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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 as ‘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 its role as community leader, the Council has a responsibility to ensure that Redditch has a strong voice which 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.

This Corporate Plan has been adopted by Full Council and sets out the business plan for Redditch Borough Council over the next three years.

Cllr Bill Hartnett
Leader of the Labour Group



Cllr Carole Gandy
Leader of the Council



Signature

Cllr Malcolm Hall,
Leader of the Liberal Democrat Group



Note from the 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

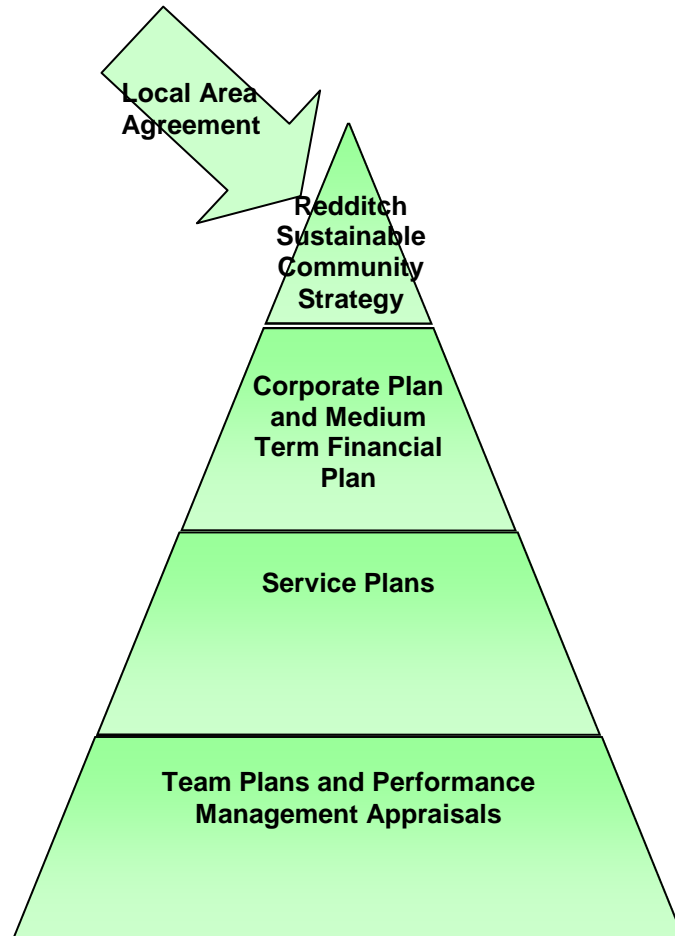


Signature

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 focussed, long-term ambition.

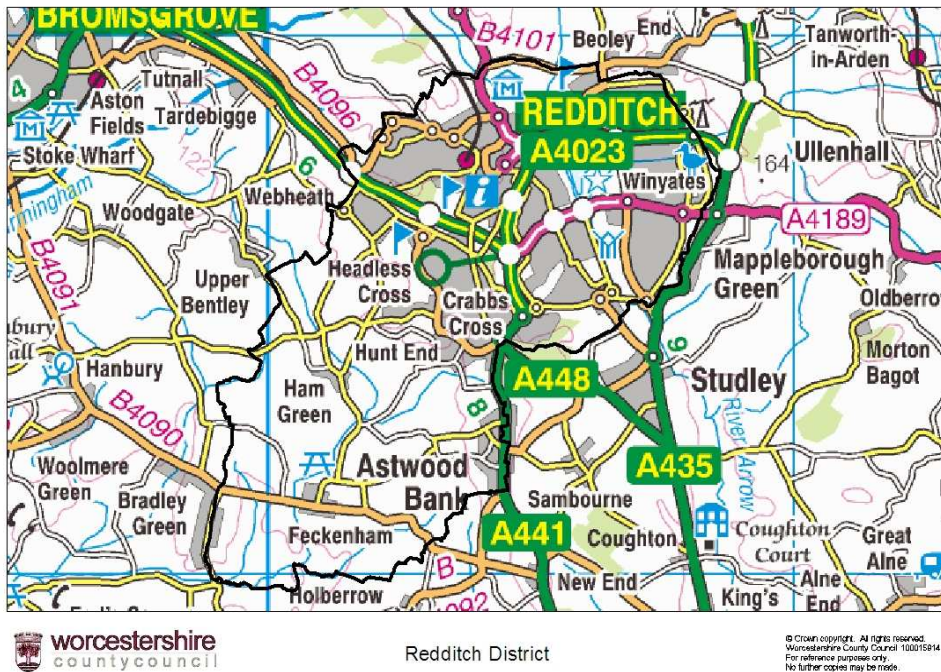
In developing the Corporate Plan, we have taken into account not only the Redditch Sustainable Community Strategy, but also the aspirations of our residents and the particular features of Redditch as a former New Town.

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.

The Plan seeks throughout 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



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 County¹. 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.



¹ Resident Population Estimates mid-2007, Office of National Statistics (2008)

Economy

Redditch has been identified in the West Midlands Regional Spatial Strategy (RSS) as a Strategic Town Centre. The RSS 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 provided via a train and bus network.

Under Phase 2 of the Regional Spatial Strategy (RSS), if Redditch is designated “Settlement of Significant Development” it is expected to be the location for significant housing growth between 2006 and 2026². This would have a direct impact on issues such as population, employment, transport, waste and other service provision. Much of the additional housing is likely to be sited to the north of Redditch within the area of Bromsgrove District Council. There is also likely to be a significant impact on the neighbouring authorities of Bromsgrove and Stratford upon Avon. This will be made via the RSS process and authorities will make their own determinations. The lack of space for housing development within the Borough will necessitate some of the new housing being sited within the boundaries of Bromsgrove District.

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 average³. Redditch has fewer individuals employed in distribution, hotels and restaurants compared to other areas of Worcestershire. The economic downturn over the last year is affecting everyone, however Redditch has been hit hardest when compared to Worcestershire as a whole.

² The proposal to designate Redditch as a Settlement of Significant Development will be determined following an Examination in Public.

³ Annual Population Survey (2007)

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 cinema 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. The town also has numerous play facilities within its neighbourhoods and residents can access a full range of activities covering Arts, Sports and Play development.



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.

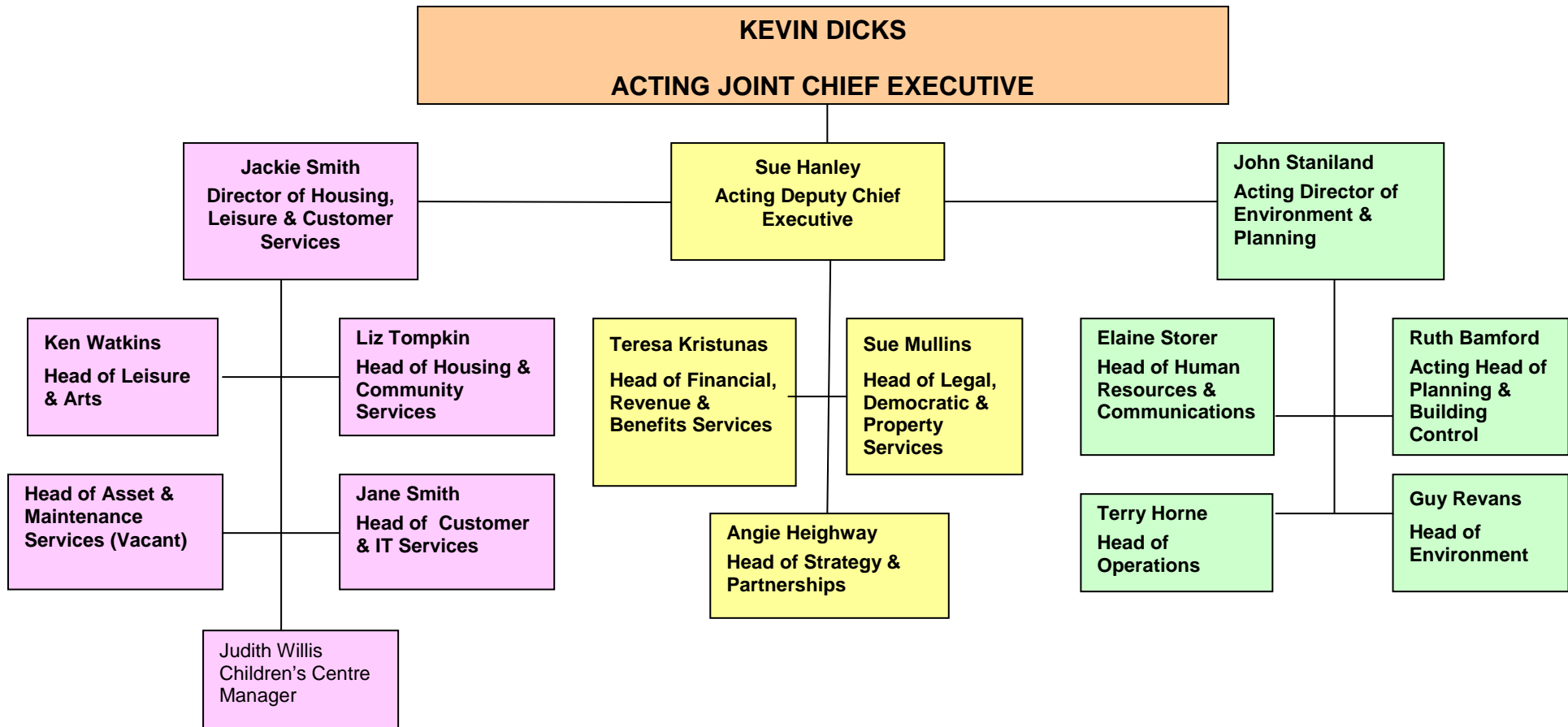
Portfolio Holders are appointed annually by the Council and between them cover all areas of the Council’s work and responsibility. “Portfolio” indicates a specified area of responsibility allotted by formal resolution, for the purposes listed below:

- Monitoring Council performance
- Monitoring the implementation of Council policy and decisions
- Act as consultee for Members and Officers
- Act as “Spokesperson” for the Council (but not exclusively)
- Act as “Rapporteur” to Overview and Scrutiny and as a channel for feedback from representatives of outside bodies
- Undertake a higher level of involvement with the Local Strategic Partnership

The six Portfolios and the functions they cover are:

- **Community Leadership and Partnership - Cllr Carole Gandy**
This portfolio covers the Council’s relationships with other partners and stakeholders, both locally within the County, regionally and nationally.
- **Community Safety - Cllr Juliet Brunner**
This portfolio covers the areas of Crime & Disorder, Safer Communities and the Licensing function.
- **Corporate Management - Cllr Mike Braley**
This portfolio covers internal systems and support services, including Administration, Audit, Finance, Human Resources, IT Services, Asset Management and Customer Services.
- **Housing and Health - Cllr Brandon Clayton**
This portfolio covers the Council’s Housing Management role as a Landlord, Strategic Housing responsibilities & Health-related Services.
- **Leisure and Tourism - Cllr Peter Anderson**
This portfolio covers Culture and Recreation, Community Training, Education, Learning and Skills, the Voluntary Sector and Children’s Centres.
- **Local Environment, Planning and Transport - Cllr Colin MacMillan**
This portfolio covers Sustainability, Better Environment, Landscape, Cleansing and Waste Management, Planning, Economic Development, Open Space and Public Transport.

CORPORATE MANAGEMENT TEAM 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:

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

OUR PRIORITIES 2009 - 2012

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
- Safe
- Clean and Green

These priorities encompass the following aims:-



Enterprising Community

We want Redditch to be 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

The Council will 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

We want Redditch Borough Council to be an organisation that uses its resources effectively in order to achieve its priorities and values and delivers high quality services that meet the needs of its residents and provide value for money.

The Council's Values

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 for everyone in the Borough.
- **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.

It is the Council's intention to review these values to ensure they continue to reflect the Council's aspirations.

WHAT WE DO

Our Services

All District Councils provide services to the public – the Council is obliged to provide some of them but has a choice about whether or not it provides the others. The services provided by Redditch Borough Council include:

- Environmental Health
- Homelessness and housing advice
- Licensing Services
- Planning Services
- Revenue Collection
- Waste Collection
- Street cleansing
- Working in partnership with the Police and other organisations to improve community safety
- Economic Development
- Council Housing Management
- Customer Service Centre to provide a single point of contact for Council Services (telephone and face to face)
- One Stop Shops and Contact Centre to provide a single point of contact for Council Services
- Free bus fares scheme for older people and those with specified disabilities
- 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 and swimming pools
- Arrow Valley Park and Morton Stanley Park
- Arrow Valley Countryside Visitors Centre
- Crematorium and cemeteries
- Supporting and promoting the Arts and Youth Theatre
- Play Areas and multi activity play areas
- Playing pitches and associated changing facilities
- Pitcheroak Golf Course
- REDI Centre
- Reddicard leisure pass scheme
- Management of four Children’s Centres across the Borough
- CCTV/Lifeline
- Community Services
- Landscape maintenance/improvements
- Market Services

Redditch Borough Council is 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.

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

Hereford and Worcestershire County Sports 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.

The Council works with a diverse range of partners and stakeholders to achieve its priorities. These include:

Worcestershire County Council
West Mercia Constabulary
Worcestershire Primary Care Trust
Hereford & Worcester Fire and Rescue
Hereford & Worcester Chamber of Commerce
Bromsgrove and Redditch Network (BARN)
Kingfisher Shopping Centre
NEW College
Voluntary and Community Sector Organisations
Business Representatives



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.

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:

Redditch Sustainable Community Strategy Themes Redditch Borough Council's Priorities



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

Monitoring and reporting arrangements will be subject to governance and inspection arrangements within the Comprehensive Area Assessment (CAA) and Local Area Assessment (LAA) reporting mechanisms.

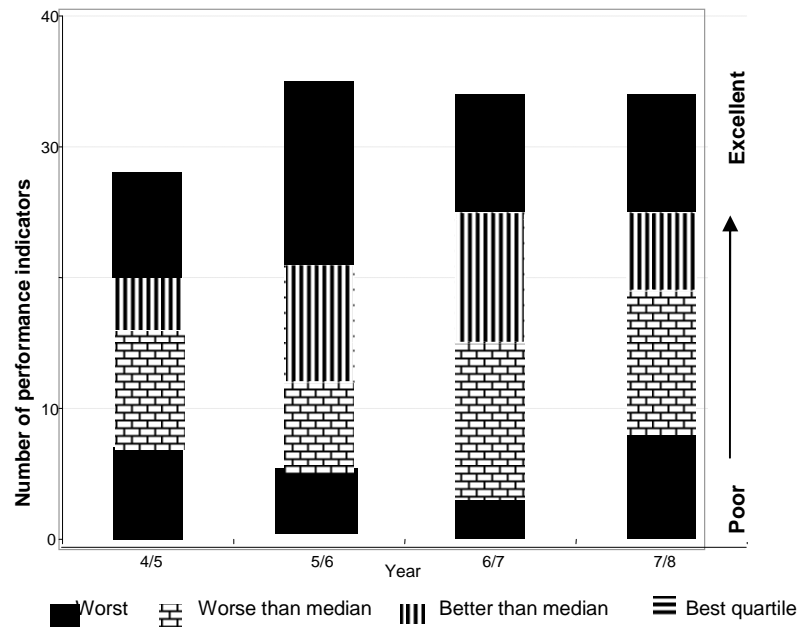
WHAT WE HAVE ACHIEVED

Performance Management

Service improvements can be demonstrated in terms of performance indicators and also tangible community outcomes. The chart below compares our performance against other local authorities for each year from 2004/05 to 2007/08.

Performance indicators, including the overall number, change over time as old ones are deleted and new ones are introduced. The overall measure of relative performance shows how we compare to other authorities across a wide range of performance/service areas because in any one year the performance indicators are the same for all local authorities. The Audit Commission judges how we are performing relative to other local authorities against the agreed performance indicators.

Performance Indicators (PIs) by national quartile from 2004/05 to 2007/08



Best Value Performance Indicators are reported to the Audit Commission. The results for all Councils are published together with an analysis enabling them to be ranked in quartiles (i.e. 25% ranges). The top two quartiles show excellent and good performance, whilst results below the median value midpoint) for all Councils indicate a need for improvement.

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 1st 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.

From April 2008 a new set of National Indicators (NIs) was introduced to replace the previous Best Value Performance Indicators (BVPIs). The Council has continued to monitor some of the BVPIs. For 2008/09 of those indicators where there is comparable data, at the third Quarter 58% had improved compared to the same period in 2007/08 and 25.5% had a decline in performance.

PROGRESS MADE IN PRIORITY AREAS FOR 2007/2008

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

- Community Safety
- Housing
- Environment & Transport
- Leisure

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 6,080 properties and, on average, 500 properties become empty and available for re-letting each year we are continually looking at ways to make the best use of our existing stock. Initiatives include:

- Achieving an Excellent rating for St David's House Extra Care Housing Scheme.
- The award of a Housing Options Trail Blazer status with funding over 2 years.
- Awarded Charter Mark status for the 3rd consecutive time for customer service.
- 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.
- Reduced the turn around time of empty properties by 30% to enable quicker letting to people on the Council's waiting list.

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 Team Leader Posts who have responsibility for the implementation of the Tenant participation Strategy and the achievement of the Council's rent arrears performance.
- Developed a Telecare demonstration show flat working in partnership with Worcestershire County Council to promote the assisted technology available to customers to help them remain in their own homes and live independently.
- Facilitated the building of 75 new affordable homes, 50 of which were for rent and 25 for shared ownership.
- 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.
- Introduced an electronic document management system (EDMS) across Housing Services to improve front line services to our customers by enabling officers to access and share information more readily.

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.
- There is a raft of policies in the adopted Local Plan No. 3 that deal with creating a better environment for today and tomorrow. In addition this LAA theme is included within the emerging Core Strategy.

Leisure

The Leisure and Arts Service provides an enabling role and will work in partnership to deliver the Council's vision and priorities.

The service seeks to provide a wide range of activities for everyone and delivers activities and programmes through Leisure, Sport, Arts, Heritage, Culture, Play, Community and Learning. It also supports the socially and economically disadvantaged through the Council's leisure card scheme the Reddicard.

- 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.
- Achieved Quest quality management accreditation at Abbey Stadium Sports Centre and reaccreditations at Kingsley Sports Centre, Arrow Vale Sports Centre and the Sport Development Unit. (all highly commended).
- Festival of Local Arts in Redditch - 10,000 people engaged through festival events at venues across the Borough.
- Developed disabled play inclusion at Arrow Valley Countryside Centre and at various sites around the town and accessed funding through the BIG Lottery Play England award of £200k and Play Builder funding of £35.5k.
- 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.
- Four Children's Centres established that provide new play and cultural opportunities to benefit families and children 0 to 5 years.




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, additional 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 T-Gov Strategy.
- Trained a team of officers to apply the Lean system techniques to review processes across the organisation.



HOW WE WILL DELIVER OUR NEW PRIORITIES

-  Enterprising Community
-  Safe
-  Clean and Green

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.

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 activities that directly supports achievement against our priorities.

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

The table shows, for each priority, the outcomes to be achieved; the key objectives that contribute to those outcomes; and the key actions needed to achieve the objectives.

NB: The National Indicators were introduced from 1st April 2008 and as such officers will be establishing baseline information against which the targets will be set for 2009/10 to 2011/12. These will be reported to the Executive Committee as part of the ongoing monitoring of the Corporate Plan.

PRIORITY AREA: Enterprising Community	Key Outcomes: <ul style="list-style-type: none"> • Excellent and varied housing • Better utilisation of Council housing stock • Prosperous town centre • First class leisure facilities • Strong Partnerships • Prosperous businesses that thrive and expand
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Key Objective: EC1	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To develop services to link Housing and Employment together by introducing an enhanced Housing Options service	✓	✓	<ul style="list-style-type: none"> • NI 156 No. of households living in temporary accommodation • NI160 Local authority tenants satisfaction with landlords service • NI14 Reducing avoidable contact 			
Key Actions			Timescales	Resources additional to base budget	Lead Officer	
<ul style="list-style-type: none"> • Develop a cross-agency joint strategy which identifies and breaks down the barriers which prevent people from being self-sufficient members of our community 			31 March 2010		Head of Housing & Community Services	
<ul style="list-style-type: none"> • Implement Action Plan for Enhanced Housing Options Trailblazer Bid 			31 March 2011	£180,000 Trailblazer Funding	Head of Housing & Community Services	

Key Objective EC2	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To ensure the sustainability of the Housing Revenue Account (HRA) and produce an HRA Business Plan	✓		<ul style="list-style-type: none"> • A 5 year sustainable Business Plan adopted by Full Council 			

Key Actions		Timescales	Resources additional to base budget	Lead Officer
<ul style="list-style-type: none"> Analyse and assess Government guidance and implications for Redditch Borough Council 		31 March 2010		Head of Housing & Community Services

Key Objective: EC3	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
Improving Economic Development	✓	✓	<ul style="list-style-type: none"> NI151 – overall employment rate (working age) NI152 – Working age people on out of work benefits NI153 – Working age people claiming out of work benefits in the worst performing neighbourhoods NI171 – New business registration rate NI171 - % of small businesses in an area showing employment growth NI173 – flows onto incapacity benefits from employment NI141 - % of vulnerable people achieving independent living 	Maintain at above GV average		

Key Actions		Timescales	Resources additional to base budget	Lead Officer
<ul style="list-style-type: none"> Prepare and implement the new Economic Development Strategy 		31 March 2010		Acting Head of Planning & Building Control
<ul style="list-style-type: none"> Maximise the receipt of Economic Development related grant aid or similar 		31 March 2010		Acting Head of Planning & Building Control

Key Objective EC4	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 Church Hill District Centre	✓		•			
Key Actions			Timescales	Resources additional to base budget	Lead Officer	
• Co-ordinate the production of the Town Centre Strategy			31 December 2009		Acting Head of Planning & Building Control	
• Hold Industry day to test market interest in Church Hill Centre, if appropriate			31 December 2009		Head of Legal, Democratic & Property Services	

Key Objective EC5	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To provide new leisure facilities across the town enhancing residents' opportunities to access quality sporting facilities	✓		NI 8 – increase adult participation in sport <ul style="list-style-type: none"> Sports Unlimited programme Community Club programmes/usage Adult Physical activity sessions Targeted Junior programmes (outside the Sports Unlimited programme) 	21% of Borough's adult population		
				2,151		
				5105		
				5630		
				7,895		
Key Actions			Timescales	Resources additional to base budget	Lead Officer	
• Develop a Leisure Strategy for Redditch			31 March 2010		Head of Leisure & Arts	
• Consider proposals and options for new sporting facilities at the Abbey Stadium			31 March 2010		Head of Leisure & Arts	

Key Objective: EC6	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
Explore alternative cost effective governance and management arrangements for the REDI Centre and the Community Centre Service	✓		<ul style="list-style-type: none"> Will be contained within the procurement process. 			
Key Actions			Timescales	Resources additional to base budget	Lead Officer	
<ul style="list-style-type: none"> Transition completed at identified sites 			31 March 2010		Head of Leisure & Arts	

Key Objective: EC7	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To improve health and well being across the Borough through leisure and arts	✓		<ul style="list-style-type: none"> No. of targeted groups (under 16s & over 60s) swimming free during public sessions 50+ health and fitness activity Activity referral programme Walking for health No. of volunteers involved with sport and healthy lifestyle leadership NI8 – Increase adult participation in sport 	18546		
			<ul style="list-style-type: none"> Sports Unlimited programme Community Club programmes/ usage Adult Physical activity sessions 	7591 16 138 10 21% of the Borough's adult population 2151 5105 5630		

			<ul style="list-style-type: none"> Targeted Junior programmes(outside of the Sports Unlimited programme) Number of schools participating in arts sessions Number of PYT activity places Number of shindig venues in the Borough Number of formally designated playgrounds provided /maintained assessed with an NPFA Value Score of 18 or above Number of young people participating on the Play Ranger Activity Programmes NI 199 – number of children satisfied with Play facilities 	7895 14 8,500 5 30 900 TBA		
Key Actions			Timescales	Resources additional to base budget	Lead Officer	
<ul style="list-style-type: none"> In close collaboration with the Arts in Redditch (Air) partnership deliver a range of arts opportunities for all ages within the town giving more choice to access, participate and enjoy. 			31 March 2010		Head of Leisure & Arts	
<ul style="list-style-type: none"> Provide increased opportunities for all residents in the community to participate in sport and physical activity in line with national, regional and local plans 			31 March 2010		Head of Leisure & Arts	
<ul style="list-style-type: none"> Provide greater access to free and inclusive play opportunities for children and young people in areas of the town where provision is limited 			31 March 2010		Head of Leisure & Arts	

PRIORITY AREA: Safe	Key Outcomes: <ul style="list-style-type: none"> • Redditch Communities that are safe and feel safe • Improved communications and reassurance for the community • Reduction in crime and anti-social behaviour • Effective partnership working
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Key Objective S1	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	✓	✓	NI 21 Dealing with local concerns about anti-social behaviour and crime by the local Council and Police. NI 20 Assault with injury crime rate			
Key Actions			Timescales	Resources additional to base budget	Lead Officer	
<ul style="list-style-type: none"> • Develop and implement an Anti-Social Behaviour Strategy working in partnership with all stakeholders. 			by 31 st March 2010		Head of Strategy & Partnerships	
<ul style="list-style-type: none"> • Develop and implement an action plan to support the Redditch Community Safety Partnership to achieve compliance with National Community Safety Standards/Hallmark standards. 			by 31 March 2010		Head of Strategy & Partnerships	
<ul style="list-style-type: none"> • Identify and develop 2 Neighbourhood Action Zones to tackle priority issues such as enviro-crime. 			By 31 March 2010		Head of Strategy & Partnerships	

Key Objective S2	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To reduce the fear and perception of crime and anti-social behaviour	✓	✓	NI 17 Perceptions of anti-social behaviour. NI 24 Satisfaction with the way the Police and the local Council deal with anti-social behaviour			

Key Actions	Timescales	Resources additional to base budget	Lead Officer
Develop and implement a Community Safety Communications Strategy to provide information and reassurance to our communities	by 31 st March 2010		Head of Strategy & Partnerships

Key Objective S3	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To reduce alcohol-related disorder	✓	✓	NI 21 Dealing with local concerns about anti-social behaviour and crime by the local Council and Police. NI 20 Assault with injury crime rate			

Key Actions	Timescales	Resources additional to base budget	Lead Officer
<ul style="list-style-type: none"> Develop projects and work in partnership with other statutory Licensing Authorities to reduce alcohol related disorder and prevent under-age drinking 	by 31 st March 2010		Head of Strategy & Partnerships

Key Objective S4	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
Deliver agreed improvements to the Town Centre in terms of environmental quality and the night-time economy	✓	✓	To be developed			

Key Actions	Timescales	Resources additional to base budget	Lead Officer
<ul style="list-style-type: none"> Develop a specification and programme of works for the environmental enhancement of the Church Green and Town Centre including the provision of a white light scheme for the whole of the town centre area, in line with Member resolutions and finance allocated. 	31 March 2010		Head of Environment

<ul style="list-style-type: none"> Achieve Security Industry Authority (SIA) accreditation to raise standards of professionalism and skills within the private security industry, to ensure compliance and promote public confidence with regards to safety in relation to the night time economy. 	31 March 2010		Head of Environment
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Key Objective S5	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
In partnership with tenants increase the opportunities for tenant involvement in decisions on their services	✓	✓	NI 160 – Local authority tenants satisfaction with landlords service Local indicator – meets government agenda of tenant involvement			
Key Actions			Timescales	Resources additional to base budget	Lead Officer	
<ul style="list-style-type: none"> Implement Tenant Participation Strategy 			31 March 2010		Head of Housing & Community Services	

PRIORITY AREA: Clean and Green	Key Outcomes: <ul style="list-style-type: none"> • A cleaner, greener Borough with an improved quality of green spaces • Improved Council performance with regard to mitigation of, and adaptation to, climate change • Compliance with the Pitt Review for land drainage achieved • Improved energy efficiency in homes
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Key Objective CG1	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
Deliver a cleaner, greener Borough and improve the quality of green spaces	✓	✓	NI 195(a) - Improved street and environmental cleanliness - levels of litter NI 195(b) - Improved street and environmental cleanliness - levels of detritus NI 195(c) - Improved street and environmental cleanliness – levels of graffiti NI 195(d) - Improved street and environmental cleanliness – levels of fly-posting NI 196 – Improved street and environmental cleanliness – fly-tipping	6%		
Key Actions			Timescales	Resources additional to base budget	Lead Officer	
<ul style="list-style-type: none"> • Work with Worcestershire County Council and the Worcestershire District Councils to ensure a more joined up and efficient approach with regard to operations relating to highway infrastructure via an operational officer working group 			31 March 2010		Head of Environment	
<ul style="list-style-type: none"> • Develop a cross-service working group and a 3 year action plan to reduce fly-tipping and inappropriately disposed-of waste 			31 March 2010		Head of Environment/ Head of Operations	
<ul style="list-style-type: none"> • Identify options for a County-wide approach to graffiti removal from underpasses 			30 September 2009		Head of Operations	

Key Objective CG2	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To improve the Council's performance with regard to mitigation and adaptation to the Climate Change Agenda	✓	✓	<p>NI 185 – CO₂ reduction from Local Authority operations</p> <p>NI 186 – Per capita reduction in CO₂ emissions in the Local Authority area</p> <p>NI 187 – Tackling fuel poverty - % of people receiving income based benefits living in homes with a low energy efficiency rating</p> <p>NI 188 – Planning to adapt to climate change</p>	<p>At least 1% reduction</p> <p>1.3% reduction locally from 2005</p> <p>Level 1</p>		
Key Actions			Timescales	Resources additional to base budget	Lead Officer	
<ul style="list-style-type: none"> Develop a local Climate Change Strategy and action plan to support the County-wide plan to achieve LAA targets and National Indicators relating to climate change 			31 March 2010	£25,000 for joint funded post	Head of Environment	
<ul style="list-style-type: none"> Work with Energy Savings Trust to develop a carbon reduction plan that links into the Climate Change strategy and action plan for the Council and identify and apply for external funding opportunities to support delivery of the action plan 			31 March 2010		Head of Environment	

Key Objective CG3	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
Deliver improved and sustainable waste management services	✓	✓	NI 191 – Residual household waste per household NI 192 - %of household waste sent for reuse/ recycling/ composting	575 kg 33%		
Key Actions			Timescales	Resources additional to base budget	Lead Officer	
<ul style="list-style-type: none"> Work with Bromsgrove District Council and Worcestershire County Council to develop a business case for a paid garden waste collection to a percentage of properties in the Borough 			31 March 2010		Head of Environment/ Head of Operations	
<ul style="list-style-type: none"> Develop and implement revised policies and waste collections from charities, schools and residential homes 			31 March 2010		Head of Environment/ Head of Operations	
<ul style="list-style-type: none"> Work with Worcestershire County Council to promote additional products that can be recycled in the kerbside collection 			31 December 2009		Head of Environment	

Key Objective CG4	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To ensure the Council is compliant and delivering services in line with the recommendations of the Pitt Review for land drainage			NI 189 – Flood and coastal erosion risk management.			
Key Actions			Timescales	Resources additional to base budget	Lead Officer	
<ul style="list-style-type: none"> Develop and implement Dredging Policy, Flood Resilience Policy and Landscape and Land Drainage Maintenance Policy 			30 September 2009		Head of Asset & Maintenance Services	

Key Objective CG5	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
Improve energy efficiency	✓	✓	NI 185 - % CO ₂ reduction from LA operations NI 186 - % CO ₂ emissions in the LA			
Key Actions			Timescales	Resources additional to base budget	Lead Officer	
<ul style="list-style-type: none"> Work in conjunction with energy providers to improve energy efficiency within all Council homes 					Head of Asset & Maintenance Services	
<ul style="list-style-type: none"> Promote energy efficiency measures to owner/occupiers and landlords within the Borough 					Head of Environment	

The Council recognises that it needs to be a well-managed organisation to enable it to deliver on its priorities. Whilst this is not a priority in its own right it is essential to underpin the achievement of its priorities and the objectives listed below will contribute to this aim.

WELL MANAGED ORGANISATION	<p>Key Outcomes:</p> <ul style="list-style-type: none"> • More accessible, efficient and customer focussed Council services • Improved utilisation and resilience of systems, resources and information • Improved preparedness and resilience • Redditch Borough Council is an employer of choice • Single Status implemented • The Council's Equalities and Diversity Strategy has been implemented • Adoption of a revised constitutional model • A Benefits Service that is responsive to customer needs • Implementation of Shared Services
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Key Objective WM1	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To make services more accessible, efficient and customer focussed	✓	✓	<ul style="list-style-type: none"> • NI 14 reducing avoidable contact • Local indicator WMO4 - % of enquiries dealt with at first point of contact • Local indicator WMO3 - % of customers satisfied with Customer Services • Local indicator WMO5 - % of calls answered within 20 seconds (Switchboard and Contact Centre) 	To be est.		
Key Actions			Timescales	Resources additional to base budget		Lead Officer
<ul style="list-style-type: none"> • Implement the Customer Access Strategy Action Plan 			31 March 2010			Head of Customer & IT Services

Key Objective WM2	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 by implementing the Transformational Government Strategy Action Plan		✓	<ul style="list-style-type: none"> % of systems reviewed service downtime due to lack of application systems under IT control Local indicators: <ul style="list-style-type: none"> ▶ WMO8 – web page views (millions) ▶ WMO9 – unique website visitors (thousands) ▶ WMO10 – e-enabled web payments 	5%	5%	5%
				New (to be established)		
				23.35	25.69	28.26
				212.07	233.28	256.6
				9,110	10,021	11,023
Key Actions		Timescales	Resources additional to base budget		Lead Officer	
<ul style="list-style-type: none"> Develop business continuity, emergency planning and IT disaster recovery plan. 		31 March 2010	Capital bid £200,000 and Revenue bid £10,000 for 2009/10		Head of IT & Customer Services	
<ul style="list-style-type: none"> Develop and deliver a programme of business process improvement 		31 March 2011			Head of Customer & IT Services	

Key Objective WM3	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To achieve year on year improvement in our level of Use of Resources judgement score		✓	<ul style="list-style-type: none"> Use of Resources score 			Minimum score of 3 for each element
Key Actions			Timescales	Resources additional to base budget		Lead Officer
<ul style="list-style-type: none"> Formulate and monitor delivery against a Use of Resources Action Plan 						Head of Financial, Revenues & Benefits Services

Key Objective WM4	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To improve community engagement by embedding equalities and diversity	✓	✓	Level 3 achieved			31 March 2012

Key Actions			Timescales	Resources additional to base budget	Lead Officer
<ul style="list-style-type: none"> To implement the Council's Equalities and Diversity Action Plan 					Head of Strategy & Partnerships
<ul style="list-style-type: none"> To achieve Level 3 of the Equalities Framework for Local Government 					Head of Strategy & Partnerships
<ul style="list-style-type: none"> Develop and support the Community Forum 					Head of Strategy & Partnerships

Key Objective WM5	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
Adoption of a revised constitutional model as required by the Local Government and Public Involvement in Health Act 2007	✓	✓	Action Plan for achievement of revised model			

Key Actions			Timescales	Resources additional to base budget	Lead Officer
<ul style="list-style-type: none"> Legislative requirements reported to Council and An Action Plan produced 			30 June 2009		Head of Legal, Democratic & Property Services
<ul style="list-style-type: none"> All relevant steps required by the Action Plan completed 			31 March 2010		Head of Legal, Democratic & Property Services

Key Objective WM6	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To manage the Council's assets effectively		✓	<ul style="list-style-type: none"> Submission of planning applications for sites declared in the previous 6 months completed Marketing of representative sample of sites carried out. 			
Key Actions			Timescales	Resources additional to base budget	Lead Officer	
<ul style="list-style-type: none"> Progress a programme of asset disposals in accordance with the Council's Asset Management Strategy to support the Council's priorities and objectives 					Head of Legal, Democratic & Property Services	
<ul style="list-style-type: none"> Submit Planning applications any sites declared surplus in the previous 6 months. 			30 September 2009		Head of Legal, Democratic & Property Services	
<ul style="list-style-type: none"> Undertake marketing of a representative sample of sites declared surplus 			30 September 2009	£25,000 Revenue bid	Head of Legal, Democratic & Property Services	
<ul style="list-style-type: none"> Achieve voluntary registration of Council's assets: <ul style="list-style-type: none"> District Centres and Commercial Portfolio to be registered. Registration of part of the operational portfolio to have been completed 			31 December 2009 31 March 2010		Head of Legal, Democratic & Property Services	

Key Objective WM7	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To develop a comprehensive Learning and Development Programme supporting the corporate priorities, individual needs and workforce planning.		✓	<ul style="list-style-type: none"> Staff survey Local indicator for % attendance at learning and development events Benchmarking against national statistics 			

Key Actions	Timescales	Resources additional to base budget	Lead Officer
<ul style="list-style-type: none"> To develop a comprehensive Learning and Development Programme 	31 March 2010		Head of HR and Communications
<ul style="list-style-type: none"> To develop and introduce a People Strategy 	31 March 2010		Head of HR and Communications
<ul style="list-style-type: none"> Introduce a new Staff Performance Management Scheme 	31 March 2010		
<ul style="list-style-type: none"> Complete implementation of Single Status 	31 March 2010		Head of HR and Communications

Key Objective WM8	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To produce and deliver on an Improvement Plan for the Benefits Service that delivers a Benefits Service that is responsive to customer needs		✓	<ul style="list-style-type: none"> NI 180 The number of changes in circumstances which affect customers HB/CTB entitlement within the year NI 181 The time taken to process HB/CTB claims and change events % of benefit claimants paid by BACS 	500 changes per month 12 days 75%		

Key Actions	Timescales	Resources additional to base budget	Lead Officer
<ul style="list-style-type: none"> Improve the management and collection of all HB overpayments 	31 March 2010		Head of Financial, Revenue and Benefits Services
<ul style="list-style-type: none"> Investigate ways of introducing greater resilience and improved business continuity arrangements within the Service 	31 March 2010	£40,000 resilience bid agreed.	Head of Financial, Revenue and Benefits Services
<ul style="list-style-type: none"> Develop and implement a Benefits Take Up Strategy 	31 March 2010		Head of Financial, Revenue and Benefits Services

<ul style="list-style-type: none"> Maximise Benefits payments 	31 March 2010		Head of Financial, Revenue and Benefits Services
<ul style="list-style-type: none"> Effective use of Benefits Administration grant 	31 March 2010	£53,000 additional Benefits Administration grant	Head of Financial, Revenue and Benefits Services

Key Objective WM9	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
To develop and introduce a Communications and Engagement Strategy		✓	<ul style="list-style-type: none"> Customer satisfaction survey Staff survey Key stakeholders 			
Key Actions			Timescales	Resources additional to base budget	Lead Officer	
<ul style="list-style-type: none"> Reintroduce Redditch Matters magazine 			30 April 2009		Head of HR and Communications	

Key Objective WM10	Key Impacts		Key Performance Indicators	Target 2009/10	Target 2010/11	Target 2011/12
	Community Strategy	Local Area Agreement				
Develop a programme of shared services and joint working		✓				
Key Actions			Timescales	Resources additional to base budget	Lead Officer	
<ul style="list-style-type: none"> Consider the outcomes from the full business case developed by commissioned consultants. 			July 2009	£40k agreed by Council	Acting Joint Chief Executive	
<ul style="list-style-type: none"> Deliver on the agreed business cases determined by the Shared Board/Council. 			2009/10			
<ul style="list-style-type: none"> Contribute and participate to the Enhanced Two Tier workshops/ agreed business cases. 			March 2010			

RISK MANAGEMENT

In setting out our plans for the Borough we recognise, as a well managed organisation, that there are a number of risks that may impact on the Council achieving all we have set out in this Corporate Plan. We will monitor these risks and take mitigating actions, where practicable, to minimise the impact on the Council but some risks are unavoidable.

The key risks are related to:

- economic changes creating additional pressures on services and resources.
- our ability to deliver services when resources are restricted or systems fail.
- that service improvements do not result in positive changes in user perception.
- the delivery of resilience and efficiencies through partnership working.
- that advances in technology are not utilised to deliver efficiencies and improvements for the customer.
- managing performance to ensure that the right things are delivered, in the right way, for the right people.

The Council's Risk Management Policy requires effective management of all risks. The Policy relates to all risks both at strategic and service level. The Council has established a Risk Management Working Group to monitor progress on the action plans developed to manage all existing and emerging high level risks.



EQUALITIES

Redditch has one of the most diverse populations across Worcestershire. 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.

Young people aged 0 – 19 years constitute 25.1% of the population and people aged 60 or over constitute 19.2% of the population. This contrasts with other areas in Worcestershire where the proportion of young people is 23.5% of the population and the proportion of people aged 60 or over is 24.6% of the population.

51% of Redditch's population is female, however it is projected that the male population will have experienced a greater increase by 2011.

In the 2001 census 0.18% of people aged 16 or over defined themselves as living with a partner of the same sex. The census does not, however, identify the sexual orientation of individuals not living in same sex couples.

There is currently no standard measure of estimate of the number of disabled people. However, approximately 16% of the population had a long term limiting illness in 2001 and for those in the over-65 age group the proportion was 48%.

The Black and Ethnic Minority population constitutes 6.9% of the total population⁴, the largest ethnic group being the Pakistani group which constitutes 2.3% (1,800) of the population. Other groups include Black

British, African and Caribbean, Indian, Bangladeshi, Chinese and Mixed. There has also been an influx of individuals from the A8 Ascension Countries which joined the European Union in 2004, with the largest proportion of these being Polish.

Redditch also consists of multi-faith communities. Christianity remains the predominant faith in the district and Redditch also has the largest percentage of individuals of Muslim faith in Worcestershire at 2.4% of the population. The Buddhist, Hindu, Jewish and Sikh religions are also represented and 12.6% of the population state they have no religion.⁵



⁴ Estimated resident population by ethnic group and sex, mid-2006, ONS (2008)

⁵ Census 2001.

The Council will treat all people equally whether they are:

- Seeking or using the Council's services or applying for funds; or
- Contracting to supply or purchase goods or services to or from the Council.

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.

Redditch Borough 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 the Council.

Redditch Borough Council will promote procurement practices which support its priorities on equalities and diversity. This will include the provision of advice on equality issues to suppliers and ensuring that contracts promote equality and diversity.

The Equalities and Diversity Action Plan developed by the Council will be delivered across the organisation.

Redditch Borough Council will provide appropriate, sensitive and accessible services. It will not discriminate on the grounds of age, race, disability, ethnic origin, gender, sexuality or on any other unjustifiable grounds.

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.

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.

To find out more about what the Borough Council does, visit our website at www.redditchbc.gov.uk or contact:

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