

Ribble Valley
Borough Council

www.ribblevalley.gov.uk

Corporate Plan **2023 / 28**

CONTENTS

CONTENTS2

FOREWORD3

ABOUT RIBBLE VALLEY4

OUR VISION, OUR MISSION, AND OUR CORE VALUES5

HOW THIS PLAN FITS IN WITH OTHER PLANS.....7

OUR GOALS8

 Residents, their health, and wellbeing9

 Valuing our Place and our Environment 12

 Building a Strong Economy 15

 Continue to be a well-managed Council 18

HOW WE WILL MONITOR OUR PROGRESS21

FINANCIAL CONTEXT21

HOW TO CONTACT US.....23

FOREWORD

Welcome to our revised Corporate Plan for 2023 to 2028.

As a Council we want to ensure that we continue to deliver efficient, high-quality services based on the strong sense of place that we already have.

We have a strong track record of delivering high quality services and we have an ambitious programme of investment rolling out across the Borough to further cement the reputation of the Ribble Valley as a great place to live work and visit We recognise that while we have strong, vibrant communities which look after each other there are still times people need support and are doing more to review services available to support those who need it.

The purpose of the Corporate Plan is to show what we, the Council, will do about the priorities for Ribble Valley. This document sets out our strategic way forward; it aims to take us to the next level.

We know we can achieve more by continuing to work closely with residents, businesses, and partners, providing a focus to ensure that the services we deliver meet the needs of our communities.

We are also moving towards a period of significant change which through local government reorganisation means we are likely to see the Ribble Valley join with other parts of Lancashire to form a Unitary Council, on a footprint yet to be determined by government. We are working hard to ensure this change is delivered in a way which best serves the needs of our residents and the very special place we call the Ribble Valley.

We call on residents, businesses, and partners to help us celebrate Ribble Valley. It's a great time to live here, a great time to do business, to grow and age well. Please join us on our journey towards our vision, and with the goals we set out in this Corporate Plan.

Cllr Simon Hore
Leader of the Council



Sarah Threlfall
Chief Executive



ABOUT RIBBLE VALLEY

Ribble Valley is a great place to live, work and visit.

Overall, people who live in Ribble Valley are more likely to enjoy a good quality of life than in other parts of the UK.

We also know that Ribble Valley is popular with tourists who enjoy the area's heritage and natural unspoilt beauty including the Forest of Bowland, Pendle Hill, the River Ribble, and historic sites such as Clitheroe Castle and Whalley Abbey.



61,561

Ribble Valley population size
(ONS - Census 2021)



51%

(31,357) are female
(ONS - Census 2021)



49%

(30,204) are male
(ONS - Census 2021)



89%

Like that they have access to the countryside and nature
(2023 People's Survey)



583km²

Ribble Valley covers an area of 583 square kilometers (225 square miles)



2.8m

Visitor numbers to Ribble Valley
(Marketing Lancashire STEAM Tourism Economic impacts 2021 - numbers are down due to the pandemic)



Between the 2011 and 2021 Census, the average age of Ribble Valley increased from 44 to 48 years of age



59%

(30,385) economically active and in employment ages 16 years and over (including full-time students)
(ONS - Census 2021)



3,590

Businesses in Ribble Valley
(ONS - UK Business Counts 2022)



121.9 Ribble Valley's Health Index Score puts us in the top 10 healthiest places to live in England
(June 2023, ONS Health Index Scores for England)



Ribble Valley has the lowest Council Tax in Lancashire



232.6 new buildings completed per 10,000 population, highest in the NW
(Study 24Housing 2020-2023)

OUR VISION, OUR MISSION, AND OUR CORE VALUES

OUR VISION

As a Council we are committed to protecting the Ribble Valley's independence and unique characteristics whilst continuing to be:



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

OUR MISSION

Is to be a trusted, efficient, innovative, and transparent Council that listens and responds quickly to the needs of our community.

OUR CORE VALUES

Our core values define who we are and, more importantly, where we want to be in the future. These values are embedded in this Plan and our vision for the future.

By working with our Councillors and staff to identify our values and embedding them in our daily working lives, we will achieve long lasting excellence in delivering positive outcomes. This Plan is about improving the social, economic, environmental and wellbeing of Ribble Valley. It will make us think more about the long term and our future generations, and how we will work better with residents, communities, and each other.

Our core values underpin how we work.

So, we want to be:

Cohesive

- We will be a place with attractive, viable, safe, and well-connected communities

Responsible

- We will listen to the views of residents and be open and accountable in our decision-making.
- We will make best use of our resources to support the delivery of excellent services to our customers.
- We will treat everyone as a valued individual and show sensitivity to their needs and differences.
- We will work constructively with other local authorities, town and parish councils, partners, businesses, the voluntary and community sector, and communities to achieve the best outcomes for everyone.
- We will ensure that our councillors and staff uphold the highest standards of conduct.

Health

- We will be a place where people's physical and mental wellbeing is promoted to benefit their future health.

Resilient

- We will work towards being a carbon neutral Council by 2030.
- We will be proactive and optimistic in finding solutions to challenges, open to improved ways of working, and update our knowledge and skills to meet these changes.

Our Core Values

Vibrant and prosperous

We will support our local economy and encourage the development of a skilled and well-educated population in an economy that provides employment opportunities. We will promote and protect our culture, heritage, and tourism, encouraging people to participate in the arts, sport, and recreation

HOW THIS PLAN FITS IN WITH OTHER PLANS



The key relationships

OUR GOALS

To make sure we are all working towards our core values, the plan puts in place four goals:

Residents, their health, and wellbeing

Creating flourishing, healthy, and happy communities

Valuing our Place and our Environment

Making the Ribble Valley a place we want to be by creating a safer, stronger, greener, and cleaner Borough

Building a Strong Economy

Sustaining a strong and prosperous Ribble Valley

Continue to be a well-managed Council

Providing efficient services based on identified customer needs

Residents, their health, and wellbeing

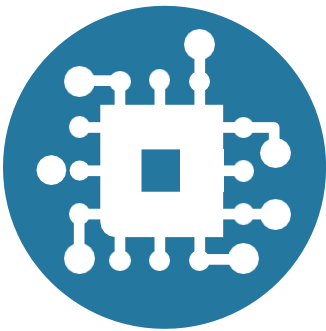
Creating flourishing, healthy, and happy communities



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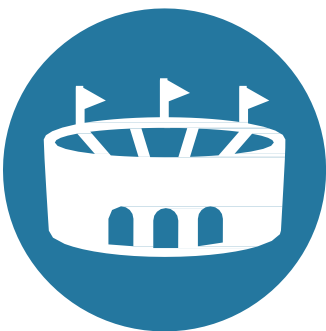
Improve the health and wellbeing of everyone living in the borough.



Working with Town and Parish Councils we will bring together our villages and towns so that everyone can achieve their full potential.



Maximise opportunities for residents to be physically and mentally active.



Promote our leisure services and facilities, meeting the needs of residents.



Provide and signpost access to grant funding schemes.

We will achieve this by:

- Delivering a long-term vision for leisure with our partners to maximise the opportunity for all residents to be physically active.
- Delivering quality services to help our residents address the factors that influence health and wellbeing, such as the cost of living, employment, housing, and access to green space.
- Developing and delivering a partnership events programme to bring vibrancy to our town centres and villages.
- Deliver a grants funding programme to benefit local communities, residents, landlords, businesses, charities, and voluntary and community organisations.
- Implementing a Health and Wellbeing Partnership to co-ordinate health services and the promotion of healthy lifestyles.
- Develop an Arts and Cultural Strategy to enhance the lives of our residents.
- With support from our Farming Champion, deliver programmes that help our farming and rural communities (such as Active Villages and Farming Stronger for Longer) to ensure everyone feels part of Ribble Valley.
- Working closely with our partners to provide public protection services and if necessary, use enforcement action in the best interests of residents and businesses.
- By upgrading and improving our indoor and outdoor leisure facilities for all ages.
- Engaging with our Town and Parish Council's throughout Local Government Reorganisation.

We will measure success by monitoring performance in respect of:

- Satisfaction with our Leisure Facilities.
- Promoting participation in physical activity and cultural activities.
- Develop an Arts and Cultural Strategy.
- Being an active partner of the Health and Wellbeing Partnership to promote healthy lifestyles.
- Delivering effective public protection services.
- Measure the number of organisations supported by grant schemes in the Borough.
- Delivering a successful Tour de France in Ribble Valley and create a lasting legacy.

Valuing our Place and our Environment

Making the Ribble Valley a place we want to be by creating a safer, stronger, greener, and cleaner Borough



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Aspire to be a carbon neutral Council by 2030, and work with others in the borough to be more environmentally sustainable.



Provide an economic, efficient, and effective waste collection service.



Promote and support the installation of low carbon energy.



Protect and preserve the distinctive character of our local towns and villages.

Support our communities to manage the impact and be more resilient to climate change.



Being a safe and clean place to live and visit, by promoting pride in the area and the environment.

Continue to monitor air quality within the borough.

We will achieve this by:

- Delivering an achievable Climate Change Strategy through development of the action plan.
- Developing a waste strategy to maximise recycling by working with the disposal authority and associated delivery plan.
- Preserving and celebrating our heritage by maintaining our key heritage sites to provide a high quality and consistent sense of place.
- Continuing to work with partners in our local Community Safety Partnership to improve safety, and a sense of safety, and to tackle crime and antisocial behaviour.
- Working to preserve our countryside, parks, and areas of natural beauty.
- Provide a sustainable approach to flood risk management ensuring homes, communities and businesses are resilient to the impacts of climate change.
- Keeping our streets and public land clear of litter, fly-tipping, and dog fouling.
- Working with and supporting agriculture and farmers across the borough to enhance the connectivity between land management, farming, and food production.
- Monitoring air quality and produce an Air Quality Annual Status report.
- That following Local Government Reorganisation, Ribble Valley is maintained as a sustainable brand. This includes maintaining essential services and ensuring that the community's needs are prioritised in the new structure of the Combined Authority.

We will measure success by monitoring performance in respect of:

- Working with our Community Safety Partnership, ensuring that low crime levels are maintained, by tackling crime, anti-social behaviour, and the fear of crime.
- Providing an economic, efficient, and effective waste collection.
- Delivering our Climate Change Action Plan.
- Monitoring air quality.

Building a Strong Economy

Sustaining a strong and prosperous
Ribble Valley



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Building a strong economy



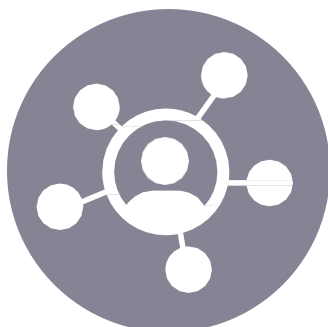
Deliver good quality, affordable and sustainable housing that meets the needs of our communities throughout Ribble Valley.



Encourage economic development.



Support our business community and attract new investment.



Support employment opportunities within the borough.



Work with partners to improve transport networks, especially to our rural areas. Promote active travel across the borough.

We will achieve this by:

- Continuing to deliver high quality housing opportunities to support the economic development of the borough whilst reducing the number of empty housing properties.
- Continuing to work with our partners to support the development of business and employment opportunities, whilst preserving the vitality of our town centres.
- Building on the good reputation the Ribble Valley already has, with specific focus on promoting economically and environmentally sustainable tourism.
- Using the Economic Plan to promote economic development throughout the borough with specific focus on the delivery of sufficient land for business development and supporting highly paid business growth opportunities.
- Working with partners to improve digital infrastructure to support, skills and access to devices to support businesses and households, especially those in priority and rural areas.
- Working with partners to maintain safe highways and seize opportunities to improve transport networks whilst encouraging active travel.
- Supporting capital projects borough wide through delivering the UK Shared Prosperity Fund (UKSPF), the Rural England Prosperity Fund (REPF), and the Jubilee Fund.
- Deliver support to our most vulnerable households experiencing financial crisis and promote financial resilience within communities.

We will measure success by monitoring performance in respect of:

- Delivering a co-ordinated approach to planning.
- Meeting the housing needs of all sections of the community.
- Supporting and encouraging economic and business development throughout the borough with specific focus on tourism.
- Successful delivery of borough wide capital projects.
- Implement a new scheme for the delivery of the Crisis and Resilience Fund (CRF) increasing the number of households supported by helping to build individual and community financial resilience.
- Successful delivery of the UKSPF, REPF and Jubilee Fund.
- Improved digital connectivity and access (in terms of skills and devices) in priority and rural areas.

Continue to be a well-managed Council

Providing efficient services based on
identified customer needs



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Maintain critical financial management and controls, ensuring the Council provides value for money, within current financial constraints.



Explore all viable options for income generation and financial savings to protect front line services.



Ensure that our services are accessible to all and that we deliver services to meet customer needs.



To have a well-supported, diverse, inclusive, and valued workforce.



Continue to meet the needs of those who live, work, study and visit the borough.

We will achieve this by:

- Continuing to be recognised as an excellent and responsive Council with a reputation for meeting the needs of the people who live, work, and visit the borough.
- Ensuring the authority provides council tax payers with value for money, within the current financial constraints whilst providing sound governance.
- Having a commitment to equality, diversity, and inclusion to ensure that we work to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out our activities.
- Supporting procurement from businesses of all types and sizes that lead on environmental and social value good practice including local spending to create stronger supply chains within the local economy.
- Delivering cost savings and protecting and enhancing our frontline services.
- Having a skilled and happy workforce, where we can attract good staff and retain them.
- Considering the impact of climate change in our policy and decision making.
- Responding constructively to Local Government Reorganisation and ensuring the best possible outcomes for the people and place of Ribble Valley.

We will measure success by monitoring performance in respect of:

- Providing critical financial management and controls by providing value for money, within the current financial constraints.
- Delivering the new Procurement Strategy 2026-2028.
- Delivering services to meet customer needs and expectations.
- Appreciating and investing in our workforce and undertaking an HR Policy review.
- Understanding and addressing the objectives set out in the Equalities Strategy 2023-2027.

HOW WE WILL MONITOR OUR PROGRESS

We will use the Key performance Indicators (KPIs) noted in the Corporate Plan to measure our success. This list of KPIs is not exhaustive, and we will monitor and analyse our performance by examining these and additional KPIs to report our achievements and the overall health of the borough using our performance management framework.

Where available, KPI data will be reported in six-monthly Performance Reports and scrutinised by officers, Corporate Management Team (CMT) and relevant committees.

Council services also have their own specific plans which look at performance in more detail and include KPIs pertinent to that service. These KPIs will be reported to CMT. It should also be noted that some, but not all of the service level quarterly performance information is historically already being reported to service committees by Heads of Service in Service update reports.

All projects and activities detailed in this Plan are subject to due diligence and the Council's internal governance processes before implementation.

FINANCIAL CONTEXT

It is essential that all our ideas and ambitions are costed and affordable so that we can continue to provide a wide range of services to everyone across the borough.

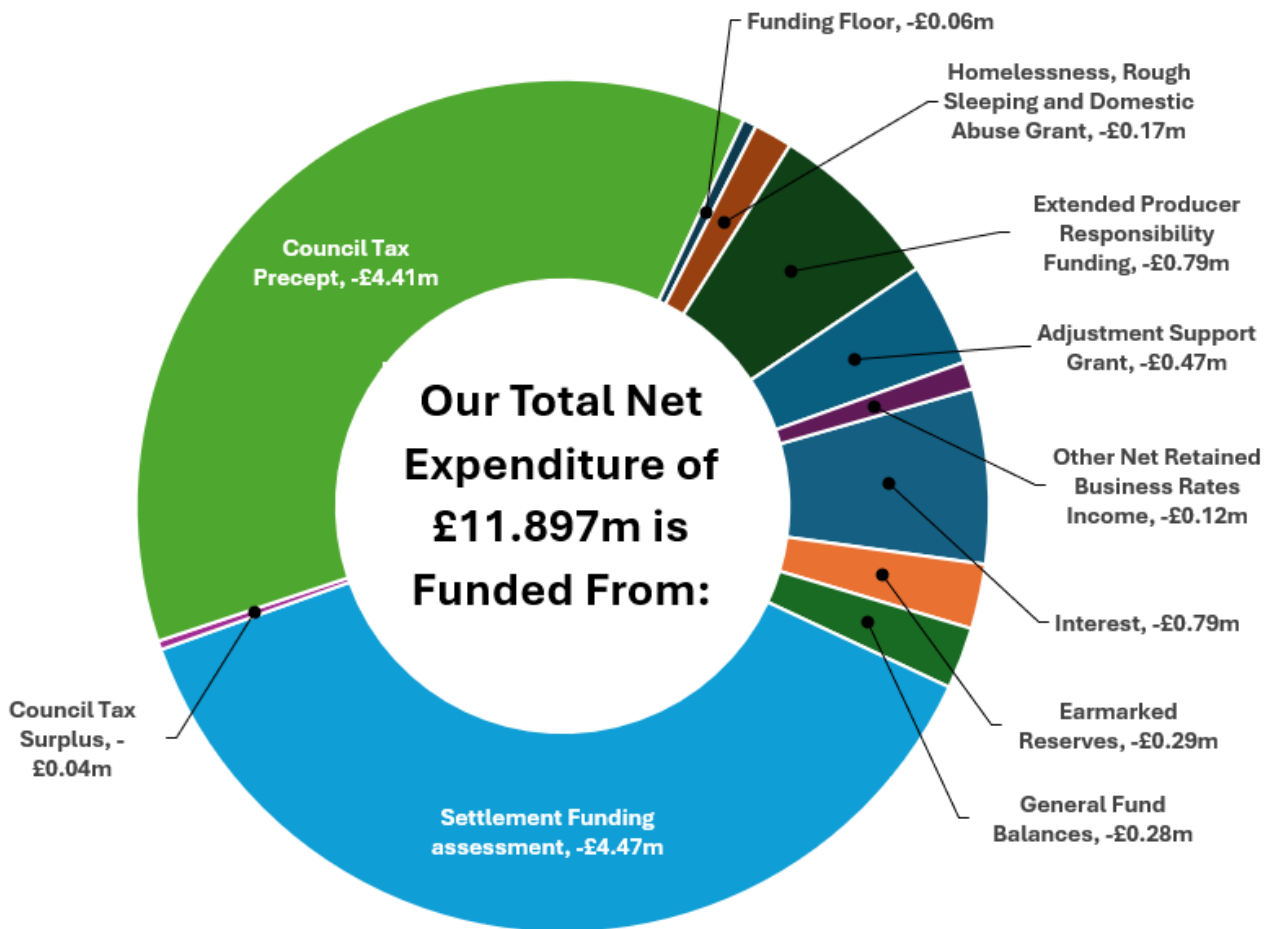
The Council works within strict rules that require us to set a balanced budget every year. We monitor our expenditure constantly to ensure that it is focused on what we are trying to achieve.

Our gross expenditure and council tax requirements

The council estimates that its total net expenditure for 2026/27 will be **£11.897m**.

This total net expenditure of £11.897m is funded in a variety of ways, with the two main sources being the Settlement Funding Assessment of £4.470m (37.6%) and income from the Council Tax Precept of £4.413m (37.1%).

The Chart below shows a full breakdown:



PLAN ADMINISTRATION

PLAN OWNERSHIP

For any queries about this Plan, please contact the Plan owner.

Department	Resources		
Owner	Principal Policy and Performance Officer	jaqui.houlker@ribblevalley.gov.uk	01200 425111
Committee	Policy and Finance Committee		

This Plan is maintained and published on behalf of Ribble Valley Borough Council. A copy of the Plan will be published on the Council Intranet and Website and will be reviewed and updated as stated below.

VERSION CONTROL AND REVIEW DATE

Version	Date	Reason for Publication	Approved by Committee / Date	Review Date
V1.0	March 2024	Review and refresh the Plan	Policy and Finance Committee 09/04/2024	Annual update
V1.1	April 2024	Amendments as discussed at Policy and Finance Committee on 09/04/2024	Approved and adopted by Council on 10/12/24	Annual update
V1.2	January 2026	Update names and signatures on page 3 for Cllr Simon Hore, Leader of the Council and Sarah Threlfall, Chief Executive		Annual update due April 2026
V1.3	March 2026	Review and revision of the Plan	Policy and Finance Committee 31/03/2026 Approved and adopted by Council on 28/04/26	Annual update

This plan will be reviewed, as a minimum, on an annual basis. The Plan owner will ensure the document is reviewed as stated.

EQUALITY IMPLICATIONS

Action	Yes / No
An Equality Impact Assessment (EIA) has been completed	Yes
EIA Hyperlink Include Link when the Corporate Plan has been adopted and published	

HOW TO CONTACT US

If you would like to know more, tell us what you think of this Corporate Plan, or receive information about our current performance.

Please contact the Policy and Performance section at:
Ribble Valley Borough Council | Council Offices | Church Walk | Clitheroe | Lancashire | BB7 2RA Telephone: 01200 425111 |
Email: jaqui.houlker@ribblevalley.gov.uk | www.ribblevalley.gov.uk



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