

## Strategic context

This plan sets out the priorities for **South Ribble Council** for the period April 2017 to March 2018. However, much of what the Council does is done collaboratively with a wide range of partners.

The **South Ribble Partnership** comprises public sector partners in South Ribble and its vision '**Working together to make South Ribble and its communities, great places to live, work, visit and play**' signifies the partners' commitment to working across organisational boundaries to improve outcomes for local people and communities and to ensure that high-quality services are readily accessible to the people of the Borough.

Underpinning this partnership is the **Lancashire Health and Wellbeing Board** which has a specific focus on reducing health inequalities and which, alongside other Health and Wellbeing Boards, has overseen the development of the Healthier Lancashire and South Cumbria Sustainability and Transformation Plan.

The Council is also working collaboratively with the Lancashire Enterprise Partnership, Lancashire County Council, Preston City Council, and the Homes and Communities Agency to deliver a once in a lifetime opportunity for the area. The **Preston, South Ribble and Lancashire City Deal** (City Deal) was agreed in September 2013, providing new investment of £434 million to expand transport infrastructure in Preston and South Ribble at an unprecedented rate, driving the creation of some 20,000 new jobs and generating the development of more than 17,000 new homes over the next ten years.

## Our priorities and values

Within the broader context set out above, for 2017-18, the Council has retained the **four priorities** set out below and agreed by Council in 2016, and which are aligned to wider partnership priorities.

- ❖ **Strong and healthy communities**
- ❖ **Clean, green and safe**
- ❖ **Strong South Ribble in the heart of a prosperous Lancashire**
- ❖ **Efficient, effective and exceptional council**

We will be asking residents, businesses and other key stakeholders in 2017, what our priorities should be for 2018 and beyond, and will develop this over the year into a new 3-year Corporate Plan outlining the Council's ambitions in line with the Medium-term Financial Strategy.

As an organisation, we are committed to always having a **positive attitude**; acting with **integrity**, striving for **excellence**; being a **learning organisation** and **working as a team**.

These are our values which are at the heart of everything we do, and which drive the behaviours of elected members, managers and all our staff.

We are also committed to implement and review our policies to ensure our priorities and commitments are met, whilst promoting good governance.

## Our priorities

### Strong and healthy communities

We will continue to work with partners to improve the health and wellbeing of the residents in our Borough, and will strengthen our approach to the safeguarding and protection of children, young people and vulnerable adults.

We want to see stronger, confident and more active communities that are resilient, looking after themselves and each other.

We will be inclusive in our approach, working with My Neighbourhood forums to deliver projects that improve access to community facilities and we will work in partnership with others to provide access to high-quality facilities for people to participate in sports and other physical activities to improve and maintain good health



### A focus on safeguarding, prevention, early intervention and support

We will continue to support and promote healthy lifestyles and to provide and improve the facilities and the conditions that people need to be active and well. We will support the most vulnerable people through early intervention and support, and continue our

work to become a Dementia Friendly Borough.

We will also help people to find solutions to prevent homelessness.

### The key outcomes we want to see

- ❖ An improved approach to safeguarding, evidenced by positive feedback to our safeguarding self-assessment from the Lancashire Safeguarding Children Board
- ❖ More external funding secured to support sport and physical activity
- ❖ More people using our leisure and sports facilities
- ❖ More residents satisfied with our sports and leisure facilities
- ❖ Participation levels in programmed school activities are maintained and there is more participation in 'out of school' activities
- ❖ More people are prevented from becoming homeless

### The key actions we will take

- ❖ We will complete all the actions in our annual Safeguarding Action Plan within the agreed timescales
- ❖ We will undertake a strategic review of leisure facilities by **31<sup>st</sup> March 2018**
- ❖ We will determine the process and timescales to undertake a new Open Space, Play, Sports and Recreation Study **by 31<sup>st</sup> March 2018**
- ❖ We will develop and deliver programmes of activity which support growth in participation in physical activity and sport, wellbeing and active travel **by 31<sup>st</sup> March 2018**
- ❖ We will review our equality objectives **by 30<sup>th</sup> September 2017**
- ❖ We will support local communities to develop 'My Neighbourhoods' plans

- ❖ We will work with partners to improve health provision and deliver a Community Masterplan in Leyland as part of the One Public Estate initiative
- ❖ We will work with partners and have made significant progress to achieve Dementia Friendly Borough status **by 31<sup>st</sup> March 2018**
- ❖ We will deliver all the actions in our Homelessness Strategy that are due for completion by March 2018

## Clean, green and safe

The environment in which people live has an important influence on wellbeing, safety, health, education and community cohesion and also plays an important part in attracting investment into the Borough. We will continue to work with partners and local communities to maintain safe local environments and will maintain high quality public space



## A focus on community assets and cleanliness

We want people to have pride in South Ribble and be confident in using the parks and open spaces available in the Borough. Our focus will therefore be on improving the cleanliness and quality of the Borough's parks and open spaces and on building additional capacity to maintain them through the use of volunteers and other community assets.

## The key outcomes we want to see

- ❖ More residents satisfied with the cleanliness of the Borough
- ❖ More residents satisfied with our parks and open spaces
- ❖ More of the Borough's parks are of 'Green Flag' standard
- ❖ More responsibilities for parks are devolved to existing 'Friends' Groups
- ❖ Missed domestic waste bin collections will never be more than 50 in 100,000 collections

## The key actions we will take

- ❖ We will widen the use of technology for neighbourhood and environmental services to speed up our response to customer service requests, **by 31<sup>st</sup> July 2017**
- ❖ We will encourage communities to include community clean-ups in their My Neighbourhood Plans
- ❖ We will develop an overarching strategy for parks, open spaces and sports pitches, aligned to the strategic review of leisure **by 31<sup>st</sup> March 2018**
- ❖ We will complete our Central Parks Masterplan and deliver the next phase of St. Catherine's Park **by 31<sup>st</sup> March 2018**
- ❖ We will continue to deliver against the vision plan for Worden Park

## Strong South Ribble in the heart of a prosperous Lancashire

We are committed to playing our part in creating the conditions for economic growth and prosperity in the Borough, and will work with partners to regenerate the town and village centres of the Borough, improve job prospects, enhance the skills of our workforce and develop the identity of South Ribble.

At the heart of this approach is the Council's desire to adopt an entrepreneurial approach to investment, generating long-term income for reinvestment and to provide a more co-ordinated approach to bringing together infrastructure, housing, socio-economic and community-based investment within the Borough.

The wider aims associated with 'City Deal' seek to optimise inward investment, increasing opportunities for development, delivery and to raise the South Ribble regional and national profile, providing added value to investment activities to enable the Borough to 'punch above its weight'.

The Council also has assets that can provide a catalyst for attracting additional private and public sector investment and for developing strategic partnerships to support wider economic objectives.



## A focus on economic growth, skills and housing

We will focus on maintaining levels of managed economic growth by facilitating conditions that attract investment and help both indigenous and inward investing businesses to thrive.

Delivery of key employment sites will support an increase in job numbers, skills and business development opportunities, and we will continue to work with partners to maximise external support for business growth.

A balanced, functioning housing market and affordable quality housing is fundamental to our plans and we are working with our partners through 'City Deal' towards achieving this.

### The key outcomes we want to see

- ❖ More external funding secured by South Ribble Businesses through the Lancashire Growth Hub
- ❖ Additional commercial floor space added to the business rate register
- ❖ More new jobs created and reported through City Deal and partners
- ❖ Additional funded skills development (including apprenticeships) reported through City Deal / LEP Skills Hub and other partners
- ❖ More residents satisfied with their local area as a place to live
- ❖ More empty properties brought back into use through the direct intervention of the Council
- ❖ Fewer empty properties as a proportion of the total housing stock in the Borough, as a result of working with partners

## The key actions we will take

- ❖ We will complete the masterplans for Penwortham, Lostock Hall and Leyland town centres linked to a forward programme of works for City Deal
- ❖ We will deliver City Deal initiatives including completion of Bamber Bridge regeneration and installation of Leyland landmarks
- ❖ We will deliver the Walmer Bridge Village centre improvements
- ❖ We will support the development and delivery of the Cuerden Strategic Site
- ❖ We will deliver year 2 of the South Ribble Housing Framework action plan
- ❖ We will work with partners and developers to increase the rate of delivery of new homes by unlocking sites and introducing new methods of delivery

## Efficient, effective and exceptional council

We recognise the need to change the way we are organised and do business, if we are to become a Council that is fit for the future.

This means playing a full and active role in place shaping, becoming a more agile organisation and taking an entrepreneurial approach to the way we do business.

We will start this journey in 2017-18, by putting in place the building blocks necessary to achieve this shift in focus. This will include finding ways to generate income to replace Government Grant, maintaining a skilled, healthy and motivated workforce, and having a robust and effective decision-making framework to support new ways of working.



## A focus on financial sustainability, business transformation and organisational development

Our focus will be on developing strategies for investment and an entrepreneurial approach to the way we do business.

We will seek to transform services using new technologies, look for more ways to generate income and reduce costs and develop our workforce and the systems and processes we use to deliver services, to improve value for money.

Improving the governance around our decision-making is also a priority.

## The key outcomes we want to see

- ❖ Increased use of and income from existing property assets and investments
- ❖ More online self-serve options available to customers
- ❖ More residents participate in My Neighbourhood plans and projects
- ❖ More residents satisfied with the services the Council provides
- ❖ More staff satisfied with the Council as a place to work
- ❖ Less staff absence due to sickness
- ❖ Improved monitoring and more effective and efficient organisational performance and risk management processes in place

## The key actions we will take

- ❖ We will develop and approve an investment strategy to maximise use of Council assets and generate income **by 30<sup>th</sup> June 2017**
- ❖ We will work with partners to consider and develop new business models
- ❖ We will develop a framework to deliver projects in relation to the assets and property portfolio **by 30<sup>th</sup> June 2017**
- ❖ We will agree a way forward for the next phase of shared services with neighbouring boroughs **by 30<sup>th</sup> September 2017**
- ❖ We will deliver all the agreed efficiencies from the 2016-17 budget by 30<sup>th</sup> June 2017 and from the 2017-18 budget **by 31<sup>st</sup> March 2018**
- ❖ We will implement a new Organisational Development Strategy and action plan and meet all the targets that are due for completion **by 31<sup>st</sup> March 2018**
- ❖ We will consult with residents, businesses and other stakeholders to develop and influence priorities for the next 3-years
- ❖ We will meet all the targets in our Improvement Plan that are due for completion **by 31<sup>st</sup> March 2018**
- ❖ We will put in place ICT based systems for the more effective monitoring and management of organisational performance and risk **by 31<sup>st</sup> May 2017**
- ❖ We will develop systems and processes to improve the way we collect, monitor and use data, research and intelligence to inform decision-making and priority setting



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