

## APPENDIX 1

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***Our vision is for Redditch to be an enterprising community which is safe, clean and green.***

***“The Council is committed to ensuring that Redditch remains a vibrant place to live, work and visit. With this in mind, we have drawn up a new vision of Redditch, which is ‘an enterprising community, which is safe, clean and green’. This plan sets out how we will work with our partners to make this vision a reality.”***

Redditch Borough Council is committed to continuous improvement and to ensuring the Borough is a pleasant place to live, work and visit. In our role as community leader, the Council has a responsibility to ensure that Redditch has a strong voice that is heard and respected. We will continue to work with partners to ensure that the needs of Redditch are recognised and addressed.

We are proud of the wide range of services we provide to our residents. We are constantly looking for ways to make better use of resources, particularly in the current challenging economic climate, for example through identifying opportunities for shared services with Bromsgrove District Council. Significant progress has been made but we are not complacent about the challenges we still face.

Cllr Bill Hartnett  
Leader of the Labour Group



Signature .....

Cllr Carole Gandy  
Leader of the Council



Signature .....

Cllr Malcolm Hall,  
Leader of the Liberal Democrat Group



Signature .....

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**Note from Chief Executive**

Redditch Borough Council is committed to providing effective and efficient services. We will continue to seek improvements, maintaining high standards of service and value for money for our residents both in our services and in the way we deliver them.

As Acting Joint Chief Executive for Redditch Borough Council and Bromsgrove District Council, I am working to identify opportunities for shared services for both Councils. This will enable us to make more effective use of limited resources and better meet the needs of our residents.

It is important to note that the Shared Services agenda is not about the merger of the two Councils but simply looking to ensure that the services provided in pursuit of each Council's objectives are of high quality, cost effective and responsive to customer needs.

Kevin Dicks  
Acting Joint Chief Executive



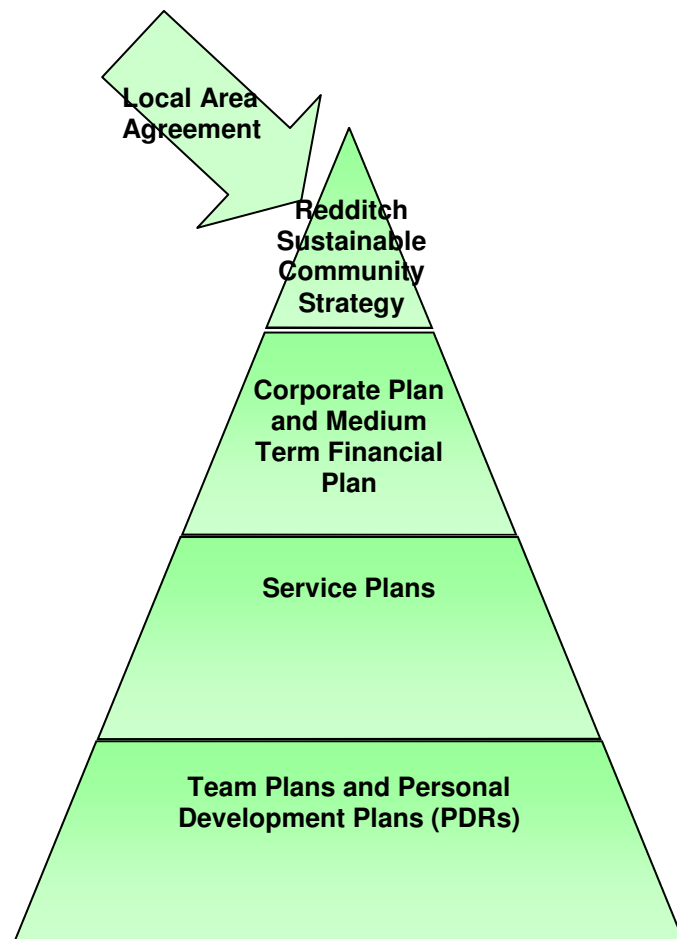
Signature .....

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# WHAT IS THE CORPORATE PLAN?




The Council's Corporate Plan forms one link in a chain of plans and strategies that link to each other to achieve a vision for the County of Worcestershire. The priorities set out in each plan contribute to and complement those set in the level above them in the hierarchy.

### *The hierarchy of plans and strategies*



Redditch Borough Council's Corporate Plan for 2009 to 2012 is a key document which demonstrates how the Council will work towards the vision for the Borough set out in the Sustainable Community Strategy which was developed on the basis of extensive consultation with our residents.

The Corporate Plan identifies our contribution to this vision, and gives firm commitments on how the Council will deliver on its own vision of "An enterprising community which is safe, clean and green" under three priority areas:

-  Enterprising Community
-  Safe
-  Clean and Green

It also explains what the Council will be doing to keep its own house in order, to ensure we continue to be a well managed organisation.

The Corporate Plan also reflects on what has already been achieved, in partnership with local people and with other organisations in the public, private, voluntary and community sectors. It will be reviewed regularly and re-issued on an annual basis with updated information on performance against our targets demonstrating our 'direction of travel'. The Plan sets out one to three year targets, demonstrating that continued improvement of the Borough is not a quick fix, but the result of focused, long-term ambition.

In developing the Corporate Plan, we have taken into account not only the Redditch Sustainable Community Strategy, but also the aspirations of our residents and the particular features of Redditch as a former New Town.

The Corporate Plan predominantly addresses the short and medium term (up to three years) aims and objectives of the Borough Council but recognises where issues are likely to be ongoing in the long term. The Plan also outlines how Redditch Borough Council will proactively manage its resources in order to achieve its objectives and sets targets which the public can use to measure the Council's performance.

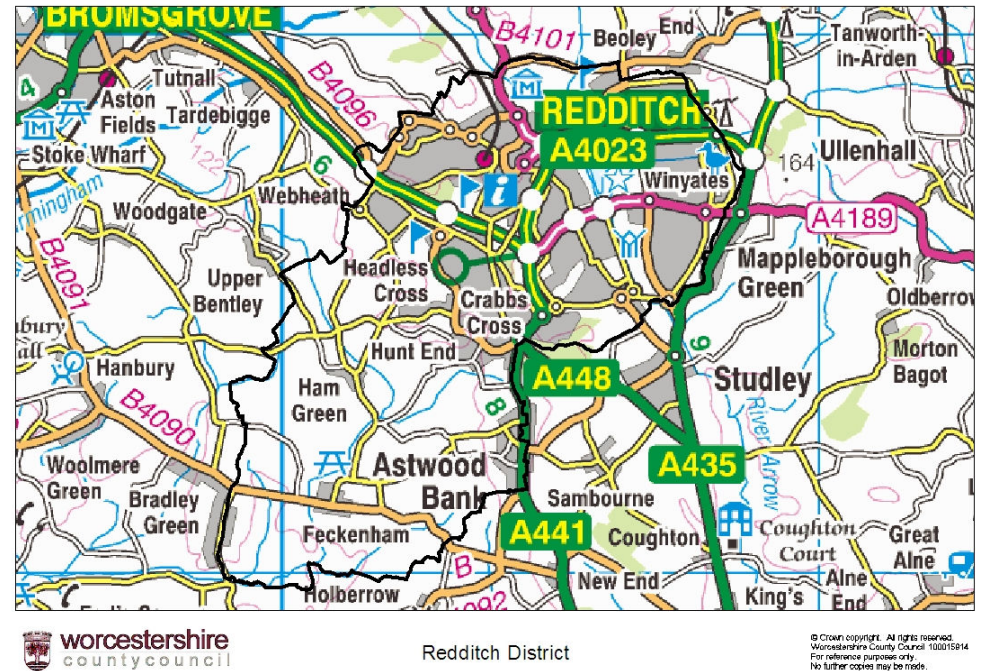
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Throughout the document the Plan seeks to address the issues and views of a wide variety of stakeholders, including residents, Members of the Council and partner organisations.



## REDDITCH - INTRODUCING THE AREA

Figure 1: Map of Redditch District



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### ***Geography***

The Borough of Redditch is situated in the West Midlands Region approximately 24 km (15 miles) south of Birmingham. It lies within the administrative boundary of Worcestershire County Council and is adjacent to Bromsgrove District to its north and west, Stratford-upon-Avon District to the east and Wychavon District to the south.

The Borough has a population of 79,600 with a higher percentage of young people (age 0-19 years) compared to the rest of the County<sup>1</sup>. Most of the population (93%) lives within the town of Redditch which accounts for approximately half the geographical area of the Borough.

Redditch, although a New Town, has retained many important ecological and landscape features, with the native flora retained and largely unaltered from that of an ecological survey in 1966. Ponds, hedges and green spaces all help to hold together the important ecological infrastructure. Redditch boasts an impressive 7.4 hectares of open space per 1,000 population.

### ***Economy***

Redditch has been identified in the West Midlands Regional Planning Guidance (RPG) as a Strategic Town Centre. The RPG is intended to promote the development of a region-wide network of strategic centres across the West Midlands, which are seen as a focus for major new retail developments and regeneration.

Redditch enjoys excellent transport links locally with very little congestion, including a strong network of dual carriageways and A-roads. The nearby M42 and M5 motorways provide access further afield and Birmingham Airport facilitates national and international travel. Public transport is also well provided for through a regular train service to Birmingham and Lichfield and a network of local bus services.

Under Phase 2 of the Regional Spatial Strategy (RSS) Redditch, as a designated "Settlement of Significant Development" is expected to be the location for significant housing growth between 2006 and 2026. This will have a direct impact on issues such as population, employment, transport, waste and other service provision.

There is a strong manufacturing basis to Redditch's economy. The proportion of individuals employed in manufacturing industry (25%) is considerably higher than both the County and West Midlands region average<sup>2</sup>. Redditch has fewer individuals employed in distribution, hotels and restaurants compared to other areas of Worcestershire.

In 2008 unemployment rose steadily until July, and much more rapidly after this time as economic conditions deteriorated. By December 2008 unemployment was 1,802 and the unemployment rate was 3.5%.

### ***Leisure***

Cultural attractions within the Borough include the Forge Mill Needle Museum, Bordesley Abbey, Arrow Valley Park which centres around the 12 hectare (30 acre) lake and adjacent Countryside Centre. The town centre offers the Palace Theatre as well as a multi-screen theatre and there is a wide range of sports facilities across the Borough including sports centres, swimming pools, football pitches, golf courses and a skate park.

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<sup>1</sup> *Resident Population Estimates mid-2007*, Office of National Statistics (2008)

<sup>2</sup> *Annual Population Survey (2007)*

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### WHO WE ARE

#### *Political Profile*

There are 29 Elected Members of Redditch Borough Council. Feckenham Parish Council is the only Parish Council within the Borough. Since June 2002 the Borough Council has operated an Executive Committee ('Leader and Cabinet') and Overview and Scrutiny structure. Overall control of the Council moved to the Conservatives in May 2008 for the first time since 1982.

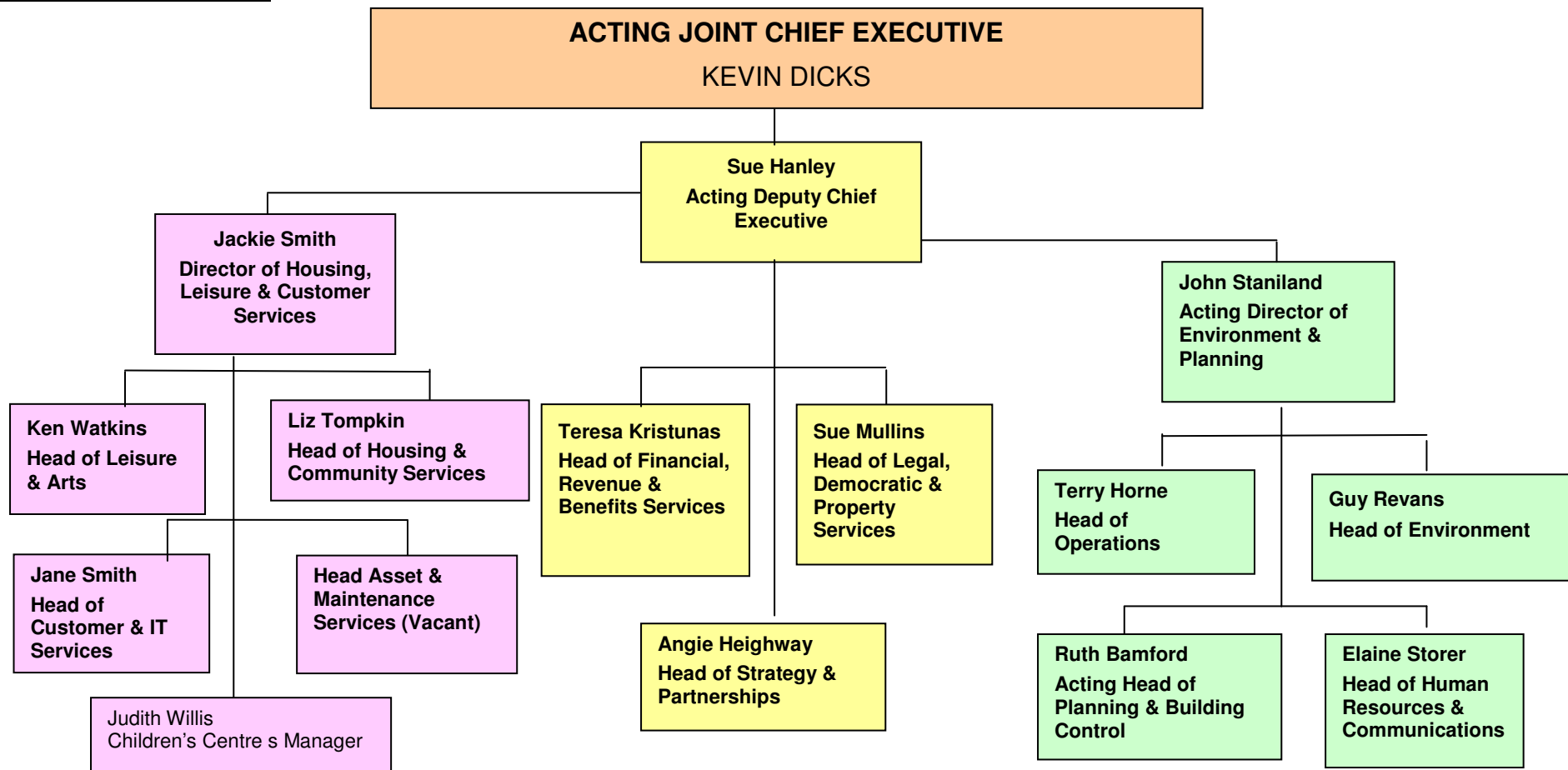
Currently, seven Councillors sit on the Executive Committee, six of whom have a set of responsibilities referred to as a "Portfolio". Decisions are made by the Executive Committee collectively and Portfolio holders do not have delegated authority to make decisions on behalf of the Committee. The six Portfolios are:

- Community Leadership and Partnership
- Community Safety
- Corporate Management
- Housing and Health
- Leisure and Tourism
- Local Environment, Planning and Transport





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**STAFFING STRUCTURE**



The Performance Management of the organisation is achieved via a series of management meetings these are set out in order of priority as follows:

- Senior Management Team (SMT)
- Corporate Management Team (CMT)
- Directorate Management Teams (DMT)
- Team Meetings
- Performance Appraisal
- Status Meetings

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### OUR PRIORITIES

The Council's priorities for the period up to 31 March 2009 were:

- Community Safety
- Housing
- Environment & Transport
- Leisure

In 2008 the Council reviewed its priorities and has set out new priorities. With effect from 1 April 2009, the Council's priorities are:

#### Enterprising Community

This is defined as being a vibrant and vital Borough where its population is well educated, has high skill levels and is healthy and fit. Housing is excellent and varied and the community is served by a prosperous town centre and has access to first class leisure facilities. The Council's voice is influential and respected by residents, partners, other governmental agencies and suppliers. The Town's economy provides sufficient high quality jobs for residents with good levels of pay and reward.

#### Safe

The Council will work in partnership with other agencies through the Redditch Community Safety Partnership to reduce crime and disorder. The Council will identify key projects to build community confidence and allow residents and visitors to be safe and feel safe.

#### Clean and green

To develop attractive open spaces, taking enforcement action against littering, fly tipping and other behaviour detrimental to the environment, where appropriate, and supporting measures to tackle climate change.

To underpin the delivery of the Council's priorities it is recognised that the Council needs to be:

#### A Well Managed Organisation

By definition this is an organisation that uses its resources effectively in order to achieve its priorities and delivers high quality services that meet the needs of its residents and provide value for money.

The Council has a set of values that support the Vision and Priorities and provide the framework in which decisions will be made. These values are:

- **Partnership**  
Working effectively with partners in the public, private and voluntary sectors to deliver our priorities
- **Fairness**  
Equality of treatment in the provision of services and employment
- **Quality of Service (Best Value)**  
Providing appropriate and effective services that achieve value for money.
- **Modernisation (Consultation)**  
Consulting with residents and other stakeholders on how we can improve our services and the way in which we deliver them

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### WHAT WE DO

#### *Our Services*

All District Council are legally obliged to provide certain services, and may also provide a range of other services, within specified limits. The services they must provide include:

- Concessionary bus fares scheme for older people and those with specified disabilities
- Environmental Health
- Homelessness and housing advice
- Licensing Services
- Planning Services
- Revenue Collection
- Waste Collection
- Working in partnership with the Police and other organisations to improve community safety

Redditch Borough Council also provides a wide range of services above the minimum requirements in order to meet the needs of our residents. These include:

- One Stop Shops and Contact Centre to provide a single point of contact for Council Services
- Dial-A-Ride transport service for older and people with disabilities who have difficulty in using public transport
- Shopmobility disability scooters and wheelchairs to enable disabled people to access the Town Centre
- Community Centres
- The Palace Theatre
- Forge Mill Needle Museum and Bordesley Abbey Visitor Centre

- Sports Centres
- Arrow Valley Park and Morton Stanley Park
- Crematorium and cemeteries
- Supporting and promoting the Arts and Youth Theatre

Redditch Borough Council is also the only District Council within Worcestershire that still maintains its own stock of rented housing

The Council also has a community leadership role. This commits us to develop, together with our partners, a Sustainable Community Strategy. This sets out the key issues faced in the Borough and a plan to tackle them. The Government also places a responsibility on local authorities to shape their communities around the needs and aspirations of their residents.

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### **PARTNERSHIP WORKING**

Redditch Borough Council has a responsibility and a long history of shaping the community around the needs and aspirations of the Borough's residents, in pursuance of its role of community leadership. It also needs to work effectively with others to deliver the highest quality services to local residents and those who work in the Borough. The Council recognises that it cannot do this alone and therefore works in partnership with organisations from the public, private and voluntary and community sectors to achieve its aspirations.

One way in which the Council works with other organisations is through formal partnership working. This delivers the following benefits:

- More efficient and effective use of resources, by improving communication and reducing duplication with other services;
- Improving how services are delivered, by linking with complementary services;
- Improving the quality of life for Redditch residents through mutual support of services that benefit the Borough.

In summary, by working together, more can be achieved than by each organisation working in isolation. For this reason, Redditch Borough Council is committed to playing an active role in partnership arrangements.

Redditch Borough Council is a member of the following main partnerships:

Worcestershire Partnership

Redditch Partnership

Redditch Community Safety Partnership

The Worcestershire Local Area Agreement (LAA) is the three-year strategy agreed by Worcestershire Partnership with Central Government that sets out the priorities for Worcestershire. The Redditch Sustainable Community Strategy and the Council's Corporate Plan support and contribute to the LAA objectives.

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Working together to help shape the future of Redditch

*Our vision is for Redditch to be successful and vibrant, with sustainable communities built on partnership and shared responsibility. We want people to be proud that they live or work in Redditch*



Redditch Partnership brings together representatives from public, private, community and voluntary agencies to work together effectively to deliver a range of local projects, services and initiatives. It aims to provide a leadership and governing role through sharing information, resources and effort to efficiently and effectively meet the needs and aspirations of local communities.

### ***The Redditch Sustainable Community Strategy***

The Redditch Sustainable Community Strategy, produced by Redditch Partnership, establishes the overall strategic direction and long term vision for Redditch Borough and outlines the shared commitments made by the Partners. It sets the framework within which Partners will deliver on key objectives, by sharing resources, skills, knowledge and effort to collectively deliver the best possible outcomes for the Borough.

The Redditch Sustainable Community Strategy can be viewed at [www.redditchpartnership.org.uk](http://www.redditchpartnership.org.uk).

The Redditch Sustainable Community Strategy is intended to influence the strategy and budget plans of all members of Redditch Partnership. The Council's priorities contribute to those set out in the Sustainable Community Strategy. This is reflected as follows:

	<b>Sustainable Community Strategy Themes</b>	<b>Redditch Borough Council's Priorities</b>
	Communities that are safe and feel safe	Safe
	A better environment – for today and tomorrow	Clean and green
	Economic success that is shared by all	Enterprising Community
	Improving health and wellbeing	Safe Clean and green
	Meeting the needs of children and young people	Enterprising Community Safe Clean and green
	Stronger Communities.	Enterprising Community Safe

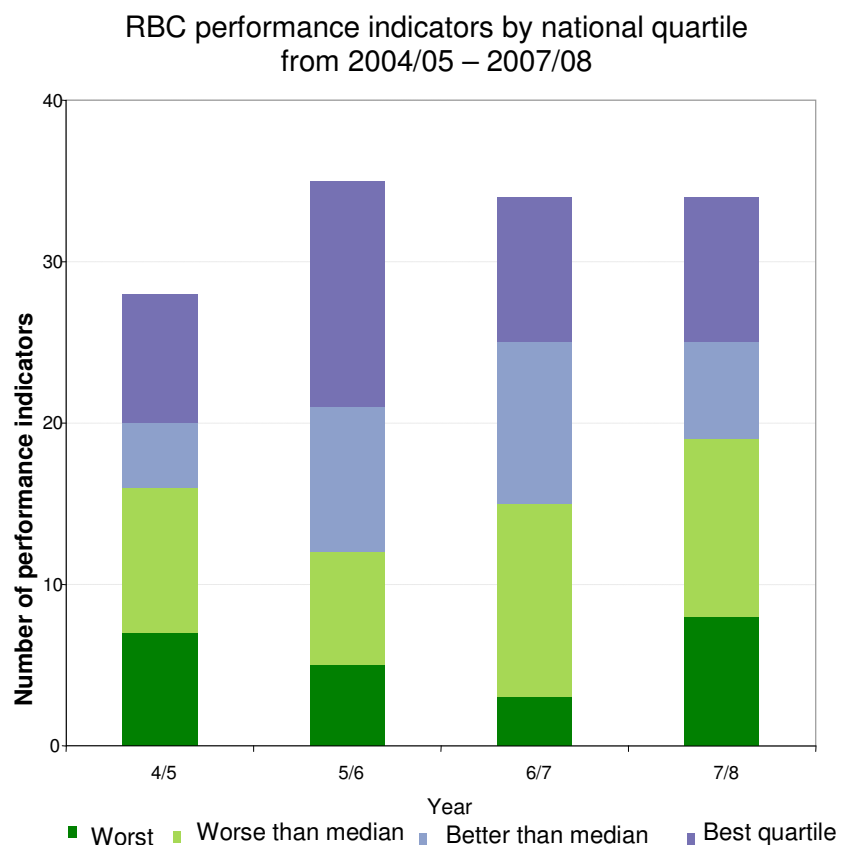
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# WHAT WE HAVE ACHIEVED

## Performance Management

Service improvements can be demonstrated in terms of performance indicators and also tangible community outcomes.

### Performance Indicators (PIs) for 2007/08



The Council has 27% of performance indicators in the best performing 25% for all district councils. For 2006/07 50% of performance indicators improved, which was slightly below the average for all district councils.

However, it should be noted that a total of 10 Best Value Performance Indicators (BVPI's) are at their optimum level and therefore cannot be improved upon.

In 2007/08 there have been positive improvements in key Council priority areas such as;

**The Environment** Redditch Borough Council had 50% of its performance indicators in the best performing 25% for all district councils. with a 70% improvement for the last 12 months, compared to the District average of 65.9%.

**Culture/leisure :** Redditch Borough Council had 50% of PIs in the best performing 25% compared to a District average of 37%.

**Safer & Stronger Communities :** Redditch Borough Council was ranked 1<sup>st</sup> with 100% of performance indicators improved since last year and all indicators above the best quartile breakpoint.

The Borough Council acknowledges that, in comparison with other Councils in respect of improvement and performance against the national indicators, its performance is mixed. The Council has recognised areas where improvements are required especially around Corporate Health, Regulation and Housing.

However during 2007/08 we collected information on 106 performance indicators (both national and local). Of these indicators:

- 53 have shown an improvement
- 20 have been maintained
- 33 have declined

Analysis of the indicators reveals that 68.9% of indicators have either

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improved or been maintained when compared to 2006/07.



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# **PROGRESS MADE IN PRIORITY AREAS FOR 2007/2008**

### ***Improving Community Safety***

One of the key delivery mechanisms of community safety within the Borough, of which Redditch Borough Council is a key partner, is the Redditch Community Safety Partnership (RCSP). The main functions of this Partnership are to bring about reductions in crime and disorder and address general community safety issues through multi-agency working. The Borough Council's Community Safety Team provides support to both the operational and strategic forums, as well as to projects and schemes. The Council has delivered on a number of key outcomes.

The key achievements are:

- Reduction of domestic burglary through the establishment of a SmartWater scheme
- Installation of secure entry systems and improved security doors on our housing stock.
- The Home Security Project that provides security assessments and improvements, such as additional door locks, for Redditch residents.
- The establishment of a Licensing Monitoring Forum to engage in better scrutiny and enforcement of licensing regulations for public houses and clubs.
- Environmental improvements that seek to address environmental issues in residential areas and improve the environment of the town centre which is a traditional crime hotspot.
- The adoption of a Community Safety Supplementary Planning Document.

- Redditch has recently secured a funding bid to tackle alcohol related crime and disorder which will provide:
  - formal training for the Licensing Committee and key operational staff on the new licensing regulations, and conducting Due Diligence Audits in key licensed premises.
  - education and enforcement project targeted at children and young people vulnerable to alcohol misuse
- Installing a gating scheme into Ombersley Close, Woodrow, as part of Estate Enhancements to help deter anti social behaviour within the Close.

### ***Housing***

As a Local Authority with its own stock of 6,000 properties and, on average, 500 properties become empty and available for reletting each year we are continually looking at ways to make the best use of our existing stock. Initiatives include:

- The award of a Housing Options Trail Blazer status with funding over 2 years.
- Introduction of the Special Needs Tenancy service has resulted in 50 properties, 40 of which are family accommodation, being made available to enable families on the waiting list to be housed.
- Savings on the equipment and adaptation budget allowing more adaptations to be carried out in properties that require these.

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- As part of our continued work on service improvement a recent restructure of Housing Services has:
  - combined the Special Needs service and Community Warden Service under a Team Leader to help drive these improvements forward further.
  - created 2 teams, one which will have responsibility for the achievement of the rent arrears performance. Tenancy Officers, Rent & Welfare Officers, Welfare Officers and Tenant Participation Officers form part of these teams.
- Facilitated the building of new affordable homes.
- Undertaken a range of homelessness prevention services, through the introduction of the Housing Options Team.
- Introduced Choice Based Lettings in September 2007 and enhanced it throughout 2008
- 18 units of Council housing accommodation have been furnished for temporary accommodation to replace the Hostel at Upper Norgrove House.
- Trained Officers to carry out energy performance assessments for each empty Council property.

### ***Environment and Transport***

Redditch is very proud of its green heritage and clean streets. This is recognised across key indicators. Some of the achievements for 2007/08 are listed below:

- Introduced a new computer system to manage environmental services and improve customer service and information available and allowed customer contact to be handled effectively via the Council's Contact Centre;
- Produced Waste Collection Service Standards that have ensured that residents receive a consistent waste collection service, including provision of assisted collections and special arrangements where needed;
- Continued to support community litter picks;
- Redesign of the Town Centre and completion of Phase One of the improvement works and associated re-launch of the open air market.
- Commissioned and commenced development of a new green space area at Astwood Bank following consultation with residents with regard to need and design;
- Helped residents to save on fuel costs through Energy Efficiency Grants for Micro generation and home insulation grants;
- Energy Saving Trust funding gained over two years to help reduce the Council's carbon footprint
- Worcestershire Climate Change Pledge signed and contribution to county-wide Climate Change Strategy and action plan to improve performance and achieve LAA outcomes; and
- There are a raft of policies in the adopted Local Plan No. 3 that deal with creating a better environment for today and tomorrow. In addition

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### ***Leisure***

*Introduction paragraph required*

- Green Flag status for Arrow Valley Country Park has been maintained for the third year running and we have gained an additional Green Flag status for Morton Stanley Park.
- Programmed development work at The Palace Theatre has followed the extensive £4.2m renovation, and complements other arts development initiatives;
- The Heritage Access Officer. a post created with support from the Heritage Lottery Fund, undertakes special projects to enhance cultural opportunities;
- The Batchley Project, supported by Sport England, complements the recent £2m investment in Redditch Cricket, Hockey and Rugby Club facilities with a Community Development Officer post to develop school and community benefits from the facilities.

this LAA theme is included within the emerging Core Strategy.





### ***To be a well-managed organisation***

In order to deliver efficient and effective services and achieve our desired outcomes, the Council needs to be a well-managed organisation.

- Following consultation with customers, alternative methods of payment introduced.
- Emergency Plan reviewed and updated.
- Extended opening hours for Contact Centre.
- Introduced a new Performance Management Framework
- Developed and have commenced implementation of a Customer Access Strategy and TGov Strategy
- Trained a team of officers to apply the Lean system techniques to review processes across the organisation.

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### HOW WE WILL DELIVER OUR NEW PRIORITIES

-  Enterprising Community
-  Safe
-  Clean and Green
-  A Well Managed Organisation

For each of the Council's priority themes, a set of key outcomes have been developed. Some of these are cross-cutting throughout the organisation whilst others are specific to a Service. Key performance indicators have been developed to measure progress against targets and enable Councillors, residents and partners to track our performance against the Corporate Plan.

Projects and tasks to support these key deliverables are included in the relevant Service Plans. Progress against them will be monitored on a quarterly basis by the Corporate Management Team, Overview and Scrutiny Committee and the Executive Committee.

The Council monitors and manages performance against a range of national indicators and local performance indicators.

The Corporate Plan includes high level actions and indicators with others being detailed in the relevant Service Plans. Copies of the Service Plans can be found on the Council's website at [www.redditchbc.gov.uk](http://www.redditchbc.gov.uk).

Those performance indicators and actions that do not feature in the Corporate Plan are still monitored, however they are only reported on an exception basis. This prioritised approach aids the Council in directing its resources into activity that directly supports achievement against our priorities.

The key outcomes for the next one to three years are detailed over the next ??? pages.

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<b>Priority Area:</b> <b>Enterprising Community</b>	<b>Key Outcomes:</b> <ul style="list-style-type: none"> <li>• Excellent and varied housing</li> <li>• Better utilisation of Council housing stock</li> <li>• Prosperous town centre</li> <li>• First class leisure facilities</li> <li>• Strong Partnerships</li> <li>• Support for business.</li> </ul>					
<b>Key Actions</b> <ul style="list-style-type: none"> <li>• Deliver the Government's Decent Homes Programme for year 3 on time and within budget</li> <li>• Implement Action Plan for Enhanced Housing Options Trailblazer Bid</li> <li>• Implement the findings of the Housing Advice &amp; Homelessness Review</li> <li>• Introduce a Private Sector Home Support Service</li> <li>• Upgrade all fire safety equipment in Communal blocks in line with Fire Service instructions/guidance.</li> <li>• Install digital aerials for all communal blocks in readiness for digital changeover</li> <li>• Prepare and implement the new Economic Development Strategy and maximise the receipt of Economic Development related grant aid or similar</li> <li>• Co-ordinate the production of the Town Centre Strategy and the implementation of strategic aspects of the Strategy</li> <li>• Identify options for the use of the former covered market site</li> <li>• Redevelopment of Church Hill District Centre</li> <li>• Recommission the Home Improvement Agency (Care and Repair) to provide services on a countywide basis in partnership with other service providers in Worcestershire.</li> <li>• Plan and deliver an increasing range of arts and heritage programmes across Redditch in close collaboration with the Arts in Redditch (AiR) Partnership</li> <li>• Develop a Leisure Strategy for Redditch</li> <li>• Expand existing Children's Centres in Redditch and explore opportunities for new Centres across Bromsgrove</li> </ul>						
Key Objective	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
Housing stock to meet Decent Homes Standard	✓	✓	<ul style="list-style-type: none"> <li>• <b>BV 184a</b> – Proportion of homes which were “non-decent”</li> <li>• <b>BV 184b</b> - % change in performance on non-decent homes</li> </ul>	0%		

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Key Objective	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To use existing housing stock more effectively	✓	✓				
To improve safety and security of tenants in communal blocks	✓	✓				
To provide enhanced Housing Options	✓		<ul style="list-style-type: none"> <li>• <b>NI 156</b> No. of households living in temporary accommodation</li> <li>• <b>NI160</b> Local authority tenants satisfaction with landlords service</li> <li>• <b>NI14</b> The proportion of customer contact that is avoidable</li> </ul>			
To provide a Home Support Service for residents in the private sector			<ul style="list-style-type: none"> <li>• <b>NI141</b> - % of vulnerable people achieving independent living</li> <li>• <b>NI142</b> - % of vulnerable people who are supported to maintain independent living</li> </ul>	Service provided to 75 residents in the private sector		
To support Economic Development within the Borough	✓		<ul style="list-style-type: none"> <li>• <b>NI151</b> – overall employment rate (working age)</li> <li>• <b>NI152</b> – Working age people on out of work benefits</li> <li>• <b>NI153</b> – Working age people claiming out of work benefits in the worst performing neighbourhoods</li> <li>• <b>NI171</b> – New business registration rate</li> <li>• <b>NI171</b> - % of small businesses in an area showing employment growth</li> <li>• <b>NI173</b> – flows onto incapacity benefits from employment</li> </ul>	Maintain at above GV average		

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Key Objective	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To develop the Town Centre and District Centres	✓		•			
To provide first class leisure facilities	✓		<ul style="list-style-type: none"> <li>• No. of clubs achieving kite mark accreditation /club registration schemes</li> <li>• Number of accredited Quest/ Green Flag Sites</li> </ul>	12 6		
To improve health and well being across the Borough	✓		<ul style="list-style-type: none"> <li>• No. of children using i-gym at Arrow Vale</li> <li>• No. of targeted groups (under 16s &amp; over 60s) swimming free during public sessions</li> <li>• 50+ health and fitness activity</li> <li>• Activity referral programme</li> <li>• Walking for health</li> <li>• No. of volunteers involved with sport and healthy lifestyle leadership</li> </ul>	6500 18546 7591 16 138 10		
To provide an increased range of arts and heritage programmes across Redditch	✓		<ul style="list-style-type: none"> <li>• Number of schools participating in arts sessions</li> <li>• Increased participation in heritage activity</li> <li>• Number of PYT activity places</li> <li>• Number of Shindig venues in the Borough</li> </ul>	14 3665 8500 5		
To provide access to sporting opportunities in line with national, regional and local plans	✓		<ul style="list-style-type: none"> <li>• <b>N18</b> – Increase adult participation in sport</li> <li>• Sports Unlimited programme</li> <li>• Community Club programmes/ usage</li> <li>• Adult Physical activity sessions</li> <li>• Targeted Junior programmes(outside</li> </ul>	21% of the Borough's adult population  2151 5105		

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			of the Sports Unlimited programme)	5630 7895		
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<b>Priority Area:</b> <b>Safe</b>	<b>Key Outcomes:</b> Redditch Communities that are safe and feel safe.					
<b>Key Actions</b>						
<ul style="list-style-type: none"> <li>• Develop and implement an Anti-Social Behaviour Strategy by 31<sup>st</sup> March 2010, working in partnership with all stakeholders.</li> <li>• Develop and implement, by 31 March 2010, an action plan to support the Redditch Community Safety Partnership in implementing Hallmark standards to make the Partnership effective.</li> <li>• By March 2010 develop and implement a Community Safety Communications Strategy to provide information and reassurance to our communities</li> <li>• By March 2010 identify and develop 2 Neighbourhood Action Zones to tackle priority issues such as enviro-crime.</li> <li>• Develop projects and work in partnership with other statutory Licensing Authorities to reduce alcohol related disorder and prevent under-age drinking.</li> </ul>						
Key Objective	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To reduce crime and anti-social behaviour	✓	✓	<b>NI 21</b> Dealing with local concerns about anti-social behaviour and crime by the local Council and Police. <b>NI 20</b> Assault with injury crime rate			
To reduce the fear and perception of crime and anti-social behaviour	✓	✓	<b>NI 17</b> Perceptions of anti-social behaviour. <b>NI 24</b> Satisfaction with the way the Police and the local Council deal with anti-social behaviour			
To reduce alcohol-related disorder	✓	✓	<b>NI 42</b> Perceptions of drunk and rowdy behaviour. <b>Local indicator</b> – Due Diligence Audits undertaken	10		



## APPENDIX 1

<b>Priority Area:</b> <b>Clean and Green</b>	<b>Key Outcomes:</b> <ul style="list-style-type: none"> <li>Improved environmental quality and efficiency in terms of street scene and green space management</li> <li>Improved Council performance with regard to mitigation of, and adaptation to, climate change</li> </ul>					
<b>Key Actions</b> <ul style="list-style-type: none"> <li>Work with Worcestershire County Council and the Worcestershire District Councils to deliver the Year 2 Local Area Agreement actions relation to National Indicator 195(a)</li> <li>Develop a cross-service working group and a 3 year action plan to reduce fly-tipping.</li> <li>Work in conjunction with energy providers to improve energy efficiency within all Council homes</li> <li>Promote energy efficiency measures to owner/occupiers and landlords within the Borough</li> <li>Explore options to reduce “carbon footprint”</li> <li>Agree ‘shared’ operational arrangements for Batchley Brook, Red Ditch, Dagnell Brook and Church Hill Brook with Bromsgrove District Council.</li> </ul>						
Key Objective	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
Improved consistency and quality of street cleansing	✓	✓	<b>NI 195(a)</b> - Improved street and environmental cleanliness - levels of litter (detritus, graffiti, fly-posting) <b>NI 195(b)</b> - Improved street and environmental cleanliness - levels of detritus (litter, graffiti, fly-posting)	6%		
Reduced amount of waste fly-tipped	✓	✓	<b>NI 196</b> - Improved street and environmental cleanliness – fly tipping			
Reduce the amount of graffiti in the underpasses and key areas in Redditch Borough	✓	✓	<b>NI 195(d)</b> - Improved street and environmental cleanliness - fly-posting (litter, detritus, graffiti)			

## APPENDIX 1

Increase the amount of waste recycled	✓	✓	<b>NI 191</b> – Residual household waste per household			
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Key Objective	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To have improved the Borough's performance with regard to climate change	✓	✓	<b>NI 185</b> - % CO <sub>2</sub> reduction from LA operations <b>NI 186</b> - % CO <sub>2</sub> emissions in the LA <b>NI 187</b> - Tackling fuel poverty – % of people receiving income based benefits living in homes with a low energy efficiency rating <b>NI 188</b> – Planning to adapt to climate change			
Adapt the Joint Municipal Waste Management Strategy by summer 2009	✓	✓				
Work with Worcestershire County Council to promote additional products that can be recycled in the kerbside collection by 31 December 2009.	✓	✓				
Develop a local Climate Change Strategy and action plan to support the Countywide plan to achieve Local Area Agreement targets and National Indicators	✓	✓				
Improve energy efficiency in homes	✓	✓	<b>NI 185</b> - % CO <sub>2</sub> reduction from LA operations <b>NI 186</b> - % CO <sub>2</sub> emissions in the LA			

## APPENDIX 1

<b>Priority Area:</b> <b>Well Managed Organisation</b>	<b>Key Outcomes:</b> <ul style="list-style-type: none"> <li>• More accessible and efficient Council services</li> <li>• Improved utilisation and resilience of systems, resources and information</li> <li>• Improved preparedness and resilience</li> <li>• Redditch Borough Council is an employer of choice</li> <li>• Single Status implemented</li> <li>• The Council's Equalities and Diversity Strategy has been implemented</li> </ul>					
<b>Key Actions</b> <ul style="list-style-type: none"> <li>• Implement the Customer Access Strategy Action Plan</li> <li>• Implement the Transformational Government Strategy Action Plan</li> <li>• Develop business continuity and emergency planning</li> <li>• Develop and deliver a programme of business process improvement</li> <li>• Complete new job evaluation scheme</li> <li>• Project plans, Terms and Conditions and Job Evaluation fully endorsed by SMT</li> <li>• Complete negotiations around changed Terms and Conditions.</li> <li>• To implement the Council's Equalities and Diversity Action Plan</li> <li>• To achieve Level 3 of the Equalities Framework for Local Government</li> </ul>						
Key Objective	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To make services more accessible and efficient			<ul style="list-style-type: none"> <li>• <b>NI 14</b> reducing avoidable contact</li> <li>• <b>Local indicator WMO4</b> - % of enquiries dealt with at first point of contact</li> <li>• <b>Local indicator WMO3</b> - % of customers satisfied with Customer Services</li> <li>• <b>Local indicator WMO5</b> - % of calls answered within 20 seconds (Switchboard and Contact Centre)</li> </ul>	95%		
				96%		

## APPENDIX 1

				82%		
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Key Objective	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To improve utilisation and resilience of systems, resources and information			<ul style="list-style-type: none"> <li>• % of systems reviewed</li> <li>• No. of forms submitted electronically</li> <li>• <b>Local indicators:</b> <ul style="list-style-type: none"> <li>▶ <b>WMO8</b> – web page views (millions)</li> <li>▶ <b>WMO9</b> – unique website visitors (thousands)</li> <li>▶ <b>WMO10</b> – e-enabled web payments</li> <li>▶ No. of staff with access to mobile technology</li> </ul> </li> </ul>	25% 23.35 212.07 9,110 40		
To improve community engagement by embedding equalities and diversity	✓	✓	Level 3 achieved	March 2012		

## APPENDIX 1

### **RISK MANAGEMENT**

The Council needs to identify risks that may affect our ability to achieve the key deliverables which make up the Corporate Plan and implement measures to minimise or control those risks.

The major risks we face are:

Customer focussed risks to be identified e.g Community Cohesion, economic impact

A Corporate Risk Register and Action Plan and Service Risk Registers and Action Plans, are maintained as required by the Council's Risk Management Strategy. These set out the risks that have been identified for each key deliverable. These are examined and monitored by the Corporate Risk Management Steering Group.

### **EQUALITIES**

Redditch has one of the most diverse populations across Worcestershire and the Council recognises the importance of embracing cultural differences to shape the Council.

Redditch Borough Council provides a wide range of services to a variety of people and is one of the largest employers within the Borough. As such its actions and decisions affect the lives of everyone in Redditch to some degree.

All members of the community and visitors to the Borough are entitled to expect fair and equal treatment in their dealings with the Council. It is important that we can demonstrate that we uphold the principles of equality and diversity.

The Council has undertaken a self-assessment against the Local Government Equality Standard and assessed itself at Level 2 of the Equality Standard for Local Government. However, changes to the Standard are being introduced and these changes will be embedded within the work of Redditch Borough Council.

The Council has developed an Equalities and Diversity Action Plan that will be delivered across the organisation.

## APPENDIX 1

# PERFORMANCE MANAGEMENT FRAMEWORK

Performance management is a useful tool to assess how the organisation is improving and to determine what steps are still required to achieve its objectives.

Effective performance management requires:

- Systematically deciding and communicating what needs to be done (aims, objectives, priorities and targets);
- A plan for ensuring that it happens (improvement, action or service plans);
- Some means of assessing if this has been achieved (performance measures); and
- Information reaching the right people at the right time (performance reporting) so that decisions are made and actions taken.

This means that Redditch Borough Council will:

- clearly define its priorities and objectives;
- identify projects with milestones and target dates;
- identify measures and set targets for achievement;
- identify risks and manage them;
- allocate ownership and responsibilities to named officers; and
- monitor and report progress at timely intervals.

The Council's Performance Management Framework sets out the structure and processes to be followed and can be accessed on our website at [www.redditchbc.gov.uk](http://www.redditchbc.gov.uk).

## *Our Promise to You*

**We aim to provide high quality services for all our customers. We provide a wide range of services and will aim to deliver and develop services to meet our customers' needs.**

We have a Customer Charter that sets out the standards of customer service you can expect from us. You can see this on our website at [www.redditchbc.gov.uk](http://www.redditchbc.gov.uk).

To find out more about what the Borough Council does, visit our website at [www.redditchbc.gov.uk](http://www.redditchbc.gov.uk) or contact:

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