

RIBBLE VALLEY BOROUGH COUNCIL REPORT TO POLICY AND FINANCE COMMITTEE

meeting date: 12 SEPTEMBER 2023
title: 2023 - 2027 CORPORATE STRATEGY
submitted by: CHIEF EXECUTIVE
principal author: JAQUI HOULKER – PRINCIPAL POLICY AND PERFORMANCE OFFICER

1 PURPOSE

- 1.1 To seek approval from this Committee for the Corporate Strategy Working Group to develop a new Corporate Strategy for 2023-2027.
- 1.2 Relevance to the Council's ambitions and priorities:
- Community Objectives – The purpose of the Corporate Strategy is to set out the
 - Corporate Priorities – Council's vision and priorities, to outline how we propose to
 - Other Considerations - deliver them and how progress will be measured.

2 BACKGROUND

- 2.1 In January 2023, a report was brought to this committee, it was agreed that following the local elections in May 2023 a member working group should be set up to develop a new Corporate Strategy that will have a four-year life span covering the period 2023-2027. The working group will be supported by Corporate Management Team and the Principal Policy and Performance Officer.
- 2.2 Nominated Members of the working group are Councillors, Stephen Atkinson, Simon Hore, Kevin Horkin, Stewart Fletcher, Aaron Wilkins-Odudu, David Birtwhistle and Gaye McCrum.
- 2.3 A copy of the Corporate Strategy 2019-2023 is attached for information, it sets out the strategic direction of the Council for the last four years and provides a focus to ensure that the services we deliver meet the needs of our communities. It is therefore timely and appropriate to review the strategy in full to ensure that it continues to reflect changes to our priorities that occur over time.
- 2.4 The 2019-2023 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 – these objectives will help us achieve our priorities.
 - Objectives are supported by key actions – these are the things we will do to achieve our objectives.
 - Key Performance Indicators (KPIs) or measures of success are also outlined, which should allow progress towards the achievement of the priority and objective to be monitored.
- 2.1 Actions and measures of success were developed in detail in service plans, which are robust and SMART (Specific, Measurable, Achievable, Realistic and Time-based). Service plans detail how each service will plan to deliver the key actions.
- 2.2 Due to staff changes and the Covid-19 pandemic, collection of some KPIs and performance data ceased. Performance against our priorities for 2021-2022 and 2022-

2023 will be published retrospectively in accordance with good practice and on our web site.

3 TIMELINE

That the working group develop a new Corporate Strategy 2023-2027 for approval and adoption by this Committee on 23 January 2024.

4 GENERAL COMMENTS

- 4.1 There are always a number of unknowns and changes in the external environment that will impact on the Council and how it carries out its business. It is known for certain that there will be ever decreasing resources available to the Council for delivery its priorities. The new Strategy will therefore be written to clearly identify priorities, whilst allowing for flexibility as national policy evolves.

5 NEW STRATEGY CONSIDERATIONS

That the working group considers:

- 5.1 the findings of the 2023 Residents Survey and other strategic plans and strategies such as the Climate Change Strategy, the Local Plan, and the Economic Business Plan.
- 5.2 whether Council priorities, objectives, key actions and KPIs are still relevant and whether changes are required.

6 RISK ASSESSMENT

- 6.1 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.
- 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 throughout the year which has informed our priority setting.
- Equality & Diversity - A full Equality Impact Assessment (EIA) will be completed in line with the Council's approach to equalities as appropriate for actions/projects within the Strategy.

7 IT IS RECOMMENDED THAT COMMITTEE

- 7.1 Considers and approves the review of a new Corporate Strategy 2023-2027 by the Corporate Strategy working group, taking into account the findings of the 2023 People's survey and other strategic plans and documents as mentioned at 4.1.

Jaqui Houlker
PRINCIPAL POLICY AND
PERFORMANCE OFFICER

Marshal Scott
CHIEF EXECUTIVE

BACKGROUND PAPERS:

REF:

- Corporate Strategy 2019-2023

For further information please ask for Jaqui Houlker, extension 4421