

# RIBBLE VALLEY BOROUGH COUNCIL

## REPORT TO POLICY AND FINANCE COMMITTEE

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meeting date: TUESDAY 20 JUNE 2023  
title: DEVELOPMENT OF THE CORPORATE STRATEGY 2023-2027  
submitted by: CHIEF EXECUTIVE  
principal author: JAQUI HOULKER - 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 2023-2027.

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 2019-2023 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 2023. We will develop a new strategy, which will again have a four-year life span covering 2023-2027.

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 – the measures or Key Performance Indicators (KPIs) will allow progress towards the achievement of the priority and objective to be monitored.

2.5 Actions and measures of success should be developed in service plans that detail how each service will plan to deliver the key actions.

2.6 Performance against our priorities should be published, in accordance with good practice, on the Council's web site.

### 3 NEXT STEPS

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

- The Council's Objectives

- The Local Plan (under review)
- Consultation with our Communities (2023 People's Survey – Life in Ribble Valley)
- Other strategies and plans e.g., Climate Change

3.2 It is suggested that in order to review the Council's priorities a small working group is established. Membership of the group should be considered and agreed by Policy and Finance Committee. For information, the 2019-2023 Corporate Strategy Working group consisted of three Conservative Councillors and one Liberal Democrat Councillor.

3.3 The new working group will be tasked with bringing a new Corporate Strategy 2023-2027 to the Policy and Finance Committee meeting scheduled on 7 November 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. It is known for certain 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 identified as part of the review process.
- 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.

**Jaqui Houlker**  
PRINCIPAL POLICY AND  
PERFORMANCE OFFICER

**Marshal Scott**  
CHIEF EXECUTIVE

BACKGROUND PAPERS:

REF: Appendix A – Corporate Strategy 2019-2023

For further information please ask for Jaqui Houlker, extension 4421