

Appendix 2

Corporate Plan Revision

August 2019

Background

The following document sets out the core changes to the Corporate Plan which had been approved in February 2019.

Following the election and change of administration the Corporate Plan has been fully reviewed and amended to reflect the change in focus and outcomes for the new administration.

This revised Corporate Plan provides an in year change and sets out the priorities for the Council going forward.

In summary the following changes have been made

- ▶ 4 existing projects removed
- ▶ 13 new activities added
- ▶ 32 existing activities reviewed and refreshed

The plan has a greater emphasis on

- ▶ Environment and climate change
- ▶ Health inequalities

Structural Changes to the Plan

The new corporate plan has been structurally changed to redefine the approach of the Council and set out clearly what the Council will be focused on for 2019-23.

The terminology has been refreshed and detailed below

Former



Revised



Changes to the Former 'Priorities'

Priority	Revised as Outcome	Comments
Excellence And Financial Sustainability	Excellence, Investment, Financial Sustainability	<ul style="list-style-type: none"> • This has remained largely the same, with some refocusing of projects and inclusion of scoping for a community bank/credit union.
Health & Wellbeing	Health, Wellbeing & Safety	<ul style="list-style-type: none"> • This had remained largely the same, however there have been additions to include community safety, a focus on health inequalities and access to advice services.
Place	Place, Homes And Environment	<ul style="list-style-type: none"> • This has been substantially changed to reflect a greater emphasis on environment with a number of new projects attached to this outcome.
Our People	Our People & Communities	<ul style="list-style-type: none"> • This is substantially different with a focus on wider communities and engagement and not just internal staff and member development.

Section 1

Existing Projects No Longer Referred to in the Corporate Plan

The list below details all projects that no longer are referred to in the corporate plan and how they have been discharged

Priority	Programme	Project	Comments
Health & Wellbeing	Green Links, Parks and Campus: Health, leisure and wellbeing delivery model focused on prevention and intervention	Develop masterplans for Lostock Hall, Bamber Bridge and Penwortham Leisure Sites.	<ul style="list-style-type: none"> The revised Corporate Plan seeks to set out clear delivery objectives for the year. The development of masterplans for each Leisure Site will be absorbed in to one activity that develops in a structured way the development of Leisure Sites. Members are asked to note however, that facility improvement plans will be undertaken this year with regards Bamber Bridge, Penwortham and the Tennis Centre.
Place	Place Promotion	Develop Invest Central Lancashire and South Ribble Inward Investment Marketing Plan/Activity, and deliver actions.	<ul style="list-style-type: none"> With limited available space for location, this project will not be taken forward in 2019-20. As there is significant budget attached to this project, the allocation of that funding will be reviewed as part of the mid-year estimate process.
Place	Place Promotion	Work with partners to build a network of South Ribble Ambassadors.	<ul style="list-style-type: none"> This project overlaps with the approach to engagement and collaboration with neighbourhoods and communities. As a result this will not be taken forward and consideration of 'ambassadors' will form part of the Cross Party working group that is tasked with developing engagement with communities and the approach with My Neighbourhoods.
Place:	City Deal and Plan for Successor Programmes	Awarding of contracts and begin cross borough link road.	<ul style="list-style-type: none"> This project is taken forward in the plan, but it is now located within the activities of the Local Plan.
Place:	River Ribble Master planning	Explore funding opportunities and secure planning permission for the development of the new Ribble crossing.	<ul style="list-style-type: none"> This project is a long term aspiration and will be taken forward in the revised Corporate Plan, however it is now located within the activities of the Local Plan.
Our People	Organisational Development	Phase 1 Leadership Development Programme.	<ul style="list-style-type: none"> Leadership Development has been removed from the corporate plan as a discrete project. Development requirements for all staff are continuously assessed and discussed between employee and line managers. Later this year we will reintroduce a refreshed corporate personal development process which will support and formalise the development process for all staff. Leadership development will continued to be considered on an individual basis and all staff will be able to engage with appropriate training or development opportunities when needed. All staff, including Leadership team are required to undertake statutory and mandatory training on a regular basis.

Section 2

Revised Projects and Wording to the Corporate Plan

Revision of the Programmes and Projects (Now Priorities and What We Will Do)

Outcome	Legacy Programme	Legacy Project	Priority	What we will do
Excellence, Investment, Financial Sustainability	Transformation.	Implement recommendations from strategic digital review.	We will make effective investment and use our assets.	We will implement the first year of the Council's Digital strategy which sets out the way we will advance our capability over the next three years. This will ultimately enable us to better serve our Borough, while improving the day-to-day experience for those working within the bounds of the organisation.
Excellence, Investment, Financial Sustainability	Green Links, Parks and Campus: Health, leisure and wellbeing delivery model focused on prevention and intervention.	Scope options for leisure delivery, identify preferred option and commence delivery.	We will make effective investment and use our assets.	We will review the options for management and delivery of our leisure services provision and implement the recommendations.
Excellence, Investment, Financial Sustainability	Council Investment Portfolio.	Strategic asset review of surplus sites.	We will make effective investment and use our assets.	We will undertake a strategic asset review of the Council's surplus sites.
Excellence, Investment, Financial Sustainability	Transformation.	Improve customer experience via customer journey mapping.	Customers of the Council can expect the highest standards of service and when they need us they have a good experience.	We will work with customers to help us understand what it's like to do business with us so that we can together design our services to meet their needs and expectations.
Excellence, Investment, Financial Sustainability	New business models including shared services.	Further development of Shared Services with Chorley Council.	We will develop new business models and approaches, including shared services.	Further development of Shared Services programme with Chorley Borough Council.
Excellence, Investment, Financial Sustainability	New business models including shared services.	The Civic Centre will be rebranded and marketed as a Business and Conference Centre.	We will develop new business models and approaches, including shared services.	We will continue to develop the Conference and Business Centre to increase the revenue raised and attract new and regular customers to our facilities.

Outcome	Legacy Programme	Legacy Project	Priority	What we will do
Health, Wellbeing & Safety	Social isolation and loneliness.	Continue to deliver the key actions of the South Ribble Dementia Action Alliance.	We continue to be recognised as a Dementia Friendly Community.	We will support the South Ribble Dementia Action Alliance and delivery of its annual Action Plan.
Health, Wellbeing & Safety	Green Links, Parks and Campus: Health, leisure and wellbeing delivery model focused on prevention and intervention.	Preventative and educational digital Health and Wellbeing programme.	We have services and facilities in place that are accessible to all, providing the lifestyle for people to feel happy, healthy and confident.	We will provide residents and businesses with the skills, expertise and resources to interact with the Council and other organisations digitally.
Health, Wellbeing & Safety	Green Links, Parks and Campus: Health, leisure and wellbeing delivery model focused on prevention and intervention.	Commence next phase of borough Green Links.	We have services and facilities in place that are accessible to all, providing the lifestyle for people to feel happy, healthy and confident.	We will continue to deliver improvements as part of the Green Links programme which includes a range of works to pathways, woodlands and open spaces.
Health, Wellbeing & Safety	Green Links, Parks and Campus: Health, leisure and wellbeing delivery model focused on prevention and intervention.	Commence work identified in Open Space Sports & Recreation Assessment & Playing Pitch Strategy.	We have services and facilities in place that are accessible to all, providing the lifestyle for people to feel happy, healthy and confident.	We will take forward recommendations identified in the Open Space Sports & Recreation Assessment & Playing Pitch Strategy.
Health, Wellbeing & Safety	Green Links, Parks and Campus: Health, leisure and wellbeing delivery model focused on prevention and intervention.	Develop masterplan for Leyland Health Leisure and Wellbeing site.	We have services and facilities in place that are accessible to all, providing the lifestyle for people to feel happy, healthy and confident.	We will develop our plans for improving our existing Leisure Centre's as places that provide a range of options for people to be healthier and happier.

Outcome	Legacy Programme	Legacy Project	Priority	What we will do
Health, Wellbeing & Safety	Green Links, Parks and Campus: Health, leisure and wellbeing delivery model focused on prevention and intervention.	Variety of events and supporting projects within Green Links.	We have services and facilities in place that are accessible to all, providing the lifestyle for people to feel happy, healthy and confident.	We provide activities and events that people of all ages can get involved in.
Health, Wellbeing & Safety	Lancashire Mental Health Strategy.	Deliver actions identified from the MH2K project.	We're focused on activities that close the gap between communities where there are differences in wealth, health and learning opportunities (reducing social isolation, loneliness and inequality)	We will work with our partners across Central Lancashire to bring life to the recommendations made in the MH2K report in which young people told services and professionals what they need from Mental Health services.
Health, Wellbeing & Safety	Homelessness and independent living support.	Implement a new service delivery model of health focused on prevention.	We're focused on activities that close the gap between communities where there are differences in wealth, health and learning opportunities (reducing social isolation, loneliness and inequality)	We will work to reduce the number of homeless through developing a health and prevention focused approach.
Health, Wellbeing & Safety	Raising community aspirations in relation to growth and improvements in the Borough.	In collaboration within partners, deliver identified within the strategy (Community Strategy).	We will actively work with partners across the public, private and 3rd sector, representing the residents so that the services they receive across South Ribble are the best they can be.	We are an active member of South Ribble Partnership and support the development of actions plans that involve different partners which sees the Community Strategy come to life.
Our People & Communities	My Neighbourhood Plans.	Deliver projects within the agreed My Neighbourhood Plans.	Communities are able to get involved, have a voice and feel supported to make things happen in their community.	Deliver projects within the agreed My Neighbourhood Plans.

Outcome	Legacy Programme	Legacy Project	Priority	What we will do
Our People & Communities	Support for communities and volunteering.	Adopt a Revised Council Tax Support Scheme for 2020-21.	The Council seeks innovative ways to ease the financial burden on residents.	Adopt a Revised Council Tax Support Scheme for 2020-21.
Our People & Communities	Apprentices.	Apprentice Factory Phase 2 - including upskilling leadership project manager, and helping apprentices start entrepreneurial ventures on completion of their apprenticeships.	We invest in the people who work, volunteer and actively get involved with the Council, developing their skills, voice and confidence.	Apprentice Factory Phase 2.
Our People & Communities	Organisational Development.	Bring forward a comprehensive Member Development Program, including relevant actions from Scrutiny Review of Member Induction and Development, aligning with the first level of the North West Employers' Organisation Member Development Charter.	We invest in the people who work, volunteer and actively get involved with the Council, developing their skills, voice and confidence.	Implement an effective Member induction programme following the council elections. Bring forward a comprehensive Member Development Program, aligning with the first level of the North West Employers' Organisation Member Development Charter.
Our People & Communities	Support for communities and volunteering.	Work with partners to implement a Volunteer and participation Strategy.	We invest in the people who work, volunteer and actively get involved with the Council, developing their skills, voice and confidence.	Develop the Council's approach to volunteering and active citizens, enhancing the council's own opportunities to volunteer with us and for employees to volunteer as well.

Outcome	Legacy Programme	Legacy Project	Priority	What we will do
Place, Homes & Environment	Housing Framework: delivery of a balanced housing market.	Deliver actions identified in the Private Sector Stock Condition Survey.	We will promote safe, secure dwellings that people can afford to live in and can call home.	Identify actions to take forward from the Private Sector Stock Condition Survey.
Place, Homes & Environment			We will promote safe, secure dwellings that people can afford to live in and can call home.	We will seek to deliver different models to provide quality homes that people can afford to live in whether they choose home ownership or rental accommodation.
Place, Homes & Environment	Deliver the Borough's Air Quality Plan.	Deliver the actions identified in the Borough's Air Quality Action Plan.	We are focused on the environment, improving the air we breathe and having the right plans in place to safeguard and protect our natural environment.	Deliver the actions identified in the Borough's Air Quality Action Plan.
Place, Homes & Environment	Green Links, Parks and Campus: Health, leisure and wellbeing delivery model focused on prevention and intervention.	Development & Implementation of Major Parks Masterplans.	We will bring back to life our wonderful parks, attracting investment to provide better facilities so that as many people as possible are able to enjoy them.	We invest and develop our parks and play areas and have projects identified to be delivered as part of the Capital Programme.
Place, Homes & Environment	Place Promotion.	Develop South Ribble Programme for festivals and events, to build on South Ribble's thriving community spirit.	We will bring back to life our wonderful parks, attracting investment to provide better facilities so that as many people as possible are able to enjoy them.	Develop a Programme for festivals and events, with at least 1 music festival in 12 months.
Place, Homes & Environment			We will bring back to life our wonderful parks, attracting investment to provide better facilities so that as many people as possible are able to enjoy them.	We have a clear vision and plan to bring Worden Hall back in to use.

Outcome	Legacy Programme	Legacy Project	Priority	What we will do
Place, Homes & Environment	City Deal and Plan for Successor Programmes.	Review the projects listed in the City Deal Business and Delivery Plan 2017- 20, and identify priorities and commence delivery.	We will make sure that development in South Ribble is managed, so that we have a vibrant community; delivering improvements to our town centres, opening opportunities for people to get the jobs they want and supporting businesses to do well.	Review the projects listed in the City Deal Business and Delivery Plan 2017-20, and identify priorities and commence delivery.
Place, Homes & Environment	City Deal and Plan for Successor Programmes.	Scope and prepare masterplans for Leyland, Bamber Bridge and Penwortham.	We will make sure that development in South Ribble is managed, so that we have a vibrant community; delivering improvements to our town centres, opening opportunities for people to get the jobs they want and supporting businesses to do well.	Scope and prepare masterplans for Leyland, Bamber Bridge and Penwortham town centres.
Place, Homes & Environment	Cuerden Strategic Site.	Implement Phase 2 of the Employment and Skills Plan (Cuerden)	We will make sure that development in South Ribble is managed, so that we have a vibrant community; delivering improvements to our town centres, opening opportunities for people to get the jobs they want and supporting businesses to do well.	Implement Phase 2 of the Employment and Skills Plan (Cuerden).
Place, Homes & Environment	Economic Strategy: support for existing as well	Prepare and implement a Central Lancashire Economic	We will make sure that development in South Ribble is managed, so that we have a vibrant	Prepare and implement a Central Lancashire Economic Strategy.

Outcome	Legacy Programme	Legacy Project	Priority	What we will do
	as new businesses.	Strategy and align to City Deal	community; delivering improvements to our town centres, opening opportunities for people to get the jobs they want and supporting businesses to do well.	
Place, Homes & Environment	Economic Strategy: support for existing as well as new businesses.	Prepare strategy for supporting new and small businesses.	We will make sure that development in South Ribble is managed, so that we have a vibrant community; delivering improvements to our town centres, opening opportunities for people to get the jobs they want and supporting businesses to do well.	Prepare strategy for supporting new and small businesses.
Place, Homes & Environment	River Ribble Master planning.	Prepare Masterplan for River Ribble Green Links including consultation and implementing priority projects.	We will make sure that development in South Ribble is managed, so that we have a vibrant community; delivering improvements to our town centres, opening opportunities for people to get the jobs they want and supporting businesses to do well.	We will work with the Environment Agency to develop the right plans for the River Ribble Green Links.
Place, Homes & Environment	Central Lancashire Local Plan.	Prepare and consult on issues and options for and prepare draft Central Lancashire Local Plan.	We will make sure that development in South Ribble is managed, so that we have a vibrant community; delivering improvements to our town centres, opening.	We will review the Local Plan which defines planning policies, consulting on options and preparing a draft Central Lancashire Local Plan.

Outcome	Legacy Programme	Legacy Project	Priority	What we will do
			opportunities for people to get the jobs they want and supporting businesses to do well.	
Place, Homes & Environment	City Deal and Plan for Successor Programmes.	Work with partners and developers to manage the rate of delivery of new homes and commercial floor space by unlocking City Deal sites, prioritising infrastructure development.	We will make sure that development in South Ribble is managed, so that we have a vibrant community; delivering improvements to our town centres, opening opportunities for people to get the jobs they want and supporting businesses to do well.	Work with partners and developers to manage the rate of delivery of new homes and commercial floor space by unlocking City Deal sites, prioritising infrastructure development.

Section 3

Additions to the Corporate Plan

New Additions to the Corporate Plan

The list below details all projects not previously listed within the former corporate plan

Outcome	Priority	What we will do
Health, Wellbeing & Safety	We will actively work with partners across the public, private and 3rd sector, representing the residents of South Ribble so that they receive the best services.	<ul style="list-style-type: none"> We will work with our Community Safety partners and look at how we can fund activities that effectively tackle crime and disorder.
Health, Wellbeing & Safety	We're focused on activities that close the gap between communities where there are differences in wealth, health and learning opportunities (reducing social isolation, loneliness and inequality).	<ul style="list-style-type: none"> We will work with partners to ensure residents have access to first class advice services.
Health, Wellbeing & Safety	We're focused on activities that close the gap between communities where there are differences in wealth, health and learning opportunities (reducing social isolation, loneliness and inequality).	<ul style="list-style-type: none"> We will review and support the recommendations of the Scrutiny Review, 'Mind the Gap'.
Our People & Communities	The Council seeks innovative ways to ease the financial burden on residents.	<ul style="list-style-type: none"> Develop proposals for a Community Bank/Credit Union.
Our People & Communities	We invest in the people who work, volunteer and actively get involved with the Council, developing their skills, voice and confidence.	<ul style="list-style-type: none"> We develop a Youth Council to strengthen the voice of Young People in our community.
Our People & Communities	We invest in the people who work, volunteer and actively get involved with the Council, developing their skills, voice and confidence.	<ul style="list-style-type: none"> Review and develop options to gain accreditation as a Living wage employer.
Our People & Communities	Communities are able to get involved, have a voice and feel supported to make things happen in their community.	<ul style="list-style-type: none"> Review Community Involvement approach including My Neighbourhoods.
Place, Homes & Environment	We will bring back to life our wonderful parks, attracting investment to provide better facilities so that as many people as possible are able to enjoy them.	<ul style="list-style-type: none"> We will develop ways to ensure our parks and existing cherished local open spaces can be protected.
Place, Homes & Environment	We are focused on the environment, improving the air we breathe and having the right plans in place to safeguard and protect our natural environment.	<ul style="list-style-type: none"> Develop and deliver a strategy to eliminate all single use plastic within Council buildings and seek to encourage the elimination of single use plastics by our residents and businesses.
Place, Homes & Environment	We are focused on the environment, improving the air we breathe and having the right plans in place to safeguard and protect our natural environment.	<ul style="list-style-type: none"> We will develop a strategy and action plan to halt overall loss of England's biodiversity which supports ecosystems and establish ecological networks,

Outcome	Priority	What we will do
		creating better places for nature for the benefit of wildlife and people.
Place, Homes & Environment	We are focused on the environment, improving the air we breathe and having the right plans in place to safeguard and protect our natural environment	<ul style="list-style-type: none"> <li data-bbox="943 232 1509 338">• We will develop a strategy so that the Council and its operations are Carbon Neutral by 2030.
Place, Homes & Environment	We are focused on the environment, improving the air we breathe and having the right plans in place to safeguard and protect our natural environment	<ul style="list-style-type: none"> <li data-bbox="943 434 1509 539">• We will develop our plan to plant 110,000 trees in South Ribble, 1 tree for each of our residents.

-End-