

# Corporate Plan 2019-24

Focusing on 2019-20 Delivery



## *Our Vision*

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

<b>Section 1: Foreword by the Leader of the Council</b>	<b>Page</b> 2
<b>Section 2: An introduction to South Ribble's Cabinet</b>	<b>3</b>
<b>Members</b>	
<b>Section 3: Commitment to the 2019 - 2024 South Ribble</b>	<b>4</b>
<b>Community Strategy</b>	
<b>Section 4: Our Vision and Priorities</b>	<b>6</b>
4.1: Excellence and financial sustainability	7
4.2: Health and wellbeing	11
4.3: Place	17
4.4: Our People	25
<b>Section 5: Delivering the Plan</b>	<b>27</b>
5.1: Working in partnership	27
5.2: Statutory services and business transformation	27
5.3: Policy framework and performance management	28
5.4: Equality and diversity	28

## Section 1: Foreword

I am delighted to introduce South Ribble Council's Corporate Plan for 2019 – 24 and to set out our plans for delivery over the next 12 months. Following engagement with partners and our communities, we are proud that people tell us South Ribble is a friendly and welcoming place, which reflects South Ribble being highlighted as the Best Place to Live in 2017.

All public services face significant budgetary challenges as well as increasing and complex demands. Over the past 12 months, we have been working with our partners from the public sector, business and the community to develop a 'Community Strategy' which sets out how we can all work together. Our plan sets out how we will work with partners to use our joint resources in a way that provides the services people need. The Council is investing in communities to improve access to facilities and open spaces which reflects this Council's commitment to the importance of health and wellbeing.

South Ribble is a great place to do business and the plan reflects our ambition to support new and existing businesses. With links to the motorway network and the north of England, South Ribble offers a unique place to locate. Our Apprentice Factory symbolises our approach to supporting businesses and people to reach their ambitions.

I wish to thank staff and members for their hard work and commitment and over the next 12 months we will continue to serve the people and communities of South Ribble to the very best of our abilities.



**Cllr Margaret Smith**  
**Leader of the Council**

## Section 2: An introduction to South Ribble's Cabinet Members

Our Cabinet Members play a vital role in the development of the Corporate Plan, and each take individual ownership of several corporate Programmes within their portfolios. Performance and progress updates are formally presented to the Cabinet on a quarterly basis, with further informal updates being provided throughout the year. Below you can see South Ribble's Cabinet Members:



Councillor Margaret Smith  
**Leader of the Council**



Councillor Caroline Moon  
**Deputy Leader / Portfolio Holder for  
Neighbourhoods and Streetscene**



Councillor Colin Clark  
**Portfolio Holder for Corporate  
Support and Assets**



Councillor Cliff Hughes  
**Portfolio Holder for Strategic  
Planning and Housing**



Councillor Susan Snape  
**Portfolio Holder for Finance**



Councillor Karen Walton  
**Portfolio Holder for Public Health  
and Safety, Wellbeing and  
Environmental**



Councillor Phil Smith  
**Portfolio Holder for Regeneration  
and Leisure**

## Section 3: Commitment to the 2019-24 South Ribble Community Strategy

During 2018, South Ribble Partnership consulted with residents, businesses and partners on priorities for the Borough across 2019-24. To do this 20 interviews were carried out with senior members of key organisations within South Ribble this was complemented by two workshops with wider stakeholders, each having over 60 attendees representing over 30 partner organisations. A borough wide survey was undertaken and shared with the public receiving over 1,600 responses, which was externally analysed and provides a representative sample of our community.

At South Ribble Borough Council, along with other partners we have committed to using the Community Strategy to help shape their Corporate Plan, therefore allowing organisations all across South Ribble to collaboratively work towards shared objectives for the benefit of the local community. The diagram to the right provides an overview of how the Community Strategy feeds into the Corporate Plan, and the table on the following page shows how we aim to contribute towards each of the Community Strategy's priorities.



## Section 3: Commitment to the 2019-24 South Ribble Community Strategy

Community Strategy Priority	What this means	Our Contribution
<b>Effective Partnerships</b>	<ul style="list-style-type: none"> <li>▶ Public, Private and 3<sup>rd</sup> Sector partners working together, using knowledge and resources to drive radical reshaping of local services.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Opportunities for partnership working in renovated Council property.</li> <li>▶ Opportunities for co-location in Leisure, Health and Wellbeing developments</li> </ul>
<b>Growth</b>	<ul style="list-style-type: none"> <li>▶ People can realise their ambitions and access opportunities presented through the ongoing accelerated growth programme within Central Lancashire, including South Ribble (City Deal).</li> <li>▶ Skills, education and job opportunities reflect local people's ambitions and promote social mobility.</li> <li>▶ Homes, towns, villages and transport networks are well designed.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Improving infrastructure, housing, employment and business opportunities.</li> </ul>
<b>Connected</b>	<ul style="list-style-type: none"> <li>▶ A new relationship between communities and service providers.</li> <li>▶ Community leaders, organisations and groups have the resources and tools they need.</li> <li>▶ Communities are connected to what going on and what they can get involved in.</li> <li>▶ People can actively participate their communities.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Investing in digital for improved communication, engagement and customer experience.</li> <li>▶ Build on South Ribble's already thriving community spirit to increase community involvement through our festivals and events programme</li> </ul>
<b>Place</b>	<ul style="list-style-type: none"> <li>▶ A place known locally, regionally and nationally for its green spaces, welcoming and friendly communities and its vibrant cultural offer.</li> <li>▶ A place that is well connected to major transport routes providing opportunities to live and do business well.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Investing in South Ribble to be recognised as a great place to live, learn, thrive and grow through our Place Promotion strategy.</li> </ul>

### Vision:

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’.***

This aligns with the Community Strategy’s vision of:

***‘South Ribble will continue to be known as one of the best places in the UK to live, work and do business’***

In addition to:

***‘Our communities will continue to be amongst the best places to learn, thrive and grow’.***

### Priorities:

Underpinning our vision are three priorities as shown below. We will continue to deliver these with **our people** – our staff and elected members working alongside our communities. The Council’s elected members will continue to 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.



## 4.1: Excellence and Financial Sustainability

Our focus will continue to be on income generation to ensure we can continue to deliver our **excellent services** regardless of funding cuts, 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 over the next 5 years (2019 – 2024):

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

### 4.1.1: Key Successes in 2018-2019

#### Digital Strategy Review

An external review has been carried out identifying challenges that we face due to digital constraints (both within the Council and by our residents, partners and local businesses) and opportunities that can be pursued. Work will commence in 2019-20 to begin implementing recommendations for this improvement.

#### Moss Side MOT Test Centre

Renovation has been completed at the Moss Side depot to create an MOT test centre which is now in operation. Further commercial opportunities will be explored throughout 2019-20.

#### Refurbishment of the Civic Events and Conference Centre

Leyland Civic Centre has been renovated and modernised to develop a 'Business and Conference Centre'. Going into 2019-20 we will use this space to generate revenue for the Council, in addition to providing more opportunities for community groups and partnership working.





### 4.1.2: Delivery plan for 2019-2020

Programme	Measuring Programme Success	Resourcing the Programme
<p><b>Programme:</b> Council Investment Portfolio</p> <p><b>Strategic lead:</b> Deputy Chief Executive (Resources and Transformation)</p>	<ul style="list-style-type: none"> <li>▶ Develop the investment programs for Housing and Economic Development for Cabinet's approval</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>
<b>Project (s):</b>	<b>Measuring Project Success</b>	
<b>Phase 2 Business and Conference Centre</b>	<ul style="list-style-type: none"> <li>▶ Delivery of capital spend: On time and on budget</li> <li>▶ % use by external customers</li> </ul>	
<b>Worden Hall Arts Centre commercialisation</b>	<ul style="list-style-type: none"> <li>▶ Market assessment completed and preferred option established. Next steps identified September 2019</li> </ul>	
<b>Strategic asset review of surplus sites</b>	<ul style="list-style-type: none"> <li>▶ Bring forward strategic asset and asset disposal programme for approval</li> </ul>	
<b>Strategic review of business case for South Ribble Home Build proposal</b>	<ul style="list-style-type: none"> <li>▶ Review completed, September 2019</li> </ul>	
<b>Seeking opportunities to increase revenue at Moss Side Depot</b>	<ul style="list-style-type: none"> <li>▶ Final proposals to be brought forward by end of 2019</li> </ul>	



Programme	Measuring Programme Success	Resourcing the Programme
<p><b>Programme: Transformation</b></p> <p><b>Strategic lead:</b> Deputy Chief Executive (Resources and Transformation)</p> 	<ul style="list-style-type: none"> <li>▶ % residents satisfied with the way the Council runs things (<i>quarterly measure</i>)</li> <li>▶ % residents who think the Council provides value for money (<i>annual measure</i>)</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>
Project (s):	Measuring Project Success	
<p><b>Implement recommendations from strategic digital review</b></p>	<ul style="list-style-type: none"> <li>▶ Percentage of self-service channel access vs phone/face-to-face (<i>quarterly measure</i>)</li> <li>▶ Number of Digital transactions raised/completed via self-service whilst within the Council premises or via Digital Access Points across the borough (<i>quarterly measure</i>)</li> <li>▶ Percentage of the workforce engaged in regular agile/mobile working (<i>quarterly measure</i>)</li> <li>▶ Number and percentage of end-to-end processes automated (<i>quarterly measure</i>)</li> </ul>	
<p><b>Improve customer experience via customer journey mapping</b></p>	<ul style="list-style-type: none"> <li>▶ Number of complaints and number upheld (<i>quarterly measures</i>)</li> <li>▶ Number of compliments received (quarterly measure)</li> <li>▶ Number of complaints to the Ombudsman and number upheld (<i>quarterly measure</i>)</li> <li>▶ Number of standards complaints (<i>quarterly measure</i>)</li> </ul>	



Programme	Measuring Programme Success	Resourcing the Programme
<p><b>Programme: New business models including shared services</b></p>  <p><b>Strategic lead:</b> Deputy Chief Executive (Resources and Transformation)</p>	<ul style="list-style-type: none"> <li>▶ Delivery of associated projects</li> </ul>	<ul style="list-style-type: none"> <li>▶ Align existing revenue budgets and staff</li> </ul>
Project (s):	Measuring Project Success	
<p><b>Shared Services with Chorley Council</b></p>	<ul style="list-style-type: none"> <li>▶ Review to be carried out by May/June 2019</li> </ul>	

## 4.2: Health and Wellbeing

Our focus will continue to be on well-being for all, including 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 will continue to 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 continuing to support 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 continue to strengthen our approach to how we support volunteers through our newly developed volunteer strategy and framework, recognising and capitalising on the strengths of residents and communities to be resilient and to support themselves and each other.

Furthermore, we will continue to 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



## 4.2: Health and Wellbeing

What we will do over the next 5 years (2019 – 2024):

Programme	Deliver or influence	Lead
Green Links, Parks and Campus: Health, leisure and wellbeing delivery model focused on prevention and intervention	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

### 4.2.1: Key Successes in 2018-2019

#### Leisure Health and Wellbeing Programme Progression

We have carried out strategic analysis to look at options going forward for leisure, health and wellbeing across the Borough, including reviewing leisure contracts, open spaces, options for artificial grass pitches. Furthermore, we have received planning permission for the first stages of our green links programme and the Leyland Leisure Health and Wellbeing campus, which both aim to create a more active, accessible and connected Borough for leisure, health and wellbeing services.

#### Social Isolation and Loneliness

Following on from the launch of the Dementia Charter for local business last year, we have continued to work hard to ensure that South Ribble is a 'Dementia Friendly Community'. This has included a South Ribble Dementia Week taking place, Leyland Festival Senior Marshalls all becoming dementia friends, and the Dementia Buddy Scheme being set up funding an initial 90 devices for free to residents of South Ribble.



#### Development of an Air Quality Action Plan

Following concerns of worsening air quality levels we have developed an action plan to work towards overcoming these challenges both as a Council and as a borough.



### 4.2.2: Delivery plan for 2019-2020

Programme	Measuring Programme Success	Resourcing the Programme
<p><b>Programme:</b> Green Links, Parks and Campus: Health, leisure and wellbeing delivery model focused on prevention and intervention </p> <p><b>Strategic lead:</b> Deputy Chief Executive (Regeneration and Growth)</p>	<ul style="list-style-type: none"> <li>▶ Number of visits to our leisure and sports facilities (<i>quarterly measure</i>)</li> <li>▶ Number of young people taking part in programmed activities (<i>termly measure</i>)</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>
<b>Project (s):</b>	<b>Measuring Project Success</b>	
<b>Commence next phase of borough Green Links</b>	<ul style="list-style-type: none"> <li>▶ Initial Consultation on Green Links completed May 2019</li> </ul>	
<b>Continue delivery of Central Parks Masterplan</b>	<ul style="list-style-type: none"> <li>▶ Ongoing delivery of key actions within the Masterplan</li> </ul>	
<b>Develop masterplan for Leyland Health Leisure and Wellbeing site</b>	<ul style="list-style-type: none"> <li>▶ Consultation on site completed May 2019</li> <li>▶ Masterplan developed Sep 2019</li> </ul>	
<b>Scope options for leisure delivery, identify preferred option and commence delivery</b>	<ul style="list-style-type: none"> <li>▶ Scope completed and preferred option identified</li> </ul>	
<b>Commence work identified in Open Space Sports &amp; Recreation Assessment &amp; Playing Pitch Strategy</b>	<ul style="list-style-type: none"> <li>▶ Strategy brought forward by end of 2019</li> </ul>	
<b>Develop masterplan for Lostock Hall, Penwortham, and Bamber Bridge Health Leisure and Wellbeing sites</b>	<ul style="list-style-type: none"> <li>▶ Masterplans brought forward by end of 2019</li> </ul>	
<b>Preventative and educational digital Health and Wellbeing programme</b>	<ul style="list-style-type: none"> <li>▶ Bring forward programme by end of 2019</li> </ul>	



Programme	Measuring Programme Success	Resourcing the Programme
<p><b>Programme: Homelessness and independent living support</b></p> <p><b>Strategic lead:</b> Deputy Chief Executive (Regeneration and Growth)</p>	<ul style="list-style-type: none"> <li>▶ Number of homeless presentations (<i>quarterly measure</i>)</li> <li>▶ Number of people presenting as Homeless or threatened with homelessness who are prevented from becoming homeless (<i>quarterly measure</i>)</li> <li>▶ Number of people who are homeless and which we have a full duty under the Act (<i>quarterly measure</i>)</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><b>Project (s):</b></p>	<p><b>Measuring Project Success</b></p>	
<p><b>Implement a new service delivery model of health focused on prevention</b></p>	<ul style="list-style-type: none"> <li>▶ Scope new service delivery model by end of 2019</li> </ul>	



Programme	Measuring Programme Success	Resourcing the Programme
<p><b>Programme: Support for communities and volunteering</b> </p> <p><b>Strategic lead:</b> Deputy Chief Executive (Regeneration and Growth)</p>	<ul style="list-style-type: none"> <li>▶ Delivery of associated projects</li> </ul>	<ul style="list-style-type: none"> <li>▶ Corporate Planning and Partnerships</li> </ul>
<b>Project (s):</b>	<b>Measuring Project Success</b>	
<p><b>Review the Exceptional Hardship Payment Policy as part of the Council Tax Support Scheme for 2020/2021</b></p>	<ul style="list-style-type: none"> <li>▶ Review of scheme to be completed 2019/2020</li> </ul>	
<p><b>Work with partners to deliver actions identified in the Volunteering Strategy</b> </p>	<ul style="list-style-type: none"> <li>▶ Consultation on Strategy completed Sep 2019</li> <li>▶ A deal with the community established Sep 2019</li> </ul>	
Programme	Measuring Programme Success	Resourcing the Programme
<p><b>Programme: Social isolation and loneliness</b> </p> <p><b>Strategic lead:</b> Deputy Chief Executive (Regeneration and Growth)</p>	<ul style="list-style-type: none"> <li>▶ Delivery of associated projects</li> </ul>	<ul style="list-style-type: none"> <li>▶ Corporate Planning and Partnerships</li> </ul>
<b>Project (s):</b>	<b>Measuring Project Success</b>	
<p><b>Continue to deliver the key actions of the South Ribble Dementia Action Alliance</b> </p>	<ul style="list-style-type: none"> <li>▶ South Ribble continues to be recognised as a dementia friendly community (approved by the Alzheimer's Society)</li> <li>▶ Number of local business signed up to the dementia charter? (<i>quarterly measure</i>)</li> </ul>	



Programme	Measuring Programme Success	Resourcing the Programme
<p><b>Programme: Lancashire Mental Health Strategy</b> </p> <p><b>Strategic lead:</b> Deputy Chief Executive (Regeneration and Growth)</p>	<ul style="list-style-type: none"> <li>▶ Delivery of associated projects</li> </ul>	<ul style="list-style-type: none"> <li>▶ Corporate Planning and Partnerships</li> </ul>
<b>Project (s):</b>	<b>Measuring Project Success</b>	
<p><b>Deliver actions identified from the MH2K project</b> </p>	<ul style="list-style-type: none"> <li>▶ Number of actions completed within the action plan, working in partnership with Preston and Chorley Councils</li> <li>▶ Production of school resource video, supporting LGBTQ+ communities, arising as key action from MH2K</li> </ul>	
Programme	Measuring Programme Success	Resourcing the Programme
<p><b>Programme: Deliver the Borough's Air Quality Plan</b> </p> <p><b>Strategic lead:</b> Deputy Chief Executive (Regeneration and Growth)</p>	<ul style="list-style-type: none"> <li>▶ % of residents who are concerned about air quality in South Ribble (<i>annual measure</i>)</li> </ul>	<ul style="list-style-type: none"> <li>▶ Align existing capital funding</li> <li>▶ Align existing revenue budgets and staff</li> </ul>
<b>Project (s):</b>	<b>Measuring Project Success</b>	
<p><b>Delivery of actions identified in the air quality action plan</b></p>	<ul style="list-style-type: none"> <li>▶ Delivery of key actions of the plan including <ul style="list-style-type: none"> <li>- Electric Blue Evolve Programme</li> <li>- New sites with electric charging points</li> <li>- Anti-Idling campaign</li> </ul> </li> </ul>	

## 4.3: Place

Our focus will be continue to 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 to meet the need of the evolving job market.
- ▶ Increase in the number of higher-level jobs
- ▶ More homes of the quality and mix to meet needs



### What we will do over the next 5 years (2019 – 2024):

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

## 4.3: Place

Programme	Deliver or influence	Lead
Place promotion	Deliver	Leader
My Neighbourhood Plans	Deliver in partnership	Cabinet member for Regeneration & Leisure
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

### 4.3.1: Key Successes in 2018-2019

#### Development of the Community Strategy

We have collaborated with partners, through the South Ribble Partnership a [Community Strategy for 2019-2024](#) has been developed, allowing partners across the Borough to work towards shared objectives in the interest of the local community. This also includes a [Volunteering Framework and Strategy](#) aiming to encourage and empower more individuals across the Borough to get actively involved within their community.



#### My Neighbourhood Projects

We have successfully delivered numerous Community projects, including the World War 1 Centenary with the McNamara VC memorial, in addition to improvements to the Walton le Dale car park

#### Town Centre Masterplanning

As part of the City Deal, we have carried out work to plan for improvements to the town centres of Leyland, Penwortham, and Lostock Hall. Consultation with local residents is set to continue into 2019-20 with work also scheduled to commence.

#### River Ribble Masterplanning

We have made improvements to the infrastructure for both walking and cycling in the area, in addition taking extra measures to ensure that both wildlife and nature continues to thrive in the area.

4.3.2: Delivery plan for 2019-2020

Programme	Measuring Programme Success	Resourcing the Programme
<p><b>Programme:</b> Cuerden strategic site</p> <p><b>Strategic lead:</b> Deputy Chief Executive (Regeneration and Growth)</p>	<ul style="list-style-type: none"> <li>▶ Continue working with partners to bring forward site development</li> </ul>	<ul style="list-style-type: none"> <li>▶ City Deal funding</li> <li>▶ Align existing revenue budgets and staff</li> </ul>
Project (s):	Measuring Project Success	
<p><b>Implement Phase 2 of the Employment and Skills Plan</b></p>	<ul style="list-style-type: none"> <li>▶ Overall working age employment rate (<i>quarterly measure</i>)</li> <li>▶ Proportion of population aged 16-64 qualified to at least Level 4 or higher in South Ribble (<i>annual measure</i>)</li> <li>▶ Number of higher level jobs in the Borough (<i>annual measure</i>)</li> </ul>	



Programme	Measuring Programme Success	Resourcing the Programme
<b>Programme: Central Lancashire Local Plan</b> <b>Strategic lead:</b> Deputy Chief Executive (Regeneration and Growth)	<ul style="list-style-type: none"> <li>▶ % residents satisfied with the area as a place to live (<i>annual measure</i>)</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>
<b>Project (s):</b> Prepare and consult on issues and options for and prepare draft Central Lancashire Local Plan	<b>Measuring Project Success</b> <ul style="list-style-type: none"> <li>▶ Completion of initial draft of issues and options Sep 2019</li> <li>▶ Completion of 2<sup>nd</sup> call for 'sites' for development/use March 2019</li> </ul>	
Programme	Measuring Programme Success	Resourcing the Programme
<b>Programme: City Deal and Plan for Successor Programmes</b> <b>Strategic lead:</b> Deputy Chief Executive (Regeneration and Growth)	<ul style="list-style-type: none"> <li>▶ Delivery of Infrastructure</li> <li>▶ Number of new homes delivered (<i>annual measure</i>)</li> <li>▶ Number of new affordable homes delivered (<i>annual measure</i>)</li> </ul>	<ul style="list-style-type: none"> <li>▶ City Deal funding</li> <li>▶ Homes and Communities Agency Capacity Fund</li> <li>▶ Town Centre funding application submitted</li> </ul>
<b>Project (s)</b> Act as an enabling authority whilst working with partners and developers to increase the rate of delivery of new homes and commercial floor space by unlocking City Deal sites, prioritising infrastructure development.	<b>Measuring Project Success</b> <ul style="list-style-type: none"> <li>▶ Number of new homes delivered (<i>quarterly measure</i>)</li> <li>▶ Number of new affordable homes delivered (<i>quarterly measure</i>)</li> </ul>	
Awarding of contracts and begin construction of Cross Borough Link Road	<ul style="list-style-type: none"> <li>▶ Delivery of Infrastructure</li> </ul>	
Carry out a strategic review of projects listed in the City Deal Business and Delivery Plan 2017-20, identify priorities and commence delivery.	<ul style="list-style-type: none"> <li>▶ Ongoing review 2019-2020</li> </ul>	
Scope and prepare masterplans for key centres in South Ribble, including consultation with local residents and businesses, and commence delivery.	<ul style="list-style-type: none"> <li>▶ Bring forward Masterplans Leyland, Bamber Bridge and Penwortham by end of 2019</li> <li>▶ Town Centre centre vacancy rate: Leyland, Bamber Bridge, Penwortham (<i>annual measures</i>)</li> </ul>	



Programme	Measuring Programme Success	Resourcing the Programme
<p><b>Programme: Economic Strategy: support for existing as well as new businesses</b></p> <p><b>Strategic lead:</b> Deputy Chief Executive (Regeneration and Growth)</p> 	<ul style="list-style-type: none"> <li>▶ Number of micro enterprises in the Borough (<i>annual measure</i>)</li> <li>▶ Number of small enterprises in the Borough (<i>annual measure</i>)</li> <li>▶ Number of medium sized enterprises in the Borough (<i>annual measure</i>)</li> <li>▶ Number of large enterprises in the Borough (<i>annual measure</i>)</li> </ul>	<ul style="list-style-type: none"> <li>▶ City Deal funding</li> <li>▶ Align existing Economic Development revenue budget and staff</li> </ul>
<b>Project (s):</b>	<b>Measuring Project Success</b>	
<b>Prepare and implement a Central Lancashire Economic Strategy and align to City Deal</b>	<ul style="list-style-type: none"> <li>▶ Strategy to be developed by end of 2019</li> </ul>	
<b>Prepare strategy for supporting new and small businesses</b>	<ul style="list-style-type: none"> <li>▶ Develop proposal by August 2019</li> </ul>	
Programme	Measuring Programme Success	Resourcing the Programme
<p><b>Programme: Housing Framework: delivery of a balanced housing market</b></p> <p><b>Strategic lead:</b> Deputy Chief Executive (Regeneration and Growth)</p> 	<ul style="list-style-type: none"> <li>▶ % (and number) of empty properties (properties that have been empty for 6 months and over) as a proportion of the total housing stock (<i>quarterly measure</i>)</li> </ul>	<ul style="list-style-type: none"> <li>▶ Align existing capital and revenue budgets and staff</li> </ul>
<b>Project (s):</b>	<b>Measuring Project Success</b>	
<b>Deliver actions identified in the Private sector Stock Condition Survey</b>	<ul style="list-style-type: none"> <li>▶ Prepare action plan by September 2019</li> </ul>	



Programme	Measuring Programme Success	Resourcing the Programme
<b>Programme: Place promotion</b> <b>Strategic lead:</b> Deputy Chief Executive (Regeneration and Growth)	<ul style="list-style-type: none"> <li>▶ Delivery of associated projects</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>
<b>Project (s):</b> <b>Develop Invest Central Lancashire and South Ribble Inward Investment Marketing Plan/Activity, and deliver actions.</b>	<b>Measuring Project Success</b> <ul style="list-style-type: none"> <li>▶ Plan developed by March 2020</li> </ul>	
<b>Develop South Ribble Programme for festivals and events, to build on South Ribble's thriving community spirit.</b>	<ul style="list-style-type: none"> <li>▶ Resident satisfaction with community festivals and events (<i>annual measure</i>)</li> <li>▶ Number of community festivals and events held that the Council have been involved in organising or running? (<i>annual measure</i>)</li> </ul>	
<b>Work with partners to build a network of South Ribble Ambassadors.</b>	<ul style="list-style-type: none"> <li>▶ Number of South Ribble Ambassadors (<i>quarterly measure</i>)</li> </ul>	
Programme	Measuring Programme Success	Resourcing the Programme
<b>Programme: My Neighbourhood Plans</b> <b>Strategic lead:</b> Deputy Chief Executive (Regeneration and Growth)	<ul style="list-style-type: none"> <li>▶ Delivery and progress of associated projects</li> </ul>	<ul style="list-style-type: none"> <li>▶ Align existing My Neighbourhoods capital budget, revenue budgets and staff</li> <li>▶ City Deal funding</li> </ul>
<b>Project (s):</b> <b>Deliver projects within the agreed MyNeighbourhood Plans</b>	<b>Measuring Project Success</b> <ul style="list-style-type: none"> <li>▶ Number of projects completed / progressed as set out in the neighbourhood plans</li> </ul>	



Programme	Measuring Programme Success	Resourcing the Programme
<p><b>Programme: Raising community aspirations in relation to growth and improvements in the Borough</b></p> <p><b>Strategic lead:</b> Deputy Chief Executive (Regeneration and Growth)</p>	<ul style="list-style-type: none"> <li>▶ Delivery of associated projects</li> </ul>	<ul style="list-style-type: none"> <li>▶ Corporate Planning and Partnerships</li> </ul>
<b>Project (s):</b>	<b>Measuring Project Success</b>	
<p><b>In collaboration within partners, deliver identified within the strategy.</b></p>	<ul style="list-style-type: none"> <li>▶ Number of partners who are members of the Strategic Partnership (<i>Quarterly measure</i>)</li> <li>▶ Development of Action Plan for Community Strategy Delivery by Sep 2019</li> </ul>	
Programme	Measuring Programme Success	Resourcing the Programme
<p><b>Programme: River Ribble Master planning</b></p> <p><b>Strategic lead:</b> Deputy Chief Executive (Regeneration and Growth)</p>	<ul style="list-style-type: none"> <li>▶ Delivery of associated projects</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> </ul>
<b>Project (s):</b>	<b>Measuring Project Success</b>	
<p><b>Prepare Masterplan for River Ribble Green Links including consultation and implementing priority projects</b></p>	<ul style="list-style-type: none"> <li>▶ Continue preparation of Masterplan</li> </ul>	<ul style="list-style-type: none"> <li>▶ Potential third party funding including City Deal, Lancashire Environmental Fund and Lottery</li> <li>▶ Community Infrastructure Levy</li> </ul>
<p><b>Explore funding opportunities and secure planning permission for development of new Ribble Crossing</b></p>	<ul style="list-style-type: none"> <li>▶ Continue to lobby and identify opportunities</li> </ul>	<ul style="list-style-type: none"> <li>▶ Housing Infrastructure Fund</li> <li>▶ Planning Obligations Fund</li> </ul>

## 4.4: 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 over the next 5 years (2019 – 2024):

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

### 4.4.1: Key Successes in 2018-2019

#### Review of Organisational Culture

In collaboration with North West Employers, we carried out a review of our organisational culture within the Council, due a number of transformational changes taking place within the organisation. Within this we also developed a staff engagement measurement tool, this was used to gage a baseline which we can now be use as a comparison going forward against future measures.

#### Apprentice Factory

Within this project we have taken advantage of the Apprenticeship Levy offered by Central Government that allows employees to be upskilled at a much reduced cost, including the undertaking of both undergraduate and postgraduate qualifications.

Going forward more opportunities will be pursued including both for both leadership and project management.



## 4.4: Our People

### 4.4.2: Delivery plan for 2019-2020

Programme and Project (s)	Measuring Programme Success	Resourcing the Programme
<p><b>Programme: Organisational Development</b></p> <p><b>Strategic lead:</b> Deputy Chief Executive (Resources and Transformation)</p>	<ul style="list-style-type: none"> <li>▶ Days lost to sickness absence per FTE (<i>quarterly measure</i>)</li> <li>▶ % of staff who are satisfied with the Council as a place to work (<i>annual measure</i>)</li> <li>▶ % of members who are proud to be a member of the Council (<i>annual measure</i>)</li> </ul>	<ul style="list-style-type: none"> <li>▶ Align existing revenue budgets and staff</li> <li>▶ £100,000 Organisational Development budget (£10,000 allocated for Member development)</li> </ul>
<b>Project (s):</b>	<b>Measuring Project Performance</b>	
<b>Phase 1 Senior Leadership Development Programme</b>	<ul style="list-style-type: none"> <li>▶ Ongoing programme, embedding into organistaion</li> </ul>	
<b>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</b>	<ul style="list-style-type: none"> <li>▶ Development programme established</li> <li>▶ % of Members satisfied with training and development (annual measure)</li> <li>▶ % Members engaged in training and development (quarterly measure)</li> </ul>	

## 4.4: Our People

Programme and Project (s)	Measuring Programme Success	Resourcing the Programme
<p><b>Programme: Apprentices</b></p> <p><b>Strategic lead:</b> Deputy Chief Executive (Resources and Transformation)</p>	<ul style="list-style-type: none"> <li>▶ Number of staff undertaking apprenticeships in the Council (<i>bi-annual measure</i>)</li> <li>▶ Number of apprenticeship starts in South Ribble (<i>bi-annual measure</i>)</li> </ul>	<ul style="list-style-type: none"> <li>▶ Align existing revenue budgets and staff</li> </ul>
Project (s):	Measuring Project Success	
<p><b>Apprentice Factory Phase 2 – including upskilling leadership project manager, and helping apprentices start entrepreneurial ventures on completion of their apprenticeships</b></p>	<ul style="list-style-type: none"> <li>▶ % of Levy used</li> </ul>	

### 5.1: Working in partnership

The Council continues to work 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.

Community  
Strategy



**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.

### 5.2: 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. We will be moving from being a reactive enforcement authority to a proactive preventative authority.**

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.

### 5.3: Performance, Review and Continuous Improvement

**The Corporate plan is shaped and influenced by a number of different policies and strategies. Policies set out a framework of intention that we agree to follow. Strategy enables us to implement a policy, by setting out a roadmap with the means and resources that support us to achieve our outcomes.**

Policies and strategies are local, sub-regional and regional. Performance, review and continuous improvement is the tool we use to check that both policy and strategy from where they have originated still connect with each other and whether the Corporate Plan and our objectives need to change course or that we maintain our heading.

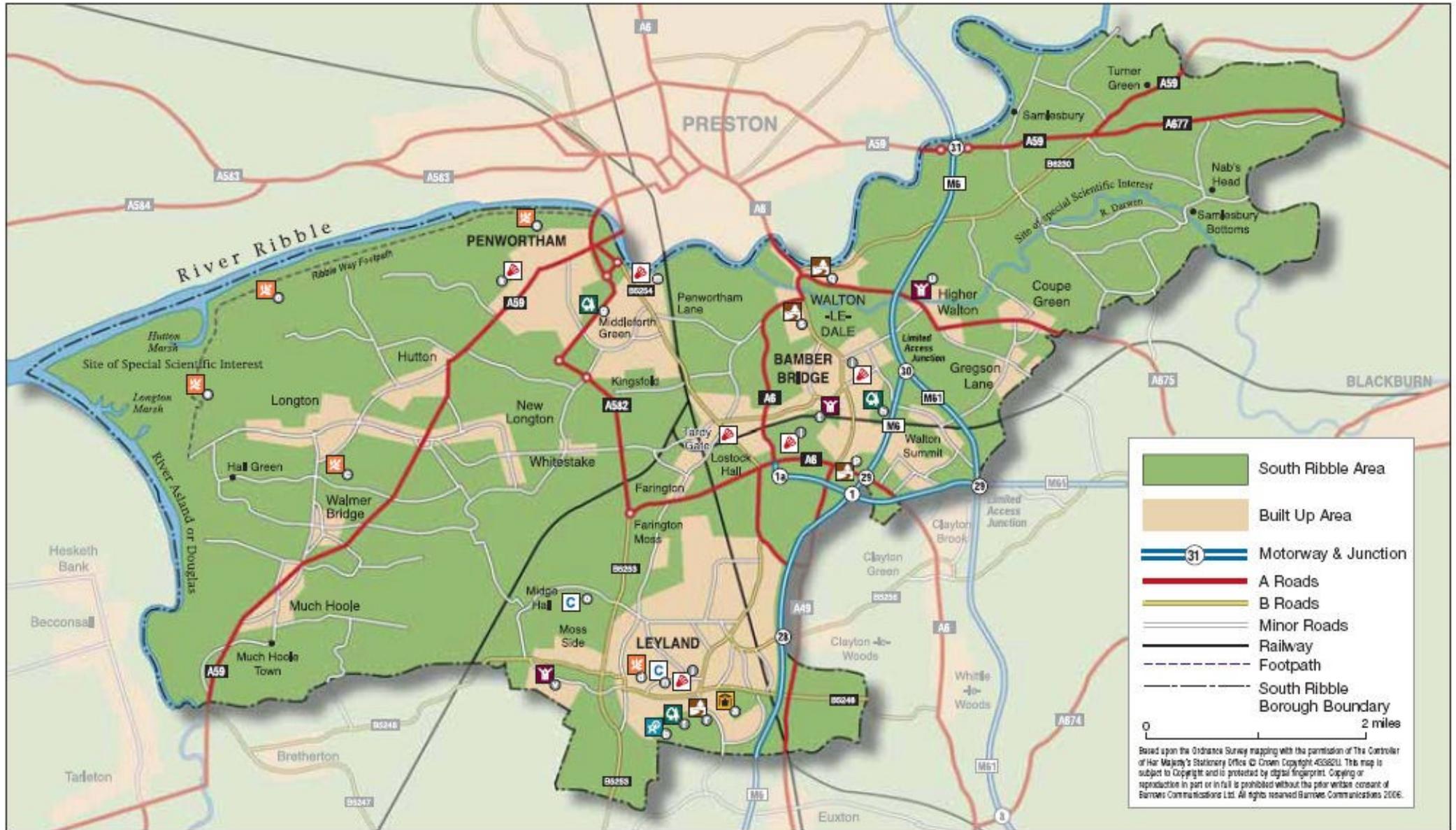
The Council’s [performance management framework](#) will be used to monitor the delivery of the Corporate Plan. Progress is recorded by project managers on a regular basis, using the Council’s performance and projects management system and Leadership Team receive monthly reports via the Programme Board meetings. Quarterly reports are made to the Council’s Cabinet and Scrutiny Committee with an annual report to Full Council in July each year.

### 5.4: Equality and diversity

We are committed to equality, diversity and community cohesion, and we have a legal requirement to have equality objectives, together with having due regards to equality as the plan is delivered. Our 2019 – 20 equality objectives are as follows:

- ▶ Disability Access Audit of the Business & Conference Centre (formerly the Banqueting Suite).
- ▶ Implement a project to deliver independent living support to people living with a disability.
- ▶ Develop and electronic equality impact assessment tool to replace our current manual system.
- ▶ Review all service equality impact assessments to reflect the new leadership structure.
- ▶ Updated equality and diversity training to be provided to employees and members, using discussion groups and our MILO e-learning package.
- ▶ Review of corporate consultation and sharing of intelligence.
- ▶ Deliver the key actions of the South Ribble Dementia Action Alliance as part of our Dementia Friendly Borough status.
- ▶ MH2K project and work place based health checks programme.
- ▶ Develop a strategy for engaging with young people with members of South Ribble Partnership.

We will monitor delivery of the above objectives through our quarterly performance monitoring report presented to our Leadership Team, Scrutiny Committee and Cabinet.



### Museum

- Ⓐ South Ribble Museum & Exhibition Centre

### Arts & Crafts

- Ⓑ Worden Arts & Crafts Centre

### Nature Interest

- Ⓒ Longton Brickcroft & Visitor Centre
- Ⓓ Shrug's Wood
- Ⓔ Ribble Way Footpath

### Leisure Facilities

- Ⓘ Bamber Bridge Leisure Centre & Pool
- Ⓝ Leyland Leisure Centre & Pool
- Ⓟ Penwortham Leisure Centre & Pool
- Ⓛ Tennis Centre
- Ⓜ Penwortham Holme Recreation Centre

### Council Outlets

- Ⓝ Civic Centre / South Ribble Banqueting Suite
- Ⓞ Moss Side Depot

### Parks

- Ⓕ Worden Park
- Ⓖ Hurst Grange Park
- Ⓗ Withy Grove Park

### Conservation Areas

- Ⓟ Church Road
- Ⓠ Church Brow
- Ⓡ Leyland Cross
- Ⓢ Walton Green

### Community Centres

- Ⓣ Bamber Bridge Community Centre
- Ⓤ Higher Walton Community Centre
- Ⓥ Moss Side Community Centre