

# Corporate Plan 2018-23



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## Section 1: Foreword

### **I am delighted to present South Ribble Council's Corporate Plan for 2018-23.**

As an organisation, we have continued to respond to the needs and aspirations of our communities and in 2017 were voted as the best place to live in the UK. However, like all public services, we are facing significant budgetary challenges and unprecedented pressure to become financially self-sufficient by 2019-20, whilst continuing to meet demand for services and the aspirations of residents, businesses, partners and other stakeholders.

In 2018, we will therefore change the way we are organised and do business. This means playing a full and active role in place shaping, becoming a more agile organisation and taking an entrepreneurial approach to everything we do.

This plan sets out our Vision for the Borough and for the Council and our priorities for the next five-years.

It sets out the outcomes we want to see for local people and the things we will do to bring this about. It is underpinned by a delivery plan for the first year (2018-19) and will be refreshed each year to set out the delivery plan for the following year.

I want to thank all our staff and members for their continued hard work and commitment over recent challenging times. Our record of achievement is something to be proud of and I know that we will continue to serve the people and communities of South Ribble to the very best of our abilities.

**Cllr Peter Mullineaux**  
**Leader of the Council**

## Section 2: Where we are today

During 2017, we consulted with residents, businesses and partners on priorities for the Borough and we also undertook a desk top review of recent national data to determine what the priorities for South Ribble should be. In summary, this tells us that South Ribble has:

- ❖ A growing population with predicted growth in the number of households
- ❖ Relatively low levels of deprivation, albeit with pockets of need
- ❖ A population with relatively good health, although we do have an ageing population
- ❖ An above average skills base and relatively low unemployment
- ❖ Good schools and colleges and access to jobs
- ❖ Good transport links – but relatively high traffic congestion
- ❖ Lots of green space and villages and award winning parks
- ❖ Housing that is affordable to most – but the challenge is to sustain a balanced housing market
- ❖ Above average resident satisfaction with services and the Council – but lower than average satisfaction with sports and leisure facilities

The Council has recently been through some challenging times and we are addressing a period of instability which has impacted on staff morale and our ability to govern over the past 2-years.

We started a journey in 2017 with an ambitious Transformation Strategy aimed at making the Council more agile and entrepreneurial, delivering change at pace and empowering our people to be innovative in delivering services.

The vision and priorities we have developed for the Borough and for the Council for the next five-years seek to address the areas where outcomes need to improve for local people, communities and businesses.



## Section 3: Moving towards 2023: Our vision for the future

Our vision for the Borough is set out below.

***'South Ribble is and continues to be recognised nationally as the best place in the UK'.***

We also have a vision for the sort of Council we want to be - ***a Council that is recognised for being innovative, forward thinking and financially self-sufficient, whilst putting people at the heart of everything we do.***

### What will success look like?

Our definition of the **best place to live** is a place where people can afford to live, that has access to high quality schools, colleges and employment opportunities for everyone and a place where people choose to live because it is safe and has lots of high-quality clean, green space for people to enjoy in their leisure time.

We also want South Ribble to be a place where businesses choose to invest because they have access to a highly skilled and motivated population seeking high quality employment opportunities.

The key outcomes that underpin our vision are set out below:

- ❖ Healthy life expectancy rate is above the national average
- ❖ Above national average for access to affordable homes
- ❖ High employment rate
- ❖ School attainment and adult skills are above the national averages
- ❖ People feel safe in South Ribble
- ❖ Resident satisfaction is above national average

## Section 4: Working in partnership

The Council works collaboratively with a wide range of public sector agencies and businesses and seeks to improve outcomes for local people and communities through having a strong voice for South Ribble.

The key partnerships that support delivery of the priorities in this plan are set out below.

**South Ribble Partnership** brings together people from across the public sector, businesses and voluntary and community organisations with an aim to deliver better services in South Ribble, based on what local people want.

The Council has a unique role to play in this partnership, as it has a democratic mandate to represent its communities within the Borough. We therefore take a leading role in the partnership's work and are able to use this mandate to influence the partnership's priorities.

We will provide strong leadership on this going forward to make sure we maximise the collective resources of the partnership and the partners for the benefit of South Ribble communities and residents and can therefore make an impact even on things that we don't have direct responsibility for such as health services and policing.





**South Ribble Community Leisure Trust** is responsible for the management of the Council's leisure facilities and plays a critical role in supporting the health and well-being of our residents. They do this through developing active lifestyles, enhancing facility provision, raising the profile of sport and active leisure and supporting community sport.

**Central Lancashire health and wellbeing partnership** is building strong and effective links between Preston, Chorley and South Ribble Councils, the NHS bodies, Lancashire County Council, the Voluntary Community and Faith Sector and other public bodies to improve local people's health and wellbeing.

**Lancashire Enterprise Partnership** is a creative collaboration of leaders from business, universities and local councils, who direct economic growth and drive job creation in Lancashire

**Preston, South Ribble and Lancashire City Deal** is an initiative developed by partners and supported by central government which will transform Central Lancashire, creating thousands of new jobs and homes, while increasing the size of the local economy by £1 billion.

**Lancashire County Council** is a key partner as it is responsible for many of the services that are crucial to South Ribble people and its communities such as highways, transport, schools, children and adult social care.

In addition to these key strategic partnerships, **the six parish councils and one town council in South Ribble** act on behalf of the communities they represent, giving views on behalf of the community on planning applications and other proposals that affect the area.



## Section 5: Our priorities for 2018-23

Underpinning our vision are three priorities as shown below. We will deliver these with our people – our staff and elected members working alongside our communities.



This plan sets out the things we will do to make our vision a reality and how we will measure success.

As a district council, there are many things we cannot do ourselves, but we can help to influence the priorities of partners. The activities we have identified in this plan are therefore broken down into those we will deliver ourselves, those we will deliver in partnership and those where we will influence the work of others through strong political leadership.

The Council's elected members will play a crucial role in this. They will ensure that South Ribble's voice is heard at meetings of our key strategic partnerships so that partnership plans reflect the priorities of our Council.



## 5.1: Excellence and financial sustainability

Our focus will be on income generation, including through investment opportunities and returns from assets.

Our ambitious Transformation Strategy cuts across all services and activities, focusing on customer centric services, efficient, effective and innovative ways of working whilst driving a cultural shift throughout the whole Council.

### Outcomes:

- ❖ High resident satisfaction
- ❖ Financial self-sufficiency through investment and commercial use of Council owned assets



### What we will do:

Programme	Deliver or influence	Lead
Council investment Portfolio	Deliver	Cabinet member for Corporate Support & Assets
Transformation *	Deliver	Cabinet member for Corporate Support & Assets
New business models including shared services	Deliver	Cabinet member for Corporate Support & Assets

\* cross cutting across all activities

## 5.2: Health and wellbeing

Our focus will be on well-being for all for the future health of our growing population, dementia and supporting our ageing population with limited mobility.

Developing and maintaining active lifestyles is a key building block for health and well-being. It plays a crucial role in improving health as well as preventing poor health in the future.

Through our provision of facilities, open and active spaces and services, we can support and encourage sport and physical activity for residents of all ages and abilities. This is therefore an important priority for us.

As a district council, our role in improving health **services** is largely one of influencing and working collaboratively with others in the borough, the sub-region and the region, but we will do this to the best of our ability to ensure the priorities of our partners are aligned to our own.

This includes supporting the work of others to address child and fuel poverty and mental health issues where we can, for instance through our work in relation to housing and homelessness and our work with businesses to reduce unemployment and improve access to high-level jobs, all of which we know have an impact on these things.

We will also strengthen our approach to how we support volunteers, recognising and capitalising on the strengths of residents and communities to be resilient and to support themselves and each other.

We will seek to narrow the gap between the most and the least affluent communities and to reduce the health inequalities that exist in the Borough.

## Outcomes:

- ❖ Increased satisfaction with access to and cleanliness of open spaces
- ❖ Increased satisfaction with sports and leisure facilities in the Borough
- ❖ Increase in the percentage of people in South Ribble who engage in more than 3 hours of physical activity per week
- ❖ Increase in healthy life expectancy
- ❖ Improved access to community health services
- ❖ Reduction in the number of people who are homeless
- ❖ Recognition as a Dementia Friendly Borough
- ❖ Close the gap between the least and the most deprived areas in the Borough – fewer people will be classed as deprived
- ❖ Reduction in the health inequalities that exist in the Borough
- ❖ By 2023, air quality in South Ribble will have improved





## What we will do

Programme	Deliver or influence	Lead
Health, leisure and wellbeing campus model including community health services	Deliver in partnership	Cabinet member for Regeneration & Leisure
Homelessness and independent living support	Deliver in partnership	Cabinet member for Corporate Support & Assets
Support for communities and volunteering	Deliver in partnership	Leader
Social isolation and loneliness	Influence & deliver in partnership	Cabinet member for Public Health, Safety & Wellbeing
Lancashire Mental Health Strategy	Influence	Cabinet member for Public Health, Safety & Wellbeing
Borough-wide Air Quality Plan	Influence & deliver in partnership	Cabinet member for Public Health, Safety & Wellbeing



### 5.3: Place

Our focus will be on neighbourhoods and town centres, economic growth (including jobs, housing, transport and infrastructure) and place promotion

Business stability is key and we will support a mixed economy where large and small businesses have equal opportunities to thrive.

#### Outcomes

- ❖ Increase in the number of large, medium, small and micro enterprises in the Borough
- ❖ Increase in employment numbers in the Borough
- ❖ Further improve skills
- ❖ Increase in the number of higher-level jobs
- ❖ More homes of the quality and mix to meet needs



#### What we will do

Programme	Deliver or influence	Lead
Cuerden strategic site	Deliver in partnership	Cabinet member for Strategic Planning & Housing
Central Lancashire Core Strategy and South Ribble Local Plan	Influence & deliver in Partnership	Cabinet Member for Strategic Planning and Housing
City Deal and Plan for Successor Programmes	Influence & deliver in Partnership	Leader
Economic Strategy: support for existing as well as new businesses	Influence & deliver in partnership	Cabinet member for Regeneration & Leisure
Housing Framework : delivery of a balanced housing market	Deliver in partnership	Cabinet member for Strategic Planning & Housing
Place promotion	Deliver	Leader
My Neighbourhood Plans	Deliver in partnership	Cabinet member for Regeneration & Leisure

Programme	Deliver or influence	Lead
River Ribble Master Planning	Influence & deliver in partnership	Cabinet member for Regeneration & Leisure
Raising community aspirations in relation to growth and improvements in the Borough	Influence & deliver in partnership	Leader
Renewable energy	Deliver	Cabinet member for Public Health, Safety & Wellbeing



## Section 6: Our People

Our biggest resource is our people. This means our workforce and our elected members working alongside local people and communities for the benefit of the Borough. Our people are therefore also a priority as they underpin everything we do.

We want all our people to be proud to be a part of South Ribble and will therefore focus on supporting existing staff and elected members to be the best they can be, raising aspirations and being an employer and a Council of choice for both prospective staff and prospective Councillors.

### Outcomes

- ❖ More apprentices of all ages in the Council and in the Borough
- ❖ Increase in levels of staff satisfaction
- ❖ Increase in the level of member satisfaction



## What we will do

Programme	Deliver or influence	Lead
Apprentices	Influence & deliver in partnership	Leader
Leadership Development	Deliver	Leader



## Section 7: Statutory services and business transformation

We have big ambitions in this plan for improving our Borough and the quality of lives of all our residents and communities.

However, our staff also work hard every day delivering a wide range of services that amount to 'business as usual'. This includes waste collection, keeping our streets and our parks and open spaces clean and well maintained, public protection and safeguarding through our environmental health, planning, building control and licensing services and providing advice on council tax benefits and homelessness prevention.

Our Gateway staff are the first point of contact with the Council for many, dealing with enquiries over the telephone or over the counter at our offices and staff also manage the Council's buildings and other assets, ensuring they are safe for both visitors and staff, as well as managing the Council's financial and legal affairs and governance arrangements.

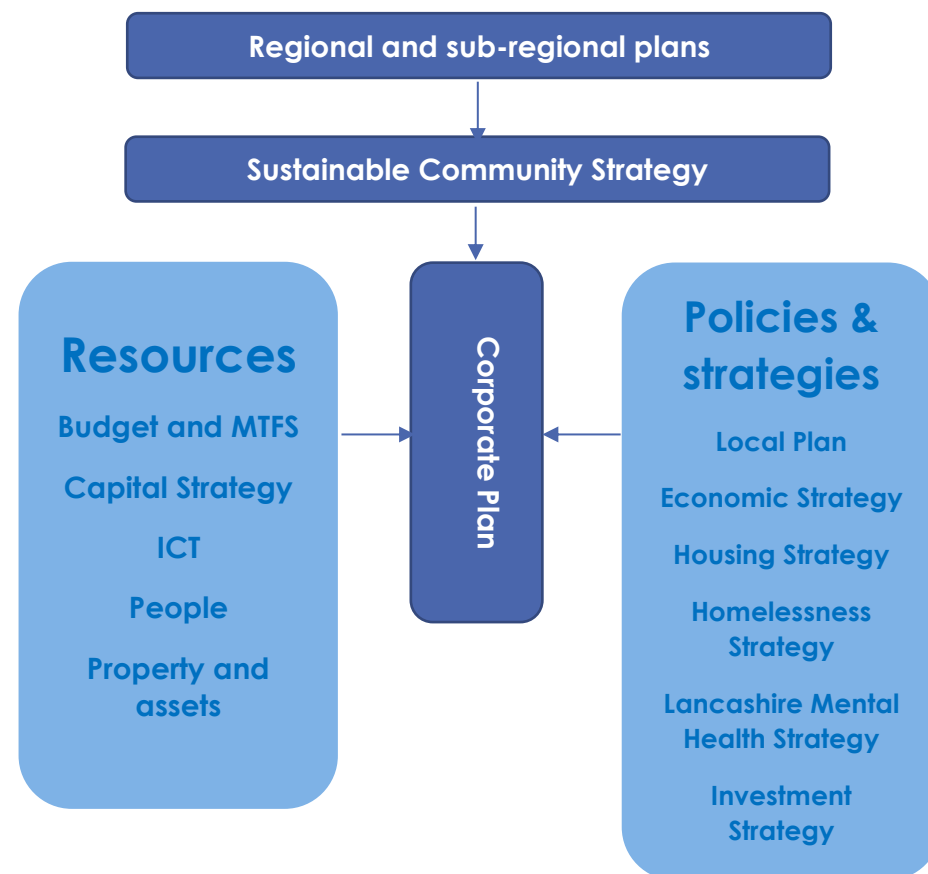
Our business transformation programme will look at all these services on an on-going basis to ensure they continue to be as efficient and effective as possible, providing access to high-quality services on time every time.



## Section 8: Policy framework and performance management

The diagram below shows how this Plan fits with the Council's overall policy framework.

Progress in delivering this plan will be monitored through the Council's performance management framework. Reports will be considered by the Council's Cabinet and its Scrutiny Committee and an annual report will be presented to the meeting of the Full Council in July each year.



## Section 9: Delivery Plan for 2018-19

Priority	Programme and Project (s)	Resources	Member Lead	Director Lead
1 <b>Excellence &amp; financial sustainability</b>	<p><b>Programme:</b> Council investment Portfolio</p> <p><b>Project (s):</b></p> <ul style="list-style-type: none"> <li>Civic Centre and Worden Park Arts Centre commercialisation Phase 1 (develop brief and soft market test)</li> <li>Surplus sites disposals programme Phase 1</li> <li>Develop business case for South Ribble Home Build proposal</li> </ul>	<ul style="list-style-type: none"> <li>Borough Investment Fund (capital)</li> <li>Alignment of existing property and strategic asset management capital funding</li> <li>Alignment of existing strategic asset management revenue budgets and staff</li> </ul>	Cabinet member for Corporate Support & Assets	Deputy Chief Executive (Resources and Transformation)

Priority	Programme and Project (s)	Resources	Member Lead	Director Lead
2	<b>Excellence &amp; financial sustainability</b>  <b>Programme:</b> Transformation  <b>Project (s):</b> <ul style="list-style-type: none"> <li>SOCITIM Review of ICT</li> <li>Gateway Review</li> <li>HR Going Digital Phase 1</li> <li>Neighbourhood Teams transformation</li> <li>Depot Commercialisation Phase 1</li> <li>Implement Living Wage reforms for Council staff</li> </ul>	<ul style="list-style-type: none"> <li>Align existing transformation revenue budgets and staff</li> <li>Transformation funding from general financial reserve</li> </ul>	Cabinet member for Corporate Support & Assets	Deputy Chief Executive (Resources and Transformation)
3	<b>Programme:</b> New business models including shared services  <b>Project (s):</b> <ul style="list-style-type: none"> <li>Phase 1 of Shared Services with Chorley Council</li> </ul>	<ul style="list-style-type: none"> <li>Align existing revenue budgets and staff</li> </ul>	Cabinet member for Corporate Support & Assets	Deputy Chief Executive (Resources and Transformation)

Priority	Programme and Project (s)	Resources	Member Lead	Director Lead
4	<b>Health &amp; wellbeing</b> <p><b>Programme:</b> Health, leisure and wellbeing campus model including community health services</p> <p><b>Project (s):</b></p> <ul style="list-style-type: none"> <li>Worden Park improvements</li> <li>Design and seek planning permission for the first phases of borough green links</li> <li>Open Space Sports &amp; Recreation Assessment &amp; Playing Pitch Strategy</li> <li>Commence review of leisure contract</li> <li>Design and seek planning permission for leisure campus plan</li> <li>Develop options for artificial grass pitches</li> </ul>	<ul style="list-style-type: none"> <li>➤ Re-alignment of existing capital reserves</li> <li>➤ Align existing revenue budgets and staff i.e. Regeneration, Sports &amp; Leisure Team, Sports Development in schools</li> <li>➤ Re-align sports pitch capital and revenue budgets</li> <li>➤ Borrowing</li> <li>➤ Partnership contributions</li> </ul>	Cabinet member for Regeneration & Leisure	Deputy Chief Executive (Regeneration and Growth)



Priority	Programme and Project (s)	Resources	Member Lead	Director Lead
5	<b>Health &amp; wellbeing</b>	<p><b>Programme:</b> Homelessness and independent living support</p> <p><b>Project (s):</b></p> <ul style="list-style-type: none"> <li>Development of a Homelessness project to implement the new Homelessness Reduction Act 2017.</li> <li>Implement a project to deliver additional Independent living support to people living with a disability</li> </ul>	<ul style="list-style-type: none"> <li>Align Disabled Facilities Grant and Private Sector Housing Grant capital funding</li> <li>Align existing revenue budget and staff</li> <li>External funding</li> </ul>	<p>Cabinet member for Corporate Support &amp; Assets</p> <p>Deputy Chief Executive (Regeneration and Growth)</p>

Priority	Programme and Project (s)	Resources	Member Lead	Director Lead
6	<b>Health &amp; wellbeing</b> <p><b>Programme:</b> Support for communities and volunteering</p> <p><b>Project (s):</b></p> <ul style="list-style-type: none"> <li>Adopt a revised Council Tax Support Scheme for 2019-20</li> <li>Develop volunteering strategy and Compact for the voluntary, community and faith sector</li> <li>Develop a volunteering framework to support people and communities to be resilient</li> </ul>	<ul style="list-style-type: none"> <li>South Ribble Partnership Manager</li> </ul>	Leader	Deputy Chief Executive (Regeneration and Growth)
7	<p><b>Programme:</b> Social isolation and loneliness</p> <p><b>Project (s):</b></p> <ul style="list-style-type: none"> <li>Deliver the key actions of the South Ribble Dementia Action Alliance</li> </ul>	<ul style="list-style-type: none"> <li>South Ribble Partnership Manager</li> </ul>	Cabinet member for Public Health, Safety & Wellbeing	Deputy Chief Executive (Regeneration and Growth)

Priority	Programme and Project (s)	Resources	Member Lead	Director Lead
8	<b>Health &amp; wellbeing</b>	<b>Programme:</b> Lancashire Mental Health Strategy <b>Project (s):</b> ✚ Completion of MH2K project ✚ Workplace Based Health Checks Programme	➤ South Ribble Partnership Manager  Cabinet member for Public Health, Safety & Wellbeing	Deputy Chief Executive (Regeneration and Growth)
9	<b>Health &amp; wellbeing</b>	<b>Programme:</b> Deliver the Borough's Air Quality Plan <b>Project (s):</b> ✚ Completion of Air Quality Action Plan to raise awareness of air quality and solutions to improve air quality	➤ Align existing capital funding ➤ Align existing revenue budgets and staff  Cabinet member for Public Health, Safety & Wellbeing	Deputy Chief Executive (Regeneration and Growth)

Priority	Programme and Project (s)	Resources	Member Lead	Director Lead	
10	Place	<p><b>Programme:</b> Cuerden strategic site</p> <p><b>Project (s):</b></p> <ul style="list-style-type: none"><li>Implement Employment and Skills Plan</li><li>Progress Delivery of Phase 1 and Plan for Future Phases</li></ul>	<ul style="list-style-type: none"><li>City Deal</li><li>Align existing revenue budgets and staff</li></ul>	Cabinet member for Strategic Planning & Housing	Deputy Chief Executive (Regeneration and Growth)
11		<p><b>Programme:</b> Central Lancashire Core Strategy and South Ribble Local Plan</p> <p><b>Project (s):</b></p> <ul style="list-style-type: none"><li>Commence review of Central Lancashire Local Plan</li><li>Commence review of South Ribble Local Plan</li></ul>	<ul style="list-style-type: none"><li>Establish Joint Programme Team to Coordinate and Deliver Central Lancashire Work. Share costs with Central Lancashire partners</li><li>Focus existing internal staff on South Ribble Local Plan review</li></ul>	Cabinet member for Strategic Planning & Housing	Deputy Chief Executive (Regeneration and Growth)



Priority	Programme and Project (s)	Resources	Member Lead	Director Lead
12	<p><b>Place</b></p> <p><b>Programme:</b> City Deal and Plan for Successor Programmes</p> <p><b>Project (s)</b></p> <ul style="list-style-type: none"> <li>Work with partners and developers to increase the rate of delivery of new homes and commercial floor space by unlocking City Deal sites</li> <li>Deliver projects listed in the City Deal Business and Delivery Plan 2017-20</li> <li>Masterplans for Penwortham, Lostock Hall and Leyland town centres</li> </ul>	<ul style="list-style-type: none"> <li>City Deal</li> <li>Homes and Communities Agency Capacity Fund</li> </ul>	Leader	Deputy Chief Executive (Regeneration and Growth)
13	<p><b>Programme:</b> Economic Strategy: support for existing as well as new businesses</p> <p><b>Project (s):</b></p> <ul style="list-style-type: none"> <li>Commence preparation of a Central Lancashire Economic Strategy</li> </ul>	<ul style="list-style-type: none"> <li>City Deal</li> <li>Align existing Economic Development revenue budget and staff</li> </ul>	Cabinet member for Regeneration & Leisure	Deputy Chief Executive (Regeneration and Growth)

Priority	Programme and Project (s)	Resources	Member Lead	Director Lead
14	<p><b>Programme:</b> Housing Framework: delivery of a balanced housing market</p> <p><b>Project (s):</b></p> <ul style="list-style-type: none"> <li>Private sector Stock Condition Survey</li> </ul>	<ul style="list-style-type: none"> <li>Align existing capital and revenue budgets and staff</li> </ul>	Cabinet member for Strategic Planning & Housing	Deputy Chief Executive (Regeneration and Growth)
15	<p><b>Place</b></p> <p><b>Programme:</b> Place promotion</p> <p><b>Project (s):</b></p> <ul style="list-style-type: none"> <li>Invest Central Lancashire and South Ribble Inward Investment Marketing Plan/Activity</li> <li>Develop South Ribble Programme for festivals and events</li> <li>South Ribble Ambassador programme</li> </ul>	<ul style="list-style-type: none"> <li>Align existing Public Relations' revenue budgets and staff</li> <li>Align existing Economic Development revenue budgets and staff</li> <li>Align existing Regeneration revenue budgets and staff</li> <li>Align existing Neighbourhoods revenue budgets and staff</li> </ul>	Leader	Deputy Chief Executive (Regeneration and Growth)

Priority	Programme and Project (s)	Resources	Member Lead	Director Lead
16	<p><b>Programme:</b> My Neighbourhood Plans</p> <p><b>Project (s):</b></p> <ul style="list-style-type: none"> <li>Community projects including WW1 Centenary with the McNamara VC memorial, Walton le Dale car park and New Longton Improvements</li> </ul>	<ul style="list-style-type: none"> <li>Align existing My Neighbourhoods capital budget</li> <li>Align existing My Neighbourhoods revenue budgets and staff</li> <li>City Deal</li> </ul>	Cabinet member for Regeneration & Leisure	Deputy Chief Executive (Regeneration and Growth)
17	<p><b>Place</b></p> <p><b>Programme:</b> River Ribble Master planning</p> <p><b>Project (s):</b></p> <ul style="list-style-type: none"> <li>Masterplan for River Ribble Green links joining river frontage to local amenities &amp; wider network</li> <li>Accessibility work including completion of Cross Borough Link Road</li> <li>Progress development of a project for new Ribble Crossing (subject to HIF Funding being awarded)</li> <li>Progress Delivery of Central Parks Masterplan</li> </ul>	<ul style="list-style-type: none"> <li>Align existing Regeneration and Neighbourhoods capital funding</li> <li>Align existing Regeneration and Neighbourhoods revenue budgets and staff</li> <li>Potential third party funding including City Deal, Lancashire Environmental Fund and Lottery</li> <li>Community Infrastructure Levy</li> <li>Housing Infrastructure Fund</li> <li>Planning Obligations Fund</li> </ul>	Cabinet member for Regeneration & Leisure	Deputy Chief Executive (Regeneration and Growth)

Priority	Programme and Project (s)	Resources	Member Lead	Director Lead	
18	Place	<p><b>Programme:</b> Raising community aspirations in relation to growth and improvements in the Borough</p> <p><b>Project (s):</b></p> <ul style="list-style-type: none"><li>✚ Lead the development of the Borough Community Strategy</li></ul>	<p>➤ South Ribble Partnership Manager</p>	Leader	Deputy Chief Executive (Regeneration and Growth)
19		<p><b>Programme:</b> Renewable energy</p> <p><b>Project (s):</b></p> <ul style="list-style-type: none"><li>✚ Development of a renewable energy feasibility study</li></ul>	<p>➤ Align existing capital and revenue budgets and staff</p>	Cabinet member for Public Health, Safety & Wellbeing	Deputy Chief Executive (Regeneration and Growth)

Priority	Programme and Project (s)	Resources	Member Lead	Director Lead
20	<p><b>Programme:</b> Apprentices</p> <p><b>Project (s):</b></p> <ul style="list-style-type: none"> <li>Phase 1 of Apprenticeship Factory concept</li> </ul>	<ul style="list-style-type: none"> <li>Align existing revenue budgets and staff</li> </ul>	Leader	Deputy Chief Executive (Resources and Transformation)
21	<p><b>Our People</b></p> <p><b>Programme:</b> Leadership Development</p> <p><b>Project (s):</b></p> <ul style="list-style-type: none"> <li>Phase 1 Senior Leadership Development Programme</li> <li>Phase 1 Member Development Programme</li> <li>Organisational Culture review</li> <li>Values and behaviours development</li> </ul>	<ul style="list-style-type: none"> <li>Align existing revenue budgets and staff</li> <li>£100,000 Organisational Development budget</li> </ul>	Leader	Deputy Chief Executive (Resources and Transformation)