

**RIBBLE VALLEY BOROUGH COUNCIL  
REPORT TO  
POLICY AND FINANCE COMMITTEE**

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Agenda Item No.

meeting date: 27 September 2011  
title: Ribble Valley Borough Council's Corporate Strategy 2011-2015  
submitted by: Chief Executive  
principal author: Michelle Haworth – Principal Policy and Performance Officer

## **1 PURPOSE**

1.1 To seek approval of the Council's revised Corporate Strategy 2011-2015.

## **2 RELEVANCE TO THE COUNCIL'S AMBITIONS AND PRIORITIES:**

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

## **3 BACKGROUND**

- 3.1 Our Corporate Strategy, attached at Appendix A, intends to set out the strategic direction of the Council for the period 2011-2015, providing a focus to ensure that the services we deliver meets the needs of our communities. The Strategy has a four-year scope, but is reviewed annually to ensure that it continues to reflect changes to our priorities that occur over time.
- 3.2 The Strategy contains:
- ◆ Five corporate priorities to address issues that matter most to the borough. Our priorities are deliberately limited to focus our attention over the lifespan of the strategy.
  - ◆ Each priority has a number of objectives – things that will help us achieve our priorities.
  - ◆ Objectives are supported by key actions – the things we will do to achieve our objectives.
  - ◆ Key measures of success are also outlined, which should allow progress towards the achievement of the priority and objective to be monitored.
- 3.3 Actions and measures of success will be developed in detail in the supporting Corporate Action Plan, which we will ensure is robust and SMART (Specific, Measurable, Achievable, Realistic and Time-based). Service plans will detail how each service will plan to deliver the key actions.
- 3.4 Performance against our priorities will be regularly published, in accordance with good practice, on our web site. Performance is also reported to our citizens in the Annual Report.
- 3.5 The priorities and objectives have been developed based on the following:

- ◆ The Ribble Valley Sustainable Community Strategy
- ◆ The Leaders Objectives for the year
- ◆ Consultation with our Communities through our Citizens' Panel

3.6 National developments, such as the abolition of Comprehensive Area Assessments and Local Area Agreements have shaped the plan. With a more local emphasis it is proposed to retain the existing priorities (renamed from ambitions) of:

- ◆ To help make peoples lives SAFER AND HEALTHIER
- ◆ To PROTECT AND ENHANCE the existing ENVIRONMENTAL QUALITY of our area
- ◆ To MATCH the SUPPLY OF HOMES in our area with the IDENTIFIED HOUSING NEEDS

and to add two new priorities of:

- ◆ To ensure a WELL-MANAGED Council providing EFFICIENT SERVICES based on IDENTIFIED CUSTOMER NEEDS
- ◆ To sustain a STRONG and PROSPEROUS Ribble Valley

3.7 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, examples include the Localism Bill, the 'Big Society' and health arrangements following the dissolution of PCTs. What is known for certain is that there will be ever decreasing resources available for the Council to deliver its priorities. The Strategy has been written to clearly identify priorities, whilst allowing for flexibility as national policy evolves.

#### **4 RISK ASSESSMENT**

- ◆ 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.
- ◆ Political: None.
- ◆ Reputation: It is important that the priorities reflect the concerns and needs of our communities. The Council has undertaken consultation throughout the year which has informed our priority setting.
- ◆ Equality: 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 RECOMMENDED THAT COMMITTEE**

5.1 Considers and approves the Corporate Strategy 2011-2015.

Michelle Haworth  
Principal Policy and Performance Officer

For further information please ask for Michelle Haworth, extension 4421



## Ribble Valley Borough Council

Providing 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

# CORPORATE STRATEGY 2011 - 2015

## Foreword

Welcome to Ribble Valley Borough Council's Corporate Strategy for 2011 - 2015.

This document sets out the strategic direction of the Council over the period 2011 - 2015, providing a focus to ensure that the services we deliver meet the needs of our communities. The Strategy has a four-year scope, but 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 2015, we will develop a new Strategy.

Cllr Michael Ranson  
Leader of the Council

Marshal Scott  
Chief Executive

## Our vision for Ribble Valley

Our VISION, which is shared with the Local Strategic Partnership, continues to be that 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.

## What communities are telling us

Through participation in the Ribble Valley Citizens' Panel and the 2011 Perception Survey, we know that residents see the following issues as the most important in making somewhere a good place to live:

- Crime levels
- Health services
- Education provision
- Clean streets
- Access to nature



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

- Affordable, decent housing
- Road and pavement repairs
- Dog fouling
- Activities for teenagers
- The level of traffic congestion
- Job prospects
- Street cleanliness

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

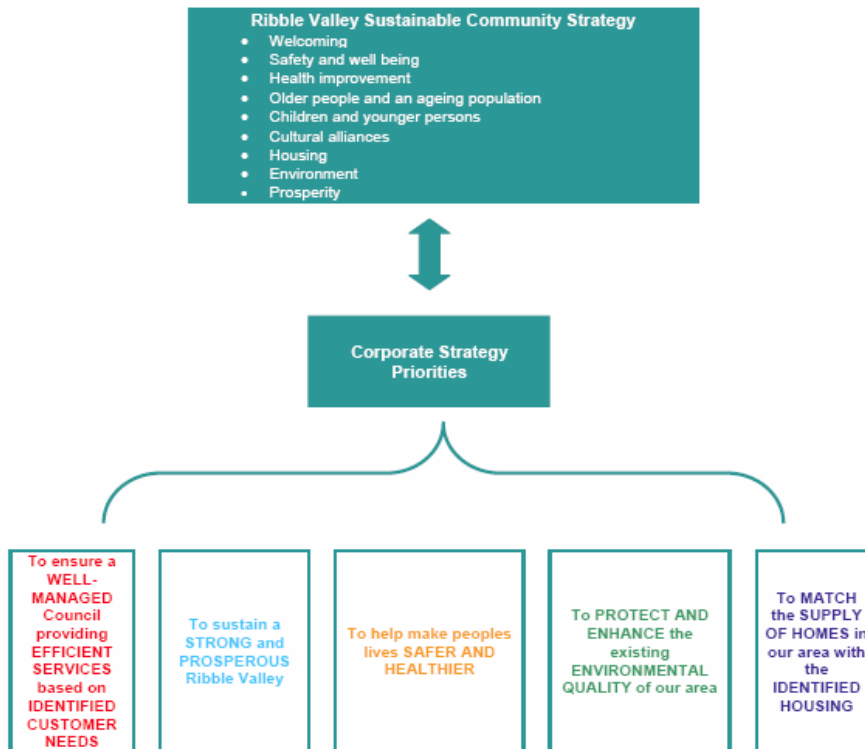
We have also had regard to the priorities of our partners, particularly where we have a role in delivering them. The most significant priorities are those of the Ribble Valley Strategic Partnership.

### The Ribble Valley Sustainable Community Strategy 2011/2013

In order to realise its vision the Ribble Valley Strategic Partnership focuses on an agreed set of themes:

- A Welcoming Ribble Valley
- Safety and Well being
- Health Improvement
- Older People and an Ageing Population
- Children and Younger Persons
- Cultural Alliances
- Housing
- Environment
- Prosperity

#### How our priorities are helping to deliver Ribble Valley's Sustainable Community Strategy





To ensure a **WELL-MANAGED** Council providing **EFFICIENT SERVICES** based on **IDENTIFIED CUSTOMER NEEDS**

This is the Council's overarching corporate priority.

People living, working and visiting the 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, 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
- To structure the Council to provide efficient and effective services 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 key actions:

- 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 effectively manage change and organisational development to sustain a flexible workforce
- To meet the Equality Duty
- To seek to continually improve, ensuring that council services are fit for purpose and customer focused

### Our key measures of success

- Percentage of residents that think the Council provides value for money
- Percentage of staff satisfied with the Council as an employer
- Equality Duty met
- Percentage of residents satisfied with the Council



“ It is very well managed - a super place to live ”





## To help make peoples lives SAFER AND HEALTHIER

Ribble Valley is a low crime area and a safe place to live. It is the safest place in the north west and third safest place in the country. 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 of people living and working in our area
- To improve the opportunity for young people to participate in recreational and sporting activity
- To ensure that Ribble Valley remains a safe place to live
- Take a leading role in working with partners on the emerging public health agenda
- To combat rural isolation

### Our key actions:

- To seek to improve Ribble Valley food businesses, to achieve a food hygiene rating of 3 star and above
- To tackle fuel poverty across the borough including increasing the use of renewable energy sources
- 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 emphasise, and re-establish if necessary, the alcohol free zones in Clitheroe and other parts of the Ribble Valley
- To ensure that large events held in the Ribble Valley are safe, considerate and compliant
- To work with Ribble Valley GP's and other partners on local health and wellbeing needs
- To ensure access to services in isolated communities

### Our key measures of success

- Number of Ribble Valley food businesses achieving 3 star and above in the National Food Hygiene rating system
- Percentage of residents satisfied with sports and leisure facilities
- 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
- Take up of support/services offered by STAN





## 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.

Ribble Valley faces increasing pressure to reduce the negative impact of waste on its environment. The Council wants to increase recycling, minimise waste generation and reduce waste disposed to landfill.

### Our objectives:

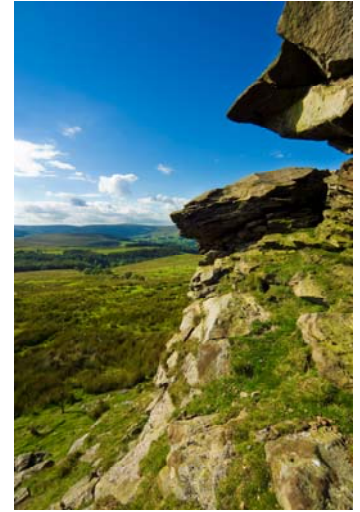
- To conserve our countryside, the natural beauty of the area and enhance our built environment
- To increase the recycling of waste material
- To provide a high quality environment, keeping land clear of litter and refuse, and reducing the incidents of dog fouling

### Our key actions:

- To finalise our Core Strategy
- To deliver a joined-up and long-term approach to planning and development through the Local Development Framework
- To maximise recycling and reduce the amount of waste going to landfill
- 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

### Our key measures of success

- Percentage of residents satisfied with parks and open spaces
- Completion of planning documents in accordance with timetables
- 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



**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 rapid 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 additional affordable homes throughout the Ribble Valley

**Our key actions:**

- To maintain up to date housing needs surveys across the borough
- To bring empty properties back into use
- To work with partners to agree priorities and secure investment in housing
- To implement measures to address the specific housing needs of the elderly

**Our key measures of success**

- Number of properties brought back in to use
- Number of affordable homes delivered
- Number of households, and length of time spent, in temporary accommodation
- Provision of elderly accommodation on all sites over 30 units



**How to contact us**

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

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Tel: 01200 425111

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