specific housing needs of younger people
- To adopt the Housing and Economic Development – Development Plan Document
- To complete the 5 year review of the Core Strategy by December 2019

Our medium-term priority actions:

- To review housing spacing standards
- To identify other mechanisms for delivering affordable housing in our villages
- To consider the provision of Extra Care Accommodation
- To deliver a co-ordinated approach to Planning through the Local Development Framework (update the Local Plan by 2021)

Our key measures of success:

- Maintaining a 5 year housing land supply
- Number of empty properties brought back in to use
- Number of homes delivered for which there is an identified need (eg affordable housing/older persons accommodation)
- Number of homeless households, and length of time spent, in temporary accommodation
- Provision of older people accommodation within new residential developments
- Housing delivery in line with the agreed Local Plan requirement
- Number of households able to live independently through the provision of disabled adaptations in the home

How to contact us

If you would like to know more, tell us what you think of this Corporate Strategy, or receive information about our current performance, please contact the Policy and Performance section at:

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Tel: 01200 425111 Email: michelle.haworth@ribblevalley.gov.uk

Web: www.ribblevalley.gov.uk