

RIBBLE VALLEY BOROUGH COUNCIL REPORT TO POLICY AND FINANCE COMMITTEE

Agenda Item No.

meeting date: 18th JUNE 2019
 title: DEVELOPMENT OF THE CORPORATE STRATEGY 2019-2023
 submitted by: DIRECTOR OF RESOURCES
 principal author: MICHELLE HAWORTH – PRINCIPAL POLICY AND PERFORMANCE OFFICER

1 PURPOSE

1.1 To put forward recommended next steps in the development of the Council's Corporate Strategy for 2019-2023.

1.2 Relevance to the Council's ambitions and priorities:

- Community Objectives – 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.
- Corporate Priorities –
- Other Considerations -

2 BACKGROUND

2.1 The Council's Corporate Strategy document sets out the strategic direction of the Council, providing a focus to ensure that the services we deliver meet the needs of our communities.

2.2 The 2015-2019 Strategy (attached for information at Appendix A) had a four-year scope, and was reviewed annually to ensure that it continued to reflect the changes to our priorities that occurred over time.

2.3 The strategy is now due a complete review following the local elections which took place in May 2019. We will develop a new strategy, which will again have a four year life span covering 2019-2023.

2.4 The strategy should contain:

- High level corporate priorities to address issues that matter most to the borough. The priorities should be deliberately limited to focus our attention over the lifespan of the strategy.
- Each priority should have a number of supporting objectives – things that will help us achieve the priorities.
- The objectives should be supported by key actions – the things we will do to achieve the objectives.
- Key measures of success should also be outlined, which should allow progress towards the achievement of the priority and objective to be monitored.

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

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

3 NEXT STEPS

3.1 The setting of our local priorities should be based on:

- The Ribble Valley Sustainable Community Strategy
- Consultation with our Communities
- The Council's Objectives

3.2 It is suggested that in order to review the Council's Objectives a small working group is established (consisting of 3 conservative councillors and 1 liberal democrat), tasked with bringing a new Corporate Strategy to your meeting on 24th September for approval.

4 GENERAL COMMENTS

4.1 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 priorities. The Strategy should be written to clearly identify priorities, whilst allowing for flexibility as national policy evolves.

5 RISK ASSESSMENT

5.1 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 and outlined in the Medium term Financial Strategy.
- Technical, Environmental and Legal – None identified.
- Political – None identified.
- Reputation – It is important that the priorities reflect the concerns and needs of our communities. The Council has undertaken consultation in recent years which should 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.

6 RECOMMENDED THAT COMMITTEE

6.1 Agree the suggested approach to reviewing the Corporate Strategy.

6.2 Establish a small working group to review the Corporate Strategy consisting of 3 conservative councillors and 1 liberal democrat.

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
2015 - 2019



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 2015 - 2019.

This document sets out the strategic direction of the Council over the period 2018 - 2019, providing a focus to ensure that the services we deliver meet the needs of our communities. The Strategy has a four-year scope, and 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 2019, we will develop a new Strategy.

Cllr Ken Hind
Leader of the Council



Marshal Scott
Chief Executive

M. H. Scott

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 2014 - 2019

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

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

Our Priorities

This 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, underlying 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 their gender, race, nationality or ethnicity, age, religion or belief, disability 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 help 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.



Priority 1 - To ensure 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, 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 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 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
- Equality Duty met
- Percentage of residents satisfied with the Council



Priority 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 market and regenerate our market towns and villages as places to do business and to ensure that there is employment land available for development.

The issues of public transport, 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, in order to be fit for purpose
- To promote stronger, more confident and more active communities throughout the borough

Our key actions:

- To identify options and support the delivery of employment land
- To press forward with the redevelopment of the Clitheroe market area
- 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

Our key measures of success

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



Priority 3 - To help make people's 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 second 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 and wellbeing 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
- To take a leading role in working with partners on the evolving 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
- 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 work with the NHS, Ribble Valley GP's and other partners on local health and wellbeing needs
- To ensure access to services in isolated communities
- To become a dementia-friendly borough

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



Priority 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 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

Our key actions:

- To deliver a co-ordinated approach to Planning through the Local Development Framework by progressing the Housing and Economic Development Development Plan
- To increase the use of renewable energy sources
- 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 support the work of the Forest of Bowland AONB

Our key measures of success

- Percentage of residents satisfied with parks and open spaces
- 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



Priority 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 additional affordable homes throughout the Ribble Valley

Our key actions:

- 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 older people

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 older people accommodation on all sites over 30 units
- Development of 280 properties per year
- Maintaining a 5 year supply

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:

Post: Ribble Valley BC, Council Offices, Church Walk, Clitheroe, Lancashire, BB7 2RA

Tel: 01200 425111

Email: michelle.haworth@ribblevalley.gov.uk

Web: www.ribblevalley.gov.uk