



Redditch Council Plan 2017-2020



REDDITCH BOROUGH COUNCIL

making
a
difference

www.redditchbc.gov.uk





Welcome to the Redditch Borough Council Plan



This plan sets out our priorities for 2017-2020 based upon what matters to residents. It is an ambitious plan to address the needs of our community and build a better Redditch and in order to deliver on it, we need to work proactively with our partners. Therefore in addition to setting out our plan for the next three years this is also a call to arms for everyone to work together to truly make a difference.

Like all councils in the country we continue to see a dramatic reduction in the level of grant we receive from Central Government. By the end of this plan period the council will not be receiving any support grant from Government, and indeed the council will be paying money back to the Government. Against this background of reduced resources we have had to review the number and level of services we provide and how we provide them.

We will continue our programme of “shared services” and “transformation / systems thinking” which has seen improved service delivery and saved the council millions of pounds. We will continue to look for further such opportunities, as well as looking to be more commercially minded in our operations and generate income.

The council plan has six strategic purposes which are focussed on making Redditch a better place to live and work and, as mentioned earlier, we cannot do this alone. We will seek to work with a variety of partners in the public, private and voluntary sectors and this is why we joined the West Midland Combined Authority. We continue to push hard and play a leading role for the Non Constituent Members so that we can secure the best deal for Redditch, and remain convinced that this will bring many opportunities for jobs and investment into Redditch.

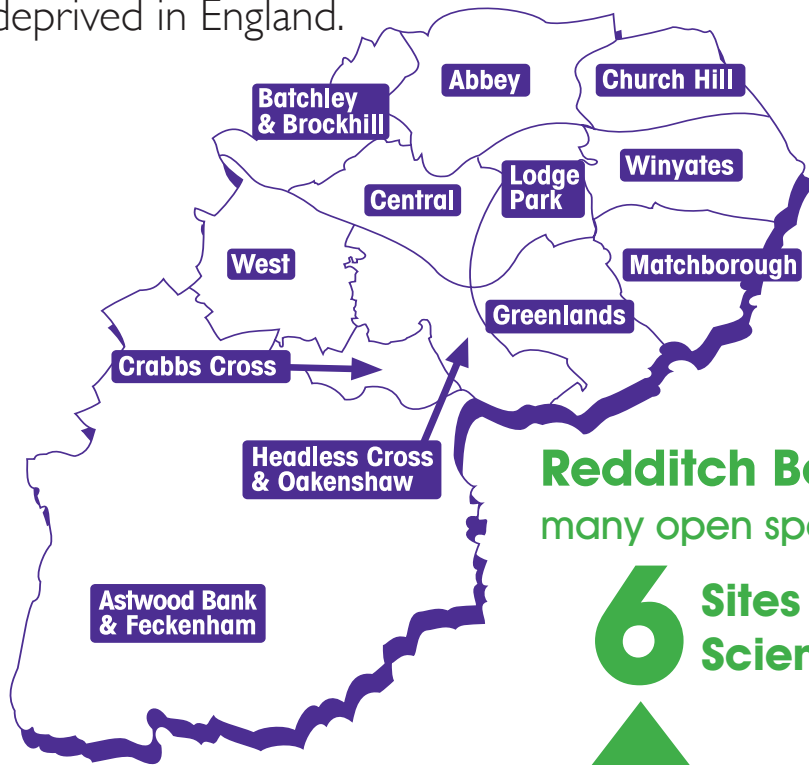
Councillor Bill Hartnett,
Leader of Redditch Borough Council



Redditch Borough - about us

The Borough of Redditch is in Worcestershire, approximately 15 miles south of Birmingham. The Borough has a population of 84,500 with a higher percentage of young people (age 0-15 years) compared with the rest of the County.

There is a very diverse population within the Borough and there are four areas that are within in the top 10% most deprived in England.



Redditch Borough has many open spaces; there are

6 Sites of Special Scientific Interest

24 Special Wildlife Sites and numerous Local Nature Reserves.

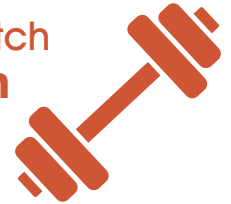


There are a number of **international companies** established in the Borough

and the **Kingfisher Shopping Centre** boasts many big name department stores.



Health priorities in Redditch include improving **mental health** and **wellbeing**, reducing harm from **alcohol** and **drugs** and increasing **physical activity**.



North Worcestershire

edR Through **North Worcestershire Economic**

Development and Regeneration and the Local Enterprise Partnerships we will

continue to **support new and established businesses** within the Borough to grow.



Worcestershire Local Enterprise Partnership

Redditch Borough - looking back

The **increased take up** of our bulky waste service has seen a **reduction in fly tipping.**



During 2015/2016 there were **250** homeless preventions.

There were over **36,000** attendances at Redditch Borough Council events during 2015/2016.



During 2015/2016 **55** affordable homes were completed



During 2015/2016 there were over **22,000** free swims provided by the Borough Council



Redditch Borough Council supported the launch of the **Safe Place Scheme** in Redditch.

Through the partnership project, **Connecting Families**, we have been able to **support many more families** across the Borough.

Connecting Families

Prevent | Protect | Recover | Thrive

Working together to improve the lives of families

The **Redditch and Bromsgrove Community Safety schools programme**



has provided one to one mentoring sessions for **81 young people** across both districts since september 2015.

Our **Financial Inclusion Team (FIT)** is working with residents to help them manage their finances and debt and the Fusion job coaching project has been working to **help people move into employment.**



Finances

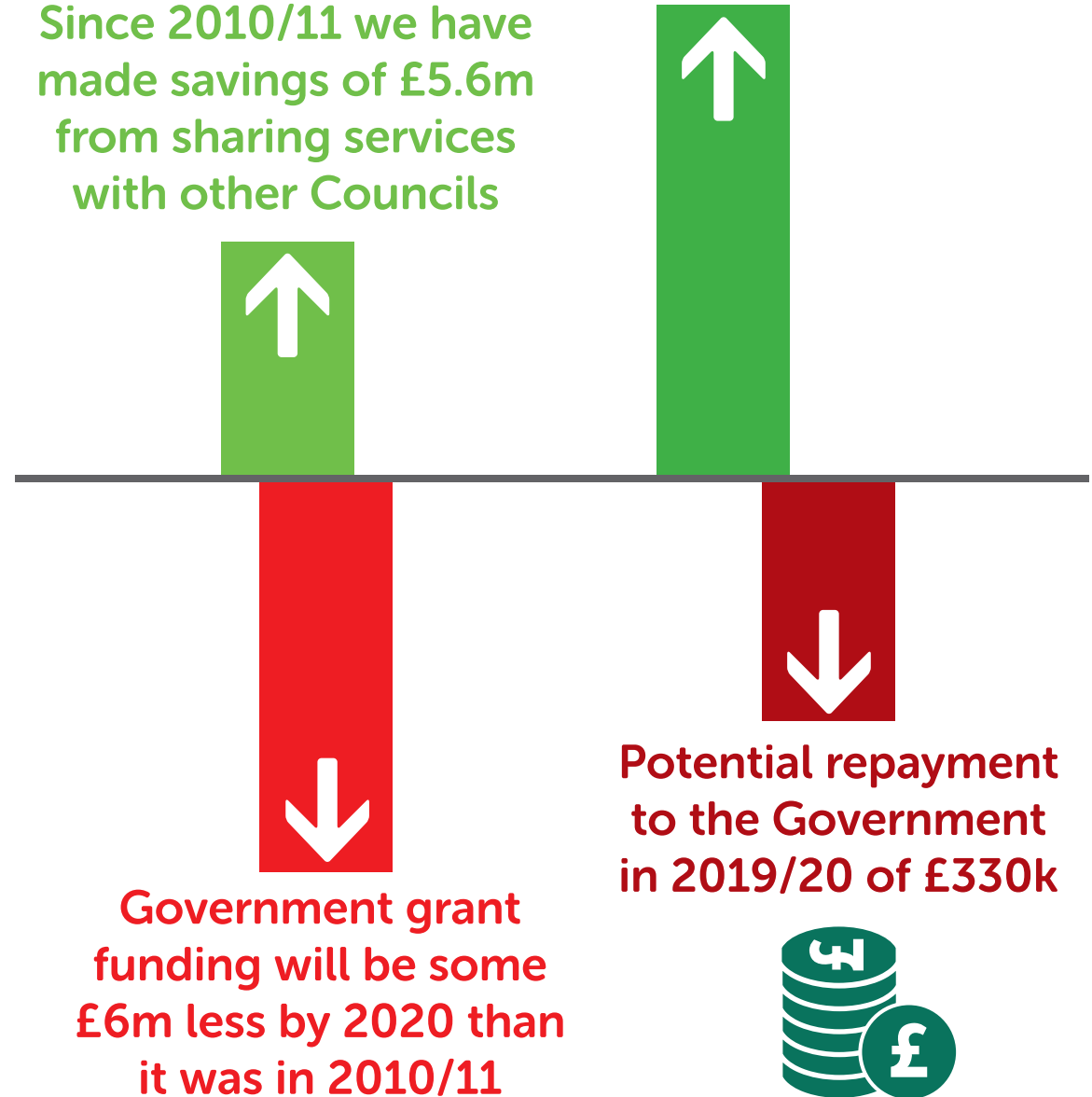
The December 2015 Government Spending Review announced an indicative four year funding settlement for local authorities. Government grant funding will be some **£6m** per year less in real terms by the end of this plan than it was in 2010/11. This equates to losing funding for just under half of the Council's net budget and the whole of the Revenue Support Grant with an unexpected repayment to Government in 2019/20 of **£330k**.

The Council has a proven track record in delivering cost and efficiency savings. Since 2010/11 the Council has made savings from sharing services with other Councils of **£5.6m** and generated other savings of approximately **£4m** from additional income and increasing efficiencies. With the continued cuts to our funding we will have to find more innovative ways to meet the on-going financial pressures that the Council faces and we are working with partners to achieve savings across the public purse that will ensure that valuable front line services continue to be delivered to our communities. The financial funding available will be aligned to our purposes as detailed in this document to ensure we meet customer and community need. We are working with partners to achieve savings across the public purse which will ensure that valuable front line services continue to be delivered to our communities.

The financial funding available will be aligned to our priorities as detailed in this document to ensure we meet customer and community need. In order to address the financial challenges, over the financial planning period the Council will look at generating growth in our services to increase income, redesigning services to make them as flexible and efficient as possible and to work with others to maximise the value of Council services with the limited funding we have available.

Since 2010/11 we have generated savings of **£4m** from additional income & increasing efficiencies

Since 2010/11 we have made savings of **£5.6m** from sharing services with other Councils



Our Strategic Purposes

Redditch Borough Council is committed to providing residents with effective and efficient services that not only meet their needs but understand them too. We have listened to demand from our customers in order to understand what goes on in our communities and considered how we work with partners to support the issues within those communities.

Through considering what really matters to our residents we produced a set of six strategic purposes to guide us; they are based on customer demands and data and evidence about the needs of and issues affecting the people of Redditch Borough.



Help me run a successful business

How we achieve this:

Nurture existing businesses and encourage a future generation of entrepreneurs

- Keep employment land provision under review to ensure that we have an adequate supply to meet business growth requirements
- Work with partners, including the Local Enterprise Partnerships, to provide a comprehensive business support package for small and growing businesses and aspiring entrepreneurs
- Help people to find business property in the Borough
- Understand employers' needs and aspirations
- Support local businesses to obtain contracts when large developments take place
- Develop and continually update an Economic Development Strategy
- Review the availability of flexible business workspace within Redditch including Council owned property



Enhancing the retail, leisure and residential offer

- Produce a regeneration prospectus setting out key investment, development and improvement opportunities in the Town Centre
- Aim to bring forward development in the Town Centre on opportunity sites at Edward Street and Church Road
- Develop the Town Centre, including proactive engagement with the owners of the Kingfisher shopping centre
- Identify options to improve access into the Town Centre
- Improve the vibrancy and variety of the outdoor market
- Work with Worcestershire County Council to improve signage and waymarking in Redditch
- Work with land owners to identify / progress development opportunities in the district centres



Positively promote Redditch as a place to live, work, invest and visit and encourage new inward investment

- Work with partners and the local business community to promote Redditch to external investors
- Work pro-actively with existing land owners and developers to promote available employment sites and premises
- Work with the Kingfisher Centre to promote Redditch Town Centre
- Bring forward the appropriate development of the Redditch Gateway site



Work with partners to improve the aspirations of our younger population and develop skills to meet the future demands of employers

- In conjunction with partners, commission skills research to identify the future skills needs of our businesses and develop an action plan to pro-actively work with businesses and partners agencies
- Work with schools to promote businesses and employment opportunities
- Identify the potential to work with the University of Birmingham

Redditch Gateway:

- Work in partnership to develop a 'strategic skills plan'



Help me to be financially independent (including education & skills)

How we achieve this:

Develop education and skills to sustain financial independence

- Work with young people and schools to deliver life skills in money and debt management
- Work with businesses to identify the skills that are required to enable local people to secure employment in their community
- Support people into sustainable work, education or training



Support communities during changes to welfare and benefits

- Provide advice and guidance to help residents understand their benefit entitlement and maximise their income and reduce debt





Support residents to reduce levels of individual debt

- Support residents to understand and manage their finances and reduce their debts
- Work with voluntary sector and other partners to provide debt advice and support using the grant scheme
- Promote schemes that encourage savings & financial independence
- Raise awareness of support available through locality teams
- Work with the Police to address the issue of loan sharks and unregulated payday lenders



Support reduction in fuel poverty

- Work with partners to improve energy efficiency in homes across the Borough
- Work with ACT on Energy to support people to manage their energy effectively
- Provide funding to improve homes to reduce fuel poverty



Help me to live my life independently (including health & activity)

How we achieve this:

Understand and support the additional needs of our residents

- Work with health and other partners to reduce hospital admissions and hospital stays
- Work with partners to support victims of domestic abuse
- Work with partners to support people with mental health needs
- Support people to access to appropriate housing
- Work with partners including the voluntary sector to raise awareness of available services
- Engage people in the design and delivery of the services we provide
- Continue to promote Redditch as a Dementia Friendly Community



Promote independence and reduce social isolation

- Enable people to be able to stay in their homes and communities
- Work with partners to support and promote access to clubs and services
- Enable residents to access appropriate and sustainable transport and mobility schemes



Help people to have active bodies and active minds

- Work with partners to promote and deliver appropriate mental wellbeing support
- Support and promote the delivery to the Five Ways to Wellbeing
- Support residents to be physically active



Strengthening and supporting families and individuals

- Work with partners within localities to deliver preventative services/family support
- Support people into sustainable work, education and training



Help me to find somewhere to live in my locality

How we achieve this:



Support the development and delivery of appropriate housing in the borough

- Understand community housing needs
- Use the Local Plan to drive development



Raise housing standards and the quality of the local environment across the Borough

- Use the capital programme to raise housing standards
- Provide support and advice to landlords and the private sector and take appropriate action where needed
- Work in partnership with other housing providers to increase and improve the quantity and quality of housing stock



Greater involvement and empowerment of tenants and residents in service delivery and reform

- Develop and implement a strategic plan for tenant involvement
- Create opportunities for tenants and residents to be involved in decision making around their homes and communities





Identify and support vulnerable people to prevent homelessness

- Work with partners to support and prevent the causes of homelessness
- Together with partners, provide access to suitable accommodation



Build sustainable communities and neighbourhoods

- Work together with partners including the voluntary sector to empower individuals and communities to take an active role in their localities
- Provide support to residents and neighbourhoods to build sustainable communities

Keep my place safe and looking good

How we achieve this:



Participate in the creation of safe and well maintained places

- Establish the agreed standards for each Place area and its communities and allocate sufficient and flexible resources
- A targeted and proportionate education and enforcement approach based on community priority and risk
- Establish community safety principles in the planning process through safe by design standards
- Use the capital programme to improve localities and respond to issues



North Worcestershire
Community Safety Partnership

Demonstrate concern and care for the environment

- Working with partners to ensure the Worcestershire Joint Municipal Waste Strategy (JMWS) reflects the needs of Redditch
- Explore opportunities to enhance recycling
- Endeavour to limit the effect of climate change and reduce our emissions



Create a sense of belonging and pride in our neighbourhoods

- Develop a programme of community and public involvement around education and prevention awareness to understand what is important in local areas
- Encourage communities to help and support each other
- Support people to build cohesive communities





Provide good things for me to see, do and visit

How we achieve this:



Help create flourishing town and district centres

- Review the best use of buildings in the town centre area
- Progress the redevelopment of Matchborough and Winyates
- Work with Town Centre Partnership to promote and enhance the Town Centre
- Improve the vibrancy and variety of the outdoor market
- Develop and manage a targeted town centre arts and events offer



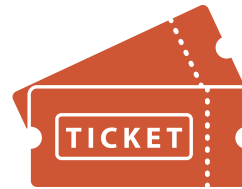
Support the provision of leisure opportunities for the whole Borough

- Develop a Sports and Physical Activity Strategy
- Ensure leisure facilities are fit for purpose and engage with residents to understand their needs
- Review concessions to best support the vulnerable and those on lower incomes
- Deliver the best option for the provision of leisure services
- Promote healthy lifestyle by utilising our parks and green spaces and our leisure facilities



Provide well maintained community parks and green spaces

- Review allotment provision to ensure it is sustainable and meets customer need
- Develop a Parks Strategy to ensure parks and green spaces meet resident and visitor needs
- Ensure play areas and parks meet the needs of all ages of the community
- Provide appropriate and well maintained facilities in parks

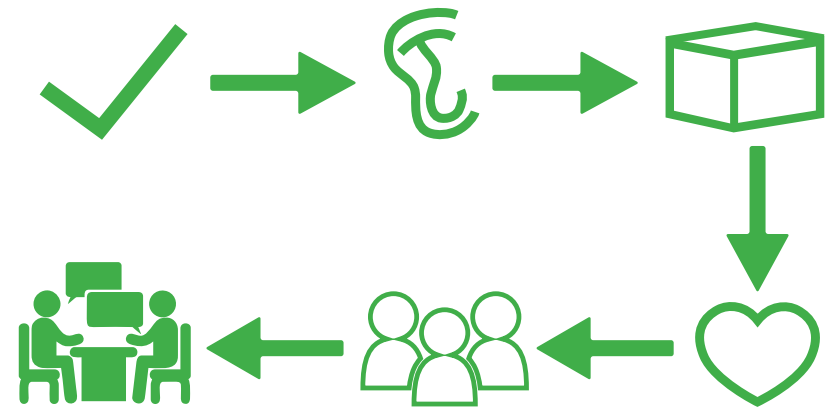


Provide and support high quality, culturally diverse events and arts activities

- Engage with communities to review the events programme
- Work with communities and partners to develop a diverse range of arts and cultural activities and promote Redditch as a location of choice for arts professionals and organisations
- Develop an Arts and Events Strategy to reflect community need
- Work with partners to develop a programme to address social isolation through the arts and social activities

How we work

- Provide excellent customer care at all times
- Listen to our residents to understand their needs
- Deliver our core services efficiently and effectively
- Make the best use of our resources, with residents at the heart of all we do
- As a community leader, work with partners in the public, voluntary and private sectors to ensure residents of Redditch Borough get the services and support they need
- As a good employer, support our employees to provide services that meet the needs of our residents



Our Principles

1. Design all our services from the customer's perspective to ensure we respond to the needs of our communities
2. Help people to help themselves where appropriate
3. Be corporately responsible by ensuring we meet our ethical, environmental and social responsibilities, and that services support our communities to develop
4. Constantly innovate, to make the best use of our resources to ensure we deliver efficient, quality services and eliminate waste
5. Make decisions and provide challenge based on data, evidence and learning
6. Use the Council's unique position in the community to encourage and support change amongst partners and other agencies
7. Put the customer at the heart of what we do, treating people and issues fairly, with respect and honesty
8. Identify the best way to work, to satisfy customers' needs, by pushing departmental and organisational boundaries





“We will lead the way

for the future of reshaped public services,
enriching the lives of our citizens by
providing high quality services to all, as well as radically
improving outcomes for those most in need, by removing
barriers and solving their underlying problems.

We will meet our challenging goals



by designing all of our services from a customer perspective
accepting that they differ from area to area,
community to community.

This approach will enable us to **work with partners
and towards organisational change.**

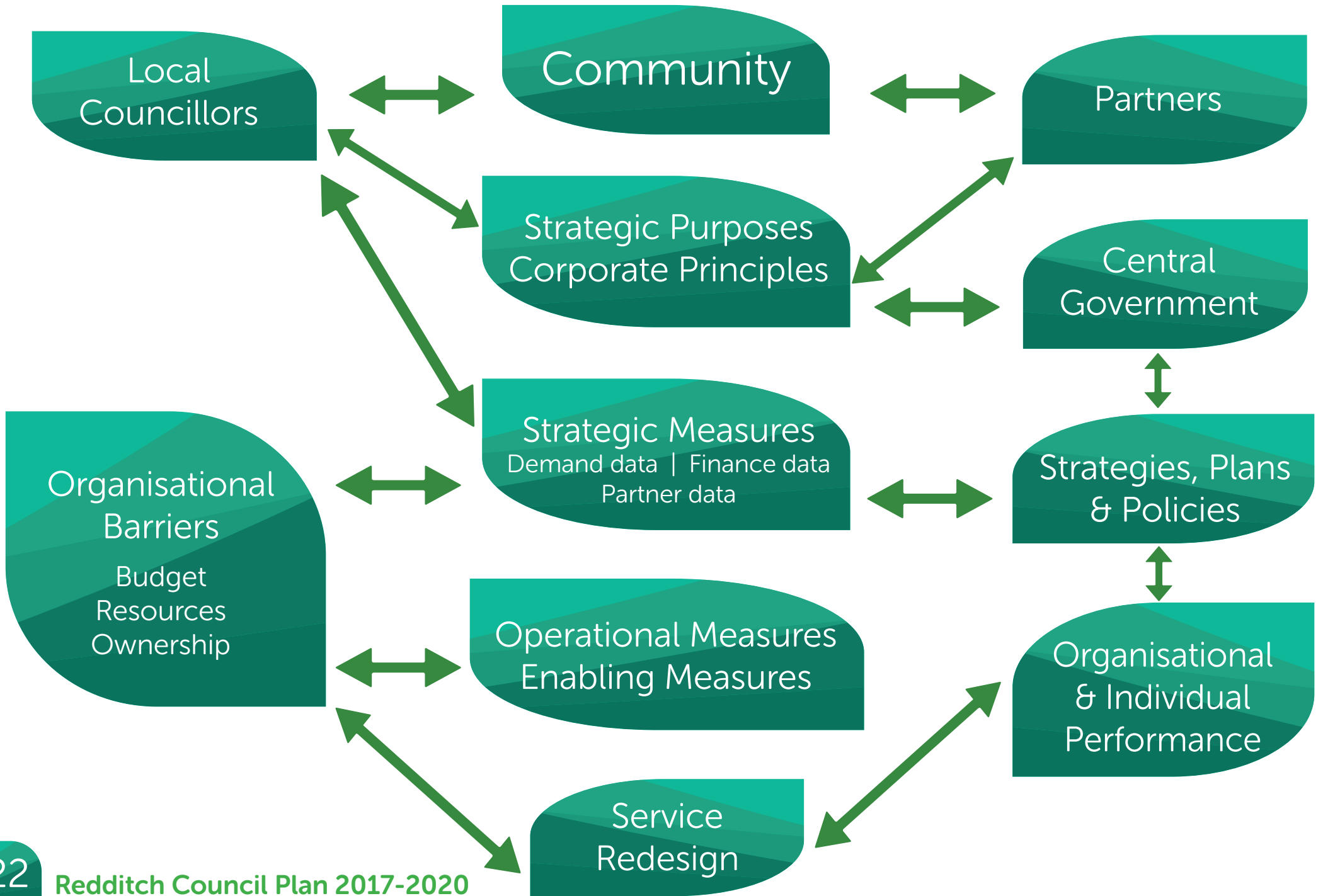
This includes posing questions around whether we are the
right people to do what we determine is necessary.

We will treat our workforce fairly,

with respect and honesty, engaging their passion
and talent and growing leaders”.



How we work





Partnership Working

In order to deliver our Strategic Purposes we are working differently with our partners. We are continuing to work in a more locality and place driven way, which helps the Council to understand the differing needs of communities within our Borough and how public services can support them. Redditch Partnership, the local strategic partnership for Redditch Borough, brings together representatives from public, private, community and voluntary agencies to work together effectively to deliver a range of local projects, services and initiatives.

The Redditch Sustainable Community Strategy, developed by the partnership, sets out the four key partnership priorities for the Borough.

These are:

- Health inequalities - with particular focus on smoking, obesity alcohol/drugs, and mental health;
- Education attainment and raising aspirations of young people;
- Developing the economy of Redditch; and leading on transformational change of services for citizens in Redditch

This Council Plan contributes to the delivery of these partnership priorities and the Redditch Partnership is a key stakeholder in developing and supporting new ways of working.



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We welcome comments: if you would like to share your opinions or priorities for Redditch Borough please contact us

Phone: 01527 548284

Email: policy@bromsgroveandredditch.gov.uk

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If you need this information in another language or format, please contact us to discuss how we can best meet your needs.

Phone: 01527 548284

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