

# Executive Committee

All Ward Relevance

28th October 2009

## CORPORATE PLAN – PHASE 1

(Report of the Head of Strategy and Partnerships)

### 1. Summary of Proposals

The report seeks to confirm the Council's Vision and Council Priorities for 2010/13 in advance of refreshing the Council's Corporate Plan.

The Redditch Profile Executive summary, appended to the report, provides a comprehensive analysis of Redditch based on demography, survey results and other data. This report forms the basis of the recommended Vision and Priorities for the Council.

Also attached to the report is a list of the revised Council's Corporate Performance Indicators for 2009/10 by priority area which the Committee is also asked to recommend.

### 2. Recommendations

The Committee is asked to **RECOMMEND** that

- 1) the Vision and Priorities set out in paragraph 5.6 of this report be adopted;
- 2) the revised Corporate performance Indicators attached to this report at Appendix 2 be adopted ; and
- 3) Members adopt the revised values as set out in paragraph 5.8

### 3. Financial, Legal, Policy, Risk and Sustainability Implications

#### Financial

- 3.1 The Council's priorities detailed within the Corporate Plan set the broad framework for allocating the authority's finances in subsequent financial years.

#### Legal

- 3.2 There are no legal requirements for the Council to have a Corporate Plan. However, there is an expectation from the Audit Commission and also best practice dictates that any organisation should have a

robust business plan. The Corporate Plan sets out the business plan for the Council over the next three years.

### Policy

- 3.3 The Corporate Plan forms part of a hierarchy of plans and strategies and sets out how the Council will work towards the Vision for the Borough set out in the Sustainable Community Strategy. The Corporate Plan provides details of the key objectives for the Council and how performance will be measured.

### Risk

- 3.4 Failure to adopt and annually refresh the Corporate Plan would leave the Council without clear direction in its use of resources, and without day to day focus on local priorities.

3.5 Sustainability / Environmental

The Council's priorities upon which the Corporate Plan is based are cross cutting and will tackle issues regarding sustainability , bio-diversity and the environment.

### Report

#### 4. Background

- 4.1 The Council is currently working to the Corporate Plan 2009/12 which was adopted on 20<sup>th</sup> April 2009. Progress is monitored on a monthly basis by the completion and review of improvement plans.
- 4.2 The current Corporate Plan (2009/12) incorporates a suite of corporate performance indicators. Officers have carried out a review to ensure that performance indicators are relevant to managing the Council's business. The revised list is attached at Appendix 2.
- 4.3 The existing Corporate Plan will need to be refreshed for 2010/13 and in advance of conducting a review Members are requested to determine the Vision and Priorities for the Council

#### 5. Key Issues

- 5.1 The Corporate Plan is the business plan for the Council on which Service Plans are based and a key document for Members and officers. It is also used by the Council's external auditor as a key reference document against which to judge its performance.

- 5.2 Appendix 1 to this report, is the Executive summary of the Redditch Profile (full report can be found at [www.redditchbc.gov.uk](http://www.redditchbc.gov.uk)). This provides a comprehensive analysis of Redditch based on demography, survey results and other data. It is designed to:
- a) provide a current position regarding key service areas and priorities in Redditch;
  - b) provide a context for Redditch Borough Council's Corporate Plan for the financial years 2010 to 2013;
  - c) identify the emerging priorities on which Redditch Borough Council should focus
- 5.3 It is critical to demonstrate that the Council has a clear vision of what it wants to achieve and that it has set priorities that will enable it to achieve that vision. The priorities will be of importance to local people who will have contributed towards their development. In order to deliver the vision the Council needs to be a well managed organisation.
- 5.4 It is important that the Council's Vision and Priorities link to the key themes of the Local Area Agreement (LAA). The themes for the current LAA are:
- a) Communities that are safe and feel safe
  - b) A better environment for today and tomorrow
  - c) Economic success that is shared by all
  - d) Improving health and well-being
  - e) Meeting the needs of children and young people
  - f) Stronger communities
- 5.5 The Council must be able to demonstrate that it understands the needs of its residents, and that these needs are reflected in the Council's priorities. The following information has been used to inform the Vision and Priorities:
- i) National Indicator results from the Place Survey 2009
  - ii) West Mercia Police Crime and Safety Survey (2008)
  - iii) Redditch Council Quality of Life Survey 2008
  - iv) Paycheck data 2009

- v) Health Acorn 2009
- vi) Citizens Panel November 2008
- vii) School Absence data 2008
- viii) Local consultation events
- ix) Initial Comprehensive Area Assessment findings

5.6 Based on this information, and the need to continue driving forward actions to meet the Council's current key objectives, it is suggested that Members may wish to endorse the retention of the existing Vision and Priorities. However the Redditch Profile and initial findings for the Comprehensive Area Assessment has flagged health inequalities and educational attainment as issues for Redditch. However, these are currently being addressed via the Redditch Partnership of which Redditch Borough Council is an active partner..

### **Vision**

'An enterprising community which is safe, clean and green'

### **Priorities**

- 1) **Enterprising Community** which is defined as 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.
- 2) **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.
- 3) **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.
- 4) **Well Managed Organisation** - In order to deliver efficient and effective services and achieve the Council's prioritise and outcomes, the Council needs to be a well managed organisation.

- 5.7 The current Corporate Plan (2009/12) includes a set of values that also supported the previous Vision and Priorities. These values are:
- 1) Partnership
  - 2) Fairness
  - 3) Quality of Service
  - 4) Modernisation
- 5.8 Members have requested reviewing these values and the following are suggested for inclusion in the revised Corporate Plan (2010/13):
- a) We place a value in **Partnership working**, ensuring that these partnerships add value to service delivery and provide Redditch with a strong voice both locally and regionally.
  - b) We are **Fair** in the decisions that we make. We value probity and fairness and strive to understand the needs of all communities, embracing a diverse range of needs and showing respect at all times.
  - c) We are **Responsive and Accountable**. We believe in customer focus and aim to deliver a standard of service that our customers require whilst being open and honest about the decisions we make. We aim to achieve greater value for money through smarter practices and new technology.
  - d) We value feedback through **Communication and Consultation**. We will listen and act appropriately, and will enable and provide support for people to become involved in the services we deliver.

## 6. Other Implications

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|------------------|---|--|
| Asset Management | - | The Asset Management Strategy for the Council has been developed to support the delivery of the Council's Corporate Plan.            |
| Community Safety | - | Consultation with residents and the findings of the Redditch Profile have highlighted crime and disorder issues as areas for concern |
| Human Resources  | - | These will be identified within individual Service Plans.  |

- Social Exclusion - To develop an enterprising community focuses on educational attainment, high skill levels and tackling health inequalities. Fostering economic development also provides increased job opportunities and improved pay levels. These will directly contribute to tackling social exclusion.

### 7. **Lessons Learnt**

There is the need for the Redditch Profile to be regularly updated as this document sets the scene and allows the Council to identify emerging issues.

### 8. **Background Papers**

Corporate Plan 2009/12  
Redditch Profile July 2009  
Report to Executive Committee – Corporate Plan Phase 1, 19 November 2008

### 9. **Consultation**

This report has been prepared in consultation with relevant Borough Council Officers and Portfolio Holders

### 10. **Author of Report**

The author of this report is Angela Heighway, Head of Strategy and Partnerships who can be contacted on extension 3122 (angela.heighway@redditchbc.gov.uk) for more information.

### 11. **Appendices**

Appendix 1 – The Redditch Profile Executive Summary  
Appendix 2 – Corporate Performance Indicators