



**RIBBLE VALLEY
BOROUGH COUNCIL**

CORPORATE PLAN

2005-2008



CONTENTS

INTRODUCTION	2
MISSION STATEMENT	2
CORE VALUES	2
LOCAL STRATEGIC PARTNERSHIP	3
CUSTOMER SATISFACTION SURVEY	4
A PLAN FOR THE FUTURE	5
OUR STRATEGIC PLANNING FRAMEWORK	6
PERFORMANCE MANAGEMENT	7
PRIORITIES	9
AMBITION ONE - TO HELP MAKE PEOPLE’S LIVES SAFER & HEALTHIER	9
ISSUES.....	9
THE LAST 12 MONTHS.....	10
STRATEGY – TO HELP MAKE PEOPLE’S LIVES SAFER AND HEALTHIER	11
PRIORITY OUTCOMES:	12
AMBITION TWO - TO PROTECT AND ENHANCE THE EXISTING ENVIRONMENTAL QUALITY OF OUR AREA	13
ISSUES.....	13
THE LAST 12 MONTHS.....	13
STRATEGY – TO PROTECT AND ENHANCE THE EXISTING ENVIRONMENTAL QUALITY OF OUR AREA.....	14
PRIORITY OUTCOMES:	16
AMBITION THREE - TO MATCH THE SUPPLY OF HOMES IN OUR AREA WITH THE IDENTIFIED HOUSING NEED	17
ISSUES.....	17
THE LAST 12 MONTHS:.....	17
STRATEGY – TO MATCH THE SUPPLY OF HOMES IN OUR AREA WITH THE IDENTIFIED HOUSING NEED	18
PRIORITY OUTCOMES:	19
FINANCIAL PLANNING AND SUPPORTING SERVICES	20
THE WAY FORWARD	20
MONITORING OUR PROGRESS - HOW ARE WE DOING?	21
WHAT DO WE DO?	24
STATISTICS	25
RIBBLE VALLEY BOROUGH COUNCIL’S KEY DOCUMENTS	26

INTRODUCTION

Welcome to Ribble Valley Borough Council's Corporate Plan for 2005 - 2008.

Our Corporate Plan sets out the strategic direction of the Council over the period 2005 to 2008, providing a focus to ensure that the services we deliver meet the needs of our communities. The Plan has a three year scope but is reviewed annually to ensure that it continues to reflect changes to our priorities that occur over time.

Mission Statement & Vision

The Council has adopted the following statement that sets out it's role and responsibilities in relation to the communities it exists to serve:-

“The Council will provide high quality, affordable and responsive public services that develop the social and economic well-being of the Borough whilst safeguarding the rural nature of the area”

Our VISION, which is shared with the Local Strategic Partnership, remains constant. By no later than 2016 we aim to ensure that Ribble Valley will be:

“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.”

We believe that this VISION reflects our shared aim for the Borough which has the highest quality of environment for those who live in and visit the area. It recognises that people must have a high quality of life; that suitable homes are available to meet their diverse needs and that they should be safe and feel safe. People should also be able to access the best services without having to travel long distances to receive them.

This Plan will help us achieve what is expected of a modern progressive local authority over the next 2 years to improve the social, economic and environmental well-being of the Ribble Valley.

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.

Local Strategic Partnership

Ribble Valley Borough Council is working closely with our key partners and local communities through the Ribble Valley Strategic Partnership. Each of the partners/agencies within the Partnership contributes towards the achievements of the Strategy through its own actions and joint actions with others.

This Corporate Plan shows how the Council will contribute to the realisation of the priorities and objectives set out in the Ribble Valley Community Strategy.

COMMUNITY STRATEGY	CORPORATE PLAN
<p>Priority Themes:</p> <ul style="list-style-type: none"> ● Community Safety ● Health and Well-being <p>.....</p> <ul style="list-style-type: none"> ● Environmental Excellence <p>.....</p> <ul style="list-style-type: none"> ● Housing <p>.....</p> <ul style="list-style-type: none"> ● Access for all <p>.....</p> <ul style="list-style-type: none"> ● Community Cohesion <p>.....</p> <ul style="list-style-type: none"> ● Tourism ● Education and Lifelong learning ● Culture ● Thriving Market Towns ● A Sustainable Economy 	<p>Ambitions:</p> <ul style="list-style-type: none"> ● To help make peoples lives SAFER AND HEALTHIER <p>.....</p> <ul style="list-style-type: none"> ● To PROTECT AND ENHANCE the existing ENVIRONMENTAL QUALITY of our area <p>.....</p> <ul style="list-style-type: none"> ● To MATCH the SUPPLY OF HOMES in our area with the IDENTIFIED HOUSING NEED <p>.....</p> <p>Core Values:</p> <ul style="list-style-type: none"> ● Ensure that access to services is available to all <p>.....</p> <ul style="list-style-type: none"> ● Treat everyone equally ● Respect all individuals and their views <p>.....</p> <p>Lesser-priority areas for the Council</p>

Customer Satisfaction Survey

The needs of residents are the starting point for everything we do.

In 2003 the Council carried out a survey to determine the level of satisfaction of residents with Council services. Part of that survey included the question **“What would you say are the most important things in making somewhere a good place to live?”** The 10 top issues in the Ribble Valley were identified as:

1. A low level of crime
2. Good health services
3. Affordable decent housing
4. Good educational provision
5. Clean streets
6. Easy access to nature
7. Low level of traffic congestion
8. Shopping facilities
9. Parks and open spaces
10. Low level of pollution.

This Council will play its part in continuing to make sure that the Ribble Valley is a good place to live, work and visit.

The survey also asked **“What things, if any, do you think most need improving?”**
The 10 top issues in the Ribble Valley are:

1. Road and pavement repairs
2. Activities for teenagers
3. Affordable decent housing
4. Clean streets
5. Level of crime
6. Level of traffic congestion
7. Public transport
8. Facilities for young children
9. Level of pollution
10. Wage levels and local cost of living

A more recent survey carried out in May 2005 – ‘Living and Working in East Lancashire’ – asked the same question of our Citizens’ Panel. The top ten issues identified were:

1. Road and pavement repairs
2. Activities for teenagers
3. Clean streets
4. Low level of crime
5. Shopping facilities
6. Public transport
7. Low level of traffic congestion
8. Facilities for young children
9. Affordable decent housing
10. Health services

The issues identified by surveys like these are considered alongside those from other sources such as national requirements and local issues identified by residents through their Elected representatives and are used to establish a set of priorities for the Council. These are used to determine the nature of services that we deliver to our local communities.

A PLAN FOR THE FUTURE

In order to deliver its Vision (see above) and provide a focus for how it delivers services, the Council has agreed a set of overriding ambitions and priorities.

Above all ***we aim to be a well-managed Council*** providing efficient services based on identified customer needs overarches all of our Ambitions, whilst recognising the importance of securing a diverse, sustainable economic base for the Borough. The three Ambitions which the Council has agreed it will work towards are:-

- **To help make peoples lives SAFER AND HEALTHIER**
 - especially to ensure that we have safe and trouble free communities with healthy life styles
- **To PROTECT AND ENHANCE the existing ENVIRONMENTAL QUALITY of our area**
 - especially to protect the natural and built environment and ensure that we provide clean streets and open spaces
- **To MATCH the SUPPLY OF HOMES in our area with the IDENTIFIED HOUSING NEED**
 - especially to ensure that there are sufficient affordable homes for local people who are in housing need

We recognise this is ambitious and will not be easy to achieve. However we have set ourselves a target of achieving this by 2016.

OUR STRATEGIC PLANNING FRAMEWORK

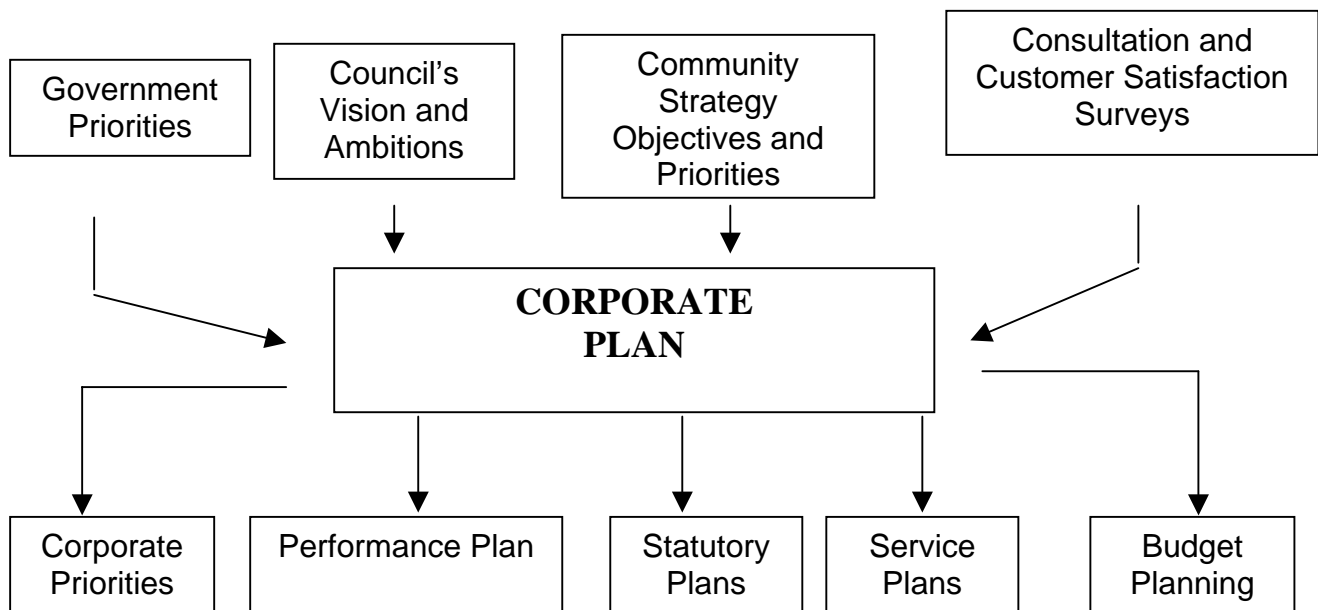
The Corporate Plan is a 'link' document. It links:

- the Government's priorities for local government
- the priorities and objectives of the Ribble Valley Community Strategy
- the views of our customers; and
- the Council's vision and ambitions.

The Corporate Plan draws together these different strands and creates a framework for more detailed planning, implementation and monitoring through:

- a range of statutory and strategic plans
- a Performance Plan
- corporate priorities which drive forward our ambitions
- service plans; and
- budget planning.

The way this process works is set out in the following diagram:



This Corporate Plan has been developed as an integral part of the Council's Performance Management Framework and is designed to integrate operational service delivery with our priorities. The Council provides a wide range of services which contribute strongly to achieving our Ambitions. Each Service Area produces its own Service Plan. These set out how each service contributes to achieving the Ambitions of the Council.



COUNCIL STRUCTURE

The Council is organised into the following 12 service areas:

- Corporate Services (Policy & Performance, E-Government and Communications)
- Legal Services
- Organisation and Member Development (including Human Resource planning)
- Financial Services
- Revenues & Benefits
- Information Technology
- Community Development
- Street Scene
- Housing Services
- Environmental Health
- Forward Planning
- Development and Building Control

Performance Management

Performance Management is the term applied to the process that enables an organisation to realise its ambitions, by being clear about what its top priorities are and what needs to be done to achieve them.

The overall goal of any performance management system is to enable an organisation to have a clear strategic overview of:

- Where the organisation is today
- Where the organisation wants to be
- How the organisation is going to get there.

This requires an organisation to have a clear 'Vision' and a set of realistic 'SMART' objectives, which are in turn supported by strategies aligned to the achievement of our Ambitions.

In a dynamic environment it is unlikely that any strategic plan will be fully achieved as originally envisaged. Therefore mechanisms need to be established to enable progress towards the achievement of 'the Vision' to be monitored.

Ribble Valley Borough Council's Performance Management System

Following our Comprehensive Performance Assessment we recognised that we need to improve the way we manage our performance. We have revised and improved our approach and commitment to more effective performance management including improvements to our service planning process, and formal systems to monitor and evaluate our performance.

The development of structured service and financial performance management arrangements, in order to ensure that our resources are made available and are used effectively, has been vitally important. We have taken steps to ensure that our policy documents are linked together where appropriate and that the budget setting process is clearly linked to our priorities for action.

The Council has introduced a structured performance management framework for all of our services. This provides clear, publicly available information to show our progress. Comprehensive service plans have been produced and these are reviewed and monitored annually to ensure continuous service improvement.

On a quarterly basis, performance information is presented to Overview and Scrutiny (Resources) Committee, and half-yearly to Overview and Scrutiny (Services) Committee. Key performance indicators, which monitor our key objectives are tracked against the targets set out within this document and the Best Value Performance Plan, and monitored to ensure that performance is improving. Weak areas are closely monitored to ascertain reasons for poor performance and remedial action is taken to ensure that they improve where possible.

Analysis of 2004/2005's key performance indicators shows that just over 40% had improved over the previous twelve months, reflecting a steadily improving picture, whilst nearly 32% had maintained performance.

PRIORITIES

As stated above the Council has 3 Ambitions. Each Ambition is supported by a set of objectives and a list of actions. Together these form the top priorities for the Council over the next 3 years.

AMBITION ONE - TO HELP MAKE PEOPLE'S LIVES SAFER & HEALTHIER

Issues

- Our Customer Satisfaction survey (2003) showed that the following are perceived to contributing to making somewhere a good place to live:
 - low levels of crime (nearly 61% of our residents felt that this is the most important factor in making somewhere a good place to live)
 - good health services (45%)
 - low levels of traffic congestion (25%)
- The 2003 survey showed that residents felt the following need to be improved:
 - the level of crime (23%)
 - the level of traffic congestion (21.2%)
 - activities for teenagers (36.3%)
- The British Crime Survey 2003/04 reports an overall decrease in recorded crime compared with 2002/03, (down 5%), taking into account the effect of changes in recording practice and the increased rate of recording crime. However, incidents of violent crime have risen in the same period by 2%. These national trends are reflected in the Ribble Valley, with vehicle crime, for instance, falling and violent crime increasing.
- 62% of the crime in the Ribble Valley is committed by people who do not live in the Borough.
- Our Community Safety Survey (April 2004) reports:
 - Ribble Valley respondents feel least insecure after dark, lower than the East Lancashire averages in all circumstances.
 - Worry about intimidation or harassment due to age is the greatest concern, but at 5.5%, it is significantly lower than the East Lancashire average.
 - 40% of respondents said speeding vehicles were a problem in Ribble Valley.
 - 5.7% said something had happened to make them feel more safe, the highest percentage in East Lancashire.
 - Fewer respondents have been a victim of crime than on average in East Lancashire.

- House/Shop burglary (21.8%) and theft from garage/garden/shed (22.6%) are both experienced by significantly higher percentages than other districts and East Lancashire as a whole.
- 23.4% of respondents did not report crimes they experienced compared to 18.2% across East Lancashire.
- Ribble Valley had the largest percentage of respondents who reported crimes they witnessed to the authorities (46.3%).
- 30.9% of those who witnessed crimes said they have seen drug dealing/usage/solvent abuse, 9% more than the East Lancashire average.

The Last 12 Months

During the last twelve months we have:

- Attached Automatic Number Plate Recognition readers to four static CCTV cameras in Clitheroe to help track unlicensed vehicles.
- Staged an Anti-Social Behaviour Play aimed at Year 9 pupils in six high schools
- Secured funding for dedicated Domestic Violence Outreach worker for the Ribble Valley
- Developed, consulted on and published the Ribble Valley Crime and Disorder Reduction Partnership crime audit. This uses information from all partner agencies.
- Developed, consulted on and published the Ribble Valley Crime and Disorder Reduction Partnership Strategy 2005 – 2008. This will give direction to the partner agencies in relation to crime prevention.
- Provided a 'Ribble Valley on the Road' Bus – a one-stop-shop promoting a wide range of services including teenage pregnancy advice, drugs education, careers advice, youth work projects, homelessness information, and advice on anti-social behaviour.
- Secured a £2m Heritage Lottery Fund bid to revamp and restore Clitheroe Castle and the Museum with the capacity to attract 17000 visitors a year.

Strategy – To help make people’s lives SAFER AND HEALTHIER

OBJECTIVE - Continue to support and provide resources for the Ribble Valley Crime & Disorder Reduction Partnership [Statutory responsibility]

ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS
To provide Drugs Education workers in all High Schools	Ribble Valley Crime & Disorder Reduction Partnership and Chris Hughes Community Development Manager	Drug Education lessons delivered to 1,000 Ribble Valley Pupils by March 2006
Life Education Centres supported in all Primary Schools	Ribble Valley Crime & Disorder Reduction Partnership and Chris Hughes Community Development Manager	Healthy Lifestyle education delivered to 1,500 primary School Pupils by June 2006
Extension of ANPR (Automatic Number Plate Reader) to 6 static CCTV cameras	Ribble Valley Crime & Disorder Reduction Partnership and Chris Hughes Community Development Manager	Facility to track ‘bogus’ vehicles via static CCTV cameras by March 2006

OBJECTIVE - To provide a wide range of activities to target young people at risk of offending

ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS
Introduce a ‘pilot’ scheme for a youth project based at St Augustine’s RC high School, Billington targeting youths in Whalley, Billington, Langho and Wilpshire	Chris Hughes Community Development Manager	Provided diversionary tactics for 25 youths
Develop outdoor adventure programmes during school holiday periods targeting youths on the fringes of crime	Chris Hughes Community Development Manager	Provide Outdoor Adventure activities for 50 disadvantaged young people by March 2006
To provide non-vocational training for year 9 pupils through the Ribblesdale School/Castle Grounds project in partnership with Myerscough College	Chris Hughes Community Development Manager	15 young people kept in school via NVQ project and given a worthwhile non-academic project

OBJECTIVE - To improve the health of people living in our area

ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS
Provision of specific exercise programmes for people who are currently inactive or suffering from specific health problems.	Chris Hughes Community Development Manager	<p>By April 2006 there will be:</p> <ul style="list-style-type: none"> ◆ A minimum of 300 people joining physical activity programmes. ◆ Retention rates of at least 50% completing physical activity programmes. ◆ A minimum of 70% of those completing the programmes maintaining healthy lifestyle changes after 6 months
Focus food safety inspection resources to achieve Food Standards Agency inspection targets	James Russell Environmental Health Manager	Ensure the production and sale of safe food by carrying out 100% of food premises' inspections that should be carried out by 31 March 2006 – ongoing
To encourage the adoption of healthy lifestyles within the local community through the provision of facilities and activity programmes and the promotion of relevant information and leaflets in partnership with complimentary health service providers	James Russell Environmental Health Manager and Chris Hughes Community Development Manager	<p>250 Health Promotion leaflets to be produced, in partnership with other health service providers, and leaflet to be made available electronically by April 2006 - Completed</p> <p>Healthy lifestyles information to be made available to the local community through local health centres by April 2006 - Completed</p> <p>'Choosing Health' pamphlet to be circulated to all properties within the borough as an insert in each edition of the Ribble Valley News – Spring 2005, Autumn 2005 and Spring 2006 - ongoing</p>

Priority Outcomes:

- A Borough where people feel safer
- People freed from the experience of anti-social behaviour
- Fewer young people turning to crime
- More people actively improving their health and well-being.

AMBITION TWO - TO PROTECT AND ENHANCE THE EXISTING ENVIRONMENTAL QUALITY OF OUR AREA

Issues

- Our Customer Satisfaction survey showed that the following factors make somewhere a good place to live:
 - Clean streets (32.1%)
 - Access to nature (28.9%)
 - Parks and open spaces (21.1%)
 - Low level of pollution (20.4%)
- Our survey showed that residents felt the following needed to be improved:
 - Clean streets (25.7%)
 - Level of pollution (14.2%)

The Last 12 Months

During the last 12 months we have:

- Continued to operate two air quality monitoring stations with the assistance of partnership funding, which continues to confirm that air quality within the Borough fully meets the national air quality standards
- Undertaken a third Air Quality review and assessment to confirm the high standard of air quality in the borough
- Achieved 100% target of programmed food inspections
- Introduced an integrated kerbside collection of green waste
- Produced a Waste Awareness and Education Strategy
- Secured around £1.5 million in funding for waste management over the course of the last 3 years
- Contributed to external partnerships to maintain and enhance our built environment
- Invested in grant-aided working
- Adopted pro-active policies within the Local Plan
- Reported local views regarding the extension of Longridge Conservation area to committee
- Reviewed the Local Agenda 21 Strategy and integrated it into the action plan of the environmental sub-group of the Ribble Valley Local Strategic Partnership.
- Following extensive consultation the Development Control Protocol was adopted by Planning and Development Committee on the 22/11/05
- Creation of Local Development Framework. Local Development Scheme submitted

Strategy – To PROTECT and ENHANCE the existing ENVIRONMENTAL QUALITY of our area

OBJECTIVE - To reduce incidents of dog fouling in the Borough

ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS
Actively engage the community on the issue of dog fouling by employing a dedicated dog warden to undertake 'high profile' patrols, by reintroducing school education initiatives and to undertake more 'out-of-hours' surveillance	James Russell Environmental Health Manager	By April 2006 we will undertake 52 high profile patrols along with 12 covert surveillance exercises, and 24 'Out of Hours' surveillance patrols in addition to 4 school presentations to raise awareness. – On target

OBJECTIVE - To maintain and improve local air quality

ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS
Focus inspection resources on regulation of those local industries which require process authorisation/permits to minimise emissions and environmental impact	James Russell Environmental Health Manager	Inspections carried out of regulated processes, at a frequency determined by DEFRA, using a risk based method.
Continue to build liaison arrangements with local potentially polluting industries, to exchange information and encourage better environmental performance	James Russell Environmental Health Manager	Relevant information provided on the reduced environmental impact, of processes rated medium or high risk, and risk scores reduced by March 2008.
Continue to monitor local air quality through the two existing air quality monitoring stations	James Russell Environmental Health Manager	Bi-monthly calibrations of monitoring stations, ensuring consistent monitoring of air quality. Ratified results used in the annual Air Quality progress report.

OBJECTIVE - To recycle and compost 56% of all waste by 2015 in accordance with our Waste Management Strategy

ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS
Provide recycling stations across the Borough and expand the number of recycling centres	Graham Jagger Street Scene Manager	An increase in the % satisfied with provision of local recycling facilities from 80% to 85% satisfied by 2006
Consult on the provision of wheelie bins which would enable an extension of the kerbside collection of recyclables	Graham Jagger Street Scene Manager	The 3 Stream refuse collection and recycling service will start to be rolled out on one collection round starting at the end of March 2006. The service will be extended to all parts of the Borough over the following 3 financial years
Raise awareness of waste minimisation, recycling and composting	Graham Jagger Street Scene Manager	The amount of waste produced by each household reduced to 315kg per property per annum and increased participation in recycling and composting initiatives.
Explore options for a waste transfer station	Graham Jagger Street Scene Manager	A waste transfer station to be in place to support 3 stream collection service by June 2006.

OBJECTIVE - To conserve our countryside, the natural beauty of the area and enhance our built environment

ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS
Proactively encourage the development of brownfield and disused sites, thereby reducing development of the countryside	Colin Hirst Forward Planning Manager	Key milestones within the approved Local Development Scheme to be attained by April 2006. 60% of new dwellings to be built on previously developed sites by 31 March 2006.

ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS
Carry out a comprehensive conservation area appraisal/review	John Macholc Development Control Manager	85% of designated Conservation areas to be appraised and reviewed by April 2006 A minimum of 3 new Conservation Areas will be designated by April 2008.
To continue to build liaisons and partnership working with relevant bodies to help care for and manage priority natural habitats and features. To increase the opportunity for public access to the countryside.	Colin Hirst Forward Planning Manager	By April 2006 an investigation into the creation of at least one community woodland will have been carried out. We will ensure, through the Planning Application process, that there will be no net loss of protected habitat.
Produce a protocol for enforcement and development control which could include emphasis on approaches to handling areas of environmental concern	John Macholc Development Control Manager	To ensure that, by 2008, 100% of our decisions are taken with due consideration of our desire to maintain and improve the natural beauty of our area. We will maintain a high level of satisfaction with our built and rural environment.

Priority Outcomes:

- Everyone takes responsibility for protecting the environment
- Controlled emission levels within the Borough, thereby maintaining and improving local air quality for all
- People feel their environment is healthier and cleaner.

AMBITION THREE - TO MATCH THE SUPPLY OF HOMES IN OUR AREA WITH THE IDENTIFIED HOUSING NEED

Issues

- Like the rest of the country, Ribble Valley has experienced a rapid rise in house prices over the past three or four years.
- Our Customer Satisfaction survey showed that the following make somewhere a good place to live:
 - Affordable decent housing (35.4%)
- Our survey showed that residents felt the following need to be improved:
 - Affordable decent housing (35.4%)

The Last 12 Months:

During the last 12 months we have:

- Established Home Improvement Agency
- Established Tenancy Protection Scheme
- Reduced period of time in homeless hostel
- Slow but steady increase in number of empty properties back in use
- Substantial improvements to Homeless Hostel facilities
- Completion of Group Repair
- Completion of all appropriate actions in Homelessness Strategy
- Funding/Planning Permissions/completions for 61 new affordable housing units
- Increased the number of properties eligible for grant assistance with introduction of Minor Works Grants
- Revised grant conditions for Landlords which strengthens Local Authority's position with regards to nomination rights and rent level changes
- Secured matched funding for Rural Housing Enabler
- Established a Landlords Forum

Strategy – To MATCH the SUPPLY OF HOMES in our area with the IDENTIFIED HOUSING NEED

OBJECTIVE - To provide additional affordable homes throughout the Ribble Valley, particularly in the Rural Communities

ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS
To carry out individual housing needs surveys and development briefs for all affordable housing development sites	Colin Hirst Forward Planning Manager	Housing needs surveys to feed into the development of affordable housing schemes in Rural Areas. 3 surveys to be completed by March 2006. 6 Surveys to be completed in 2007 and 2008
Appoint a Rural Housing Enabler to work in the Ribble Valley	Christine Grimshaw Housing Manager	An Officer has been appointed to work in Ribble Valley to identify and commence developing suitable affordable housing schemes.
Work in partnership to provide 150 affordable homes in the Borough over 3 years	Christine Grimshaw Housing Manager	150 affordable homes provided over the next 3 years for people in housing need.

OBJECTIVE - To meet the housing needs of older people

ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS
Develop an Elderly Persons Housing Strategy	Christine Grimshaw Housing Manager	An Extra Care Housing Strategy has been produced. We are now working in partnership with Lancashire County Council to produce and an Elderly Persons Housing Strategy
Extension of Extra Care facilities for elderly people in the remoter rural areas	Christine Grimshaw Housing Manager	Using SMART technology and partnership funding start to provide such facilities from June 2005. This is ongoing.
Development of leasehold schemes for elderly people to provide choice of tenure at affordable levels	Christine Grimshaw Housing Manager	Using Housing Corporation Funding allocations to develop a scheme by April 2006

OBJECTIVE - To improve and maintain the condition of the private sector housing stock, particularly in relation to pre 1919 properties and bring empty properties back into use

ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS
Implement the Empty Property Strategy and data base of empty properties	Christine Grimshaw Housing Manager	8 empty properties brought back into use using a variety of initiatives, including Compulsory Purchase.
Carry out a Borough wide housing stock conditions survey and survey of pre 1919 dwellings	Christine Grimshaw Housing Manager	Surveys completed, results analysed and published.
To reduce Unfitness and Dis-repair of homes. Deliver decent homes	Christine Grimshaw Housing Manager	To reduce the % no of unfit properties in the borough by 10% over the next 3 years.

Priority Outcomes:

- Everybody has a satisfactory home to live in
- Provision of the right number of affordable homes in the Borough to meet priority need
- All our residents can access the support they need to live safely in their homes.

FINANCIAL PLANNING AND SUPPORTING SERVICES

Achieving the priority outcomes requires a range of supporting activity within the Council. These internal services are often just as important as those dedicated to delivering services directly to the public. Without continued support from finance, legal and administrative services, the anticipated outcomes may be reduced, delayed or even prevented.

We cannot deliver our services without appropriate and effective funding. We have an excellent record of sound financial management. We will maintain that record.

Our focus is on financial planning over the medium term, robust financial systems, the securing of efficiencies and the strategic use of reserves.

The Council will spend over £8.9m in 2006/2007. £6.3m will be revenue spending and £2.6m will be capital.

We have forecast a 3-year revenue budget for 2003 to 2006 as part of our Medium Term Financial Plan. This forecast is based upon known commitments and includes any significant expenditure / income items that are likely to arise. The forecast also includes estimates of resources from government grants and shows an indicative level of Council Tax.

Our budget process is now more closely aligned to the ambitions and priorities for action through our service plans. Implicit within this process is the need to move resources both towards those priorities for action and away from areas that are not priorities. This can be difficult to achieve and remains a challenge.

The Council has embraced the national drive towards e-government. The development of modern communication and information systems to improve service delivery and customer access is integral to our core values and the achievement of our ambitions. We continue to invest in ICT including improvements to our website, developing a Contact Centre in conjunction with our partners across the County, a comprehensive planning system and a new telephone system at the Council offices.

The Council has also invested in new financial management systems to improve its capacity and ability to manage its finances. The latest system includes a procurement module that will support the successful work we have been undertaking with our neighbouring district councils in the East Lancashire E-Government Partnership (ELEP). Working together the Partnership has introduced a number of improvements to the way they buy goods and services from external suppliers which has resulted in substantial financial savings.

THE WAY FORWARD

This Plan provides a clear direction for the Council over the next 2 years as we work, often in partnership with others, to deliver the services and amenities that our residents want.

The Council has demonstrated its commitment to this Plan by formally approving it at a meeting of the full Council. This will help ensure that the necessary drive and commitment are in place to see that its 'Vision' is achieved.

This Plan will be reviewed annually to allow for agreed changes to feed into our service planning and our budget setting process. We will also review our priorities to ensure that they are still relevant and achievable.

MONITORING OUR PROGRESS - HOW ARE WE DOING?

In October 2003 a team from the Audit Commission – the Government body with responsibility for ensuring efficiency in the public sector, carried out an inspection of the Council. The Comprehensive Performance Assessment described the Council as “a *FAIR authority that provides good quality core services and is making positive progress on improving the quality of life for local people*”.

The Council was just one point short of being graded “Good”. This was a disappointment, but we were pleased that the CPA praised the high quality services we provide. In their summary the Audit Commission highlighted our main strengths and weaknesses as follows:

Strengths

- high quality services
- making progress with improving the quality of life of local people
- good community leadership
- ambitious plans for the future
- learning from others and experiences
- works well in partnership

Weaknesses

- performance management
- too many priorities
- too much focus on the detail
- over-stretched resources in some areas
- lack of clear plans for the future

We have now raised our sights – we are building on our strengths and we are making good progress to remove our weaknesses.

We have few poor performing services, but the cost of our waste collection service is comparatively high, the number of planning decisions delegated to officers is low and there are too many long-term empty homes.

However, we continue to improve many of our services. In 2004/2005, 72.3% of our services improved or maintained their performance. We performed particularly well on those services that people rely on most – including refuse collection, street and amenity cleansing, recycling, dealing with benefits, re-letting council homes and reducing crime and anti-social behaviour, in partnership with the police.

In 2004/2005, we collected 98.8% of Council Tax and 97.71% of our housing rents. 99.42% of standard searches on properties were dealt with in 10 working days, nearly 20% of the waste collected was recycled or composted and all of our Council homes meet the Government's Decent Homes Standard.

We continue to invest in the provision and use of Information Technology to improve the efficiency and effectiveness of our services. We are making significant progress – just over 98% of the Council's interactions are being “electronically enabled” – we are on target to achieve 100% by the end of 2006.

The final quarterly report for 2004/05 showed that nearly 48% of the key indicators improved over the previous twelve months, which reflects a steadily improving picture.

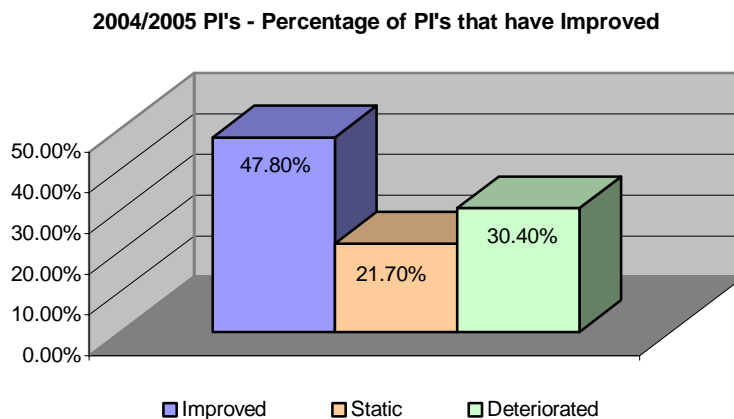


Figure1. 1 2004/05 - Percentage of PI's that have improved since the previous year collected

When compared to other District Councils, 33% of Ribble Valley Council services are rated in the top quartile of local authority performance for 2004/05. 63.30% of our services are rated higher than average or top.

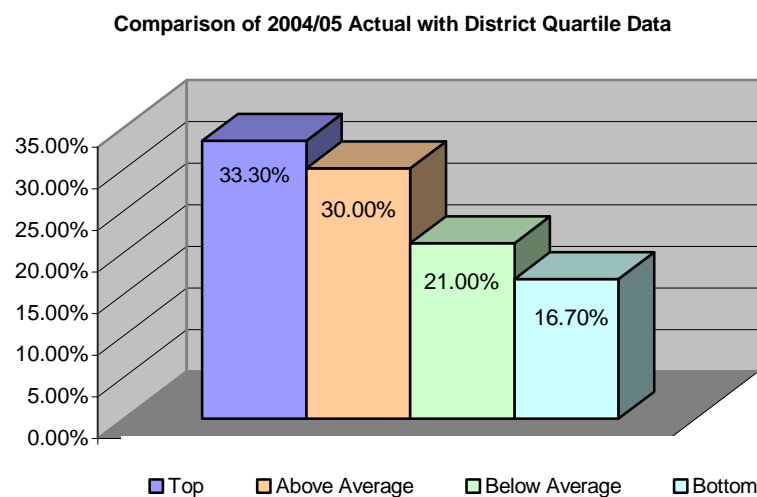


Figure 2. Comparison of 2003/04 Actual with District Quartile data for 2002/03 (ODPM data)

Generally, those indicators that are below average or in the bottom quartile are those over which the Council has little control. These include for example, the percentage of top 5% of earners from black and minority ethnic communities, and the number of pupils visiting museums and galleries in organised school groups.

In the comparison of the 2004/05 indicators we can conclude:

- 33% of indicators were in the top quartile
- 30% were average or above average
- 21% were below average
- 16% were in the bottom quartile

A similar comparison of the 2003/04 indicators concluded:

- 44% of indicators were in the top quartile
- 21% were average or above average
- 27% were below average
- 8% were in the bottom quartile

We also benchmark ourselves by carrying out comparison exercises with our Rural Benchmarking group and other Lancashire districts.

In 2004/05 63% of our indicators were better than our Rural Benchmarking Group average and 54% of indicators were better than other Lancashire Districts average.

We also monitor our progress by regularly checking how satisfied our residents are.

In the 2003 General Satisfaction survey, nearly 65% of our residents felt well-informed about our services and the benefits that we provide. 88% are satisfied with the refuse collection service; 80% are satisfied with the recycling facilities provided and 81% are satisfied with the parks and open spaces in the Ribble Valley.

We plan to improve on the 69% of residents who are currently satisfied with the way the Council run things. We aim to improve this to 80% of residents being satisfied by 2009.

We have also invested in implementing the recommendations of a review of our management and departmental structures. A corporate re-structuring exercise in 2004/05 at a cost of an additional £66,000 brought much needed additional resources to strengthen our senior management team

WHAT DO WE DO?

Ribble Valley Borough Council provides services for nearly 55,000 residents, 2,345 VAT registered businesses and for the thousands of visitors to the area. The main services we provide are:

- emptying the bins
- kerbside collection of recyclable materials
- local recycling centres
- cleaning the streets
- managing CCTV systems in Clitheroe and Whalley
- parks, open spaces, Ribblesdale Pool and sports facilities
- support to town and parish councils
- grants to sporting and voluntary groups
- supporting the arts and encouraging tourism in our area
- collecting council tax and business rates
- mobile van information and collection office
- assessing and paying benefit claims
- developing long term plans for the Ribble Valley
- determining planning and building regulation applications
- cemetery services - including a woodland burial area
- public toilets
- enforcing food safety and health and safety standards
- controlling fly tipping, graffiti and dog fouling
- pest control and dealing with stray dogs
- licensing taxis, food premises, street traders and public entertainment
- making sure that everyone can vote if they are entitled to do so
- managing and maintaining Council housing
- improving sub-standard private owned housing
- local land charge searches and maintenance of local land charge register
- on-street and off-street car parking

STATISTICS

We collect refuse from 24,000 properties every week

We inspected 365 food premises in 2004/05

We answer almost 700 telephone calls everyday

We re-housed 103 households in 2004/05

We licence nearly 125 taxis and private hire cars

We dealt with 120 complaints relating to dog fouling and 21 stray dogs in 2004/05

Our main reception desks deals with approximately 1500 people a week

There are almost 120,000 visits each year to Ribblesdale Swimming Pool and 41,000 users of Longridge Sports Centre

We carried out 4,000 housing repairs in 2004/05

We determined over 1,100 planning applications in 2004/05

We spent nearly £40,000 on disabled housing adaptations and £700,000 on planned improvements such as new boilers and kitchens in council owned homes in 2004/05

We deal with 1,800 Building regulation applications every year

We processed 2,139 local land charge searches in 2004

The total value of work under Building regulation Control in 2004/05 was £34,560,000

We sold 22 Council homes in 2004/05



KEY DOCUMENTS

The following is a list of the Council's key documents. These are available to inspect upon request at the Council Offices. There may be a small charge if you would like your own copy.

- Community Strategy 2004-2007
- Corporate Plan 2005-2008
- Annual Performance Plan
- Communication Strategy
- Consultation Strategy
- Crime and Disorder Reduction Strategy
- District Wide Local Plan
- Environmental Health Plan
- Housing Strategy
- Homelessness Strategy
- Implementing e-Government 4 Strategy
- Lancashire Municipal Waste Management Strategy 2001-2020
- Recycling Strategy
- Risk Management Policy & Register
- Sports and Recreation Strategy
- Race Equality Scheme
- Medium Term Financial Strategy
- Asset Management Plan
- Capital Strategy
- Staff Code of Conduct
- IT Strategy
- Officer Delegation Scheme
- Citizens Charter
- Empty Property Strategy
- Local Development Scheme
- Annual Monitoring Report

**THANK YOU FOR TAKING THE TIME
TO READ OUR CORPORATE PLAN**



**IF YOU ENJOYED READING IT
YOU MAY BE INTERESTED IN READING OUR ANNUAL PERFORMANCE PLAN.
THIS IS PUBLISHED IN JUNE EACH YEAR.**

**THE PERFORMANCE PLAN INCLUDES DETAILED INFORMATION
ABOUT THE QUALITY OF SERVICES
AND REPORTS HOW WELL WE ARE DELIVERING THEM.**

**THE PLAN IS PUBLISHED ON THE COUNCILS WEBSITE
AND PAPER COPIES ARE AVAILABLE TO VIEW
AT ALL COUNCIL OFFICES AND LIBRARIES.**

Please tell us what you think

We are always interested to hear your views.

This Plan aims to provide you with an overview of what the Council is aiming to achieve and how it plans to deliver its priorities. But the Plan only reports on the Council's main priorities and does not cover everything we do.

There may well be issues that concern you that we have not covered in detail. These are likely to be addressed in one of our related policy or strategy documents. These are listed at the back of this Plan.

Alternatively you might like to visit our website which provides updates of recent initiatives and contains copies of most of our policy documents.

If there are any other issues you would like information on please contact the Corporate Services Unit, tel: 01200 414421 or email michelle.haworth@ribblevalley.gov.uk – and we will do our best to answer your query.

Ribble Valley Borough Council

Council Offices

Church Walk

Clitheroe

Lancashire

BB7 2RA

 01200 425111

 01200 414488

 www.ribblevalley.gov.uk

 ce@ribblevalley.gov.uk

