



Ribble Valley  
Borough Council

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# Corporate Plan **2023 / 27**

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# FOREWORD

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Welcome to our new four-year Corporate Plan for 2023 to 2027.

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. Recent years have seen some tough times, and there is a great deal of energy, creativity, and hope across the borough. Both for this next year and beyond, our focus is to support and empower our communities through the cost of living crisis and for a continued strong and healthy recovery from the pandemic, for our residents, communities, businesses, partnerships and staff. We are, building on our learning and experiences whilst continuing to successfully deliver and develop those services vital to our residents and the area.

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 have made good progress during the past four years, and we are determined to meet the challenges of the next four years.

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 Stephen Atkinson**  
Leader of the Council



**Marshal Scott**  
Chief Executive



# ABOUT RIBBLE VALLEY

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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)



**583km<sup>2</sup>**

Ribble Valley covers an area of 583 square kilometres (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

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## 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 to updating 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

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The key relationships

# OUR GOALS

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

## **R**esidents, their health, and wellbeing

Creating flourishing, healthy, and happy communities

## **V**aluing our Place and our Environment

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

## **B**uilding a Strong Economy

Sustaining a strong and prosperous Ribble Valley

## **C**ontinue to be a well-managed Council

Providing efficient services based on identified customer needs



# **R**esidents, their health, and wellbeing

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Creating flourishing, healthy, and happy communities

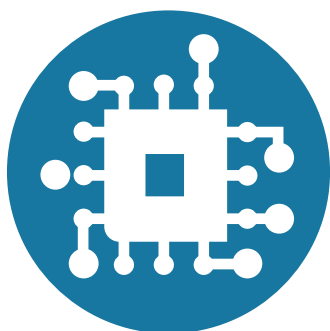


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Improve the health and wellbeing of everyone living in the borough.



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
- 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
- Developing an Arts and Cultural Strategy in partnership with the Arts Council to enhance the lives of our residents
- Delivering programmes that support our farming and rural communities (such as Active Villages) 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

## We will measure success by monitoring performance in respect of:

- Satisfaction with our Leisure Facilities
- Promoting participation in physical activity and cultural activities
- Developing an Arts and Cultural Strategy in partnership with the Arts Council
- Being an active partner of the Health and Wellbeing Partnership, to promote healthy lifestyles
- Delivering effective public protection services

# **V**aluing our Place and our Environment

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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
- 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 clean air zones and produce an Air Quality Annual Status report

## 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

# **B**uilding a Strong Economy

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Sustaining a strong and prosperous  
Ribble Valley



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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.
- Putting Ribble Valley on the map 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 high growth business opportunities
- Working with partners to utilise improving digital infrastructure to support businesses and household especially those in rural areas
- Working with our 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) and the Rural England Prosperity Fund (REPF)

## 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

# **C**ontinue to be a well-managed Council

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Providing efficient services based on identified customer needs



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## Continue to be a well-managed council

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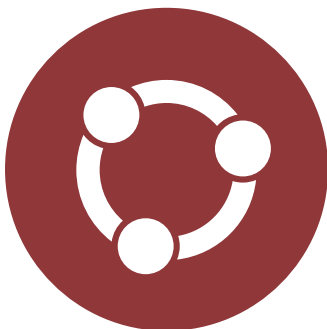
Maintain critical financial management and controls, ensuring the Council provides value for money, within current financial constraints.



Explore all viable options for income generation and financial savings in order 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

## 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 services to meet customer needs and expectations
- Appreciating and investing in our workforce
- The objectives set out in the Equalities Strategy 2023-27

# HOW WE WILL MONITOR OUR PROGRESS

We will use the Key performance Indicators (KPIs) noted in the Corporate Plan Technical Appendix to measure our success. This list of KPIs in the Technical Appendix 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 a Quarterly Performance Report 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.

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

## FINANCIAL CONTEXT

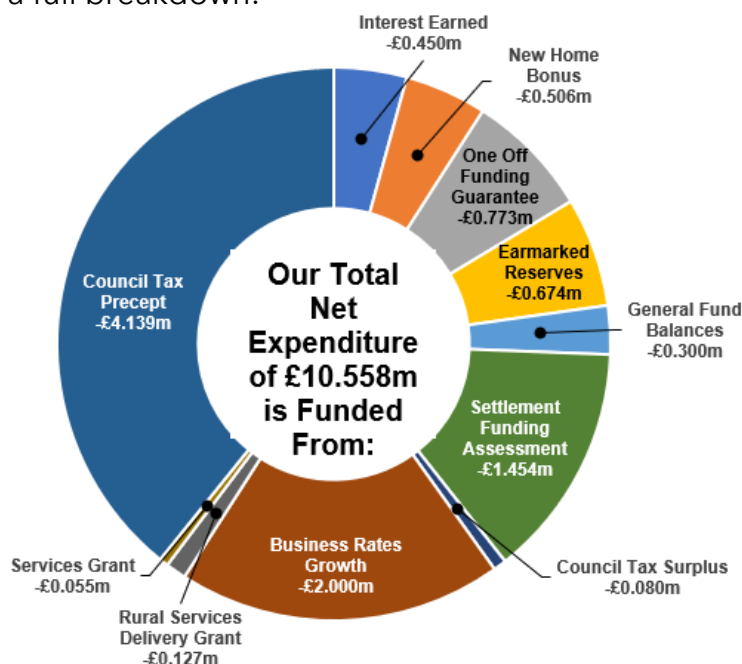
It is essential that all our ideas and ambitions are costed and affordable so that we can continue to provide a wide range of services to everyone across the borough. The Council works within strict rules that require us to set a balanced budget every year. We monitor our expenditure constantly to ensure 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 2023/24 will be **£10.558m**.

This total net expenditure of £10.558m is funded in a variety of ways, with the three main sources being the Settlement Funding Assessment of £1.454m (13.8%), Business Rates Growth of £2m (18.9%) and income from the Council Tax Precept of £4.139m (39.2%).

The Chart below shows a full breakdown:



# PLAN ADMINISTRATION

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## PLAN OWNERSHIP

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

<b>Department</b>	Resources		
<b>Owner</b>	Principal Policy and Performance Officer	<a href="mailto:jaqui.houlker@ribblevalley.gov.uk">jaqui.houlker@ribblevalley.gov.uk</a>	01200 425111
<b>Committee</b>	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	March 2024	Review and refresh the policy	Policy and Finance Committee 09/04/2024	

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
<b>EIA Hyperlink</b>	DRAFT - Include Link when the Corporate Plan has been adopted and published

# HOW TO CONTACT US

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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](mailto:jaqui.houlker@ribblevalley.gov.uk) | [www.ribblevalley.gov.uk](http://www.ribblevalley.gov.uk)



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