

ANALYSIS OF PROGRESS ON COUNCIL PRIORITIES

The Corporate and Performance Plan provides an annual opportunity for the Council to examine whether its priorities are still relevant.

The Council priorities for the next 3 years are:

- Improving the reality and perception of **Community Safety**
- Protecting and improving the **Environment and Transport**
- Promoting best standards and opportunities in **Housing**
- Providing a wide range of opportunities for **Leisure**

The above priorities are very broad. In order to determine measurable outcomes these have been translated into a number of specific actions/objectives as set on the following pages. Once agreed, an Action Plan will be produced for monitoring purposes, with a lead Officer allocated to each task and a provisional timescale determined. All of these also make a contribution to one or more themes within the Community Strategy.

The following sections set out the following for each of our priorities:

- *Progress against our stated Aims and Objectives for 2006/07*
- *Progress on our Best Value Indicators for 2006/07 and,*
- *Our Aims and Objectives for the period 2007 to 2010.*

PRIORITY 1 – COMMUNITY SAFETY

PROGRESS : 2006/07

WE AIM TO: IMPROVE THE REALITY AND PERCEPTION OF COMMUNITY SAFETY

Community Safety is “community based action to prevent and remedy the causes and consequences of criminal, intimidatory and other related anti-social behaviour.”

Redditch Borough Council supports the Redditch Community Safety Partnership (RCSP) to deliver the Community Safety Strategy. The Strategy contains five themes which are mirrored in the aims of the Council’s Corporate Plan.

The Council and the RCSP aim to keep Redditch safe and to keep all parts of the community feeling safe.

OBJECTIVE 1.1 We will work and support partners to reduce crime by 17.5% by March 2008, and in particular criminal damage, wounding and vehicle crime.

Issues of crime and disorder have a serious impact on individuals and communities. They also impact on the image and attractiveness of the Borough. Therefore reducing the number of reported crime will improve the quality of life for all those who live, work or visit Redditch. We will work and support partners to reduce crime by 17.5% by March 2008, in particular criminal damage, wounding and vehicle crime.

Since 2003/04 British Crime Survey Comparator Crime (BCS) have fallen by 31.7%. Compared to other Crime and Disorder Reduction Partnerships (CDRPs) in our family group, we are performing extremely well. Redditch at the end of 2006/07 was ranked second for all crime and first for BCS Comparator Crime.

PROJECT	PROGRESS
a. To develop CDRP Tasking to have a direct and concerted impact on criminal, anti-social and environmental issues.	<ul style="list-style-type: none"> • Terms of reference were accepted by the Redditch Community Safety Partnership December 2006. • We are currently still being held as best practice and the Community Safety Team were invited by Government Office South West to speak at the ‘Intelligence led business conference’ in Bristol on 28th March 2007
b. To carry out an options appraisal on merging the Redditch Community Safety Partnership.	<ul style="list-style-type: none"> • Meeting with Worcestershire Chief Executives 15th December 2006 – agreement not to undertake a countywide merger of CDRPs • Meeting held with Chief Executives for North Worcestershire March 2007

	<p>who agreed in principle to look at the options for merger.</p> <ul style="list-style-type: none"> Establishment of Responsible Authorities Working Group – May 2007 Development of business case and timetable due October 2007 <p>Implementation - April 2009.* <i>Note agreement will need to be secured with other District Councils.</i></p>
c. To mainstream Section 17 of the Crime and Disorder Act 1998.	<ul style="list-style-type: none"> Worcestershire - Decision taken by WCC that there are no resources available to implement across the county. A report to WCC Chief Officers Management Board, was written suggesting an implementation strategy within current resources. This will now be led by WCC. Redditch Borough Council -- The timescales associated with the implementation of this were unachievable. This has now been reviewed and incorporated within the service plan with realistic milestones and actions Develop training and resource programme – March 2008. Implementation – March 2009
d. Achieve adoption of SPD on Safer Communities - Designing Out Crime.	SPD approved December 2006
OBJECTIVE 1.2 We will act to keep local communities feeling safe.	
<p>The Council has supported the Redditch Community Safety Partnership to reduce the perception and fear of crime by taking proportionate and reasonable legal action to resolve anti-social behaviour. 100% of customers returning satisfaction questionnaires were happy with the service.</p> <p>We have achieved:</p> <ul style="list-style-type: none"> Improved tenancy sustainability Improved complainant and witness satisfaction levels Long term reduction in the incidents of anti social behaviour Increased reporting of incidents of anti-social behaviour 	
PROJECT	PROGRESS
a. To establish procedures for recording and taking action against racial and all forms of harassment.	<ul style="list-style-type: none"> Training completed An increase in the numbers of agencies wishing to become reporting centres and delivering training to staff and volunteers has led to a delay of the public launch. Time has been taken to ensure that all agencies

	involved in the reporting scheme are in a position to deal appropriately with any reports to ensure that community members can have confidence in the reporting system. A public launch date has been set for 24 th April 2007
b. Develop a communication strategy for the Redditch Community Safety Partnership.	Final draft strategy and action plan to be presented to RCSP - April 2007.
c. Safer Drinking Project.	Now completed
d. Estate Enhancement Project	<ul style="list-style-type: none"> • Work in Woodrow is ongoing, a number of garages have been removed and new parking areas completed. • Winyates initial site surveys and crime risks have been carried out and public consultation has been undertaken. An Action plan is currently being drawn up. • Lodge park site – Crime Risk Assessment has been delayed due to the Crime Risk Manager availability. This will be undertaken during April/May 2007 by an external consultant. • Sites for phase 2 – Reported to Executive Committee March 2007. Areas identified in Matchborough and Church Hill. New assessment criteria have been adopted. A Small Area Improvement Fund has also been adopted.
e. Develop an Anti-Social Behaviour Strategy for Redditch Community Safety Partnership, encompassing activities to tackle ASB, victim and witness support, Respect Agenda and development and co-ordination of the action plan.	<p>In view of the developing Respect Agenda, Local Area Agreement outcomes and the requirement for partners to commit to the broader aspects of the National Respect Action Plan, the ASB Strategy will be developed as a Respect Strategy and Action Plan to encompass:</p> <ul style="list-style-type: none"> • Children and Young People • Behaviour and attendances in school • Supporting families • Strengthening communities • Effective enforcement and community justice <p>Medium term implementation programme due to the raft of new measures within the Police Justice Act. Also links in with the Prolific & Priority Offenders strategy – Prevent and Deter in relation to parenting support and signposting to services</p>
f. “Respect and Responsibility Schools Project” - to increase awareness of Anti- Social Behaviour for	<ul style="list-style-type: none"> • 7 schools have been visited to date. Overall the response by both pupils and teachers is very positive. The young people have been very

teachers and pupils and to improve partnership working.	responsive and engaging during the sessions. <ul style="list-style-type: none"> • In addition, the ASB Team saw approximately 740 year 5 pupils at the Young Citizens Challenge at the Fire Station.
g. To implement policies and procedures for emerging legislation/ practice to tackle ASB as a result of the development of the Respect Agenda.	See 1.2e – this will be incorporated within the development of a Respect Strategy and Action Plan.
h. To support the development of the Prevent and Deter element of the Prolific and Priority Offenders Strategy.	Outcome completed. A process of identifying the prevent and deter cohort has been developed using four processes; <ul style="list-style-type: none"> • Risk of re-offending matrix and persistency – Persistent young offenders (pledge definition) who score 40 or more on the matrix • Young people identified as committing acts of anti-social behaviour • Young people identified through the Yisps with high onset scores and; • Young people being taken off the catch and convict list. Initial cohorts have been identified for each of the scheme and action plans developed

OBJECTIVE 1.3 We will provide cleaner, greener and safer public spaces (links to Environment priority).

Public reports of litter, fly-tipping and abandoned vehicles are at a three year low and our score against Best Value Performance Indicator 199a, which measures the cleanliness of streets and land in local authorities throughout England, puts us in the best 25% of councils in the country.

PROJECT	PROGRESS
a. To extend the Landscape Capital Project.	<ul style="list-style-type: none"> • Assessment Form developed evaluation via CDRP tasking. • 40 sites completed during 2006/07 • 2007/08 sites currently being determined.
b. Develop a Graffiti Strategy.	<ul style="list-style-type: none"> • Draft outline of strategy structure was reported to Elected Members at the Environmental O&S January 2007. • Due to partner involvement there has been an adjustment to the implementation timetable: • Production of report including service standards for adoption by all Worcestershire authorities by the end of June 2007. • Adoption by the end of December 2007.

<p>c. Analyse the Cleaner Environment Act, Safer Greener Agenda and review Cleaner Neighbourhoods and Environment Act with regard to how Redditch Borough Council will use legislation to enhance the town.</p>	<p>Executive Committee in March 2007 agreed new powers and fixed penalty notices. These consist of items relating to:</p> <ul style="list-style-type: none"> • Litter • Waste disposal • Dog fouling • Flytipping • Noise
<p>d. i. Implement LAA Objective. ii. Develop a collective and cohesive approach to managing and improving Street Scene.</p>	<p>A Countywide Working Group established to look at service standards for:</p> <ul style="list-style-type: none"> • Countywide Graffiti and Fly-posting Strategy and partnership. • Countywide Service Standards for Litter, Sweeping, AV's and FT. • Shared / coordinated promotional materials <p>Joint training undertaken for Officers who carryout BVPI 199</p>
<p>e. Review of Customer Access arrangements.</p>	<p>This has been delayed due to problems with the introduction of the new M3 computer system. A revised date has been set of the end of May 2007.</p>

PERFORMANCE MEASURES FOR 2006/07

PRIORITY 1 – COMMUNITY SAFETY

Indicator		2006/07				Past Performance				Future targets		
Ref	Description	Target	Actual	Target met	Improved on 05/6	2003/4	2004/5	2005/6	2005/6 Quartile	2007/8	2008/9	2009/10
CS2	Number of British Crime Survey Comparator crimes reported	5,071	4,145	✓	✓	6,069	5,199	4,350		5.007	4,741	TBA with GOWM
BV126	Domestic Burglaries per 1,000 Households	9	8.02	✓	✓	15.98	12.73	9.81		8.00	7.8	7.6
BV127a	Violent Crime per 1,000 Population	22	23.18	X	X			22.71		22	21.8	21.6
BV127b	Robberies per 1,000 Population	0.68	0.9	X	X			0.68		0.68	0.66	0.64
BV128	Vehicle Crime per 1,000 Population	9	7.31	✓	✓	12.78	12.00	9.09		8.7	8.5	8.3
BV174	The number of racial incidents recorded by the authority per 100,000 population	-	18.91	-	-	Not recorded	Not recorded	3.78		-	-	-
BV175	The percentage of racial incidents that resulted in further action	100%	100%	✓	-	Not recorded	Not recorded	100.00%		100%	100%	100%

OBJECTIVES AND PROJECTS FOR 2007-2010

PRIORITY 1 COMMUNITY SAFETY

1.1 To reduce crime

- a. To develop CDRP Tasking to have a direct and concerted impact on criminal, anti-social and environmental issues.
- b. To carry out an options appraisal on merging the Redditch Community Safety Partnership.
- c. To mainstream Section 17 of the Crime and Disorder Act 1998.
- d. Development of Community Safety Projects to support crime reduction targets.
 - (i) Home Security Project
 - (ii) Community Payback Service Placements
 - (iii) Woodrow District Centre Project

1.2 To keep local communities feeling safe

- a. To establish procedures for recording and taking action against racial and all forms of harassment.
- b. Develop a communication strategy for the Redditch Community Safety Partnership.

1.3 To provide cleaner, greener public spaces.

- a. Development of County wide Graffiti Partnership.
- b. Develop mechanisms to manage the Small Area Environmental Improvement Fund

1.4 Build respect in communities and reduce anti-social behaviour:

- a. Develop a Respect Action Plan to encompass:
 - Children & Young People
 - Behaviour & Attendances at School
 - Supporting families
 - Strengthening communities
 - Effective enforcement and community justice
- b. Implement the Respect Standard for Housing Management.
- c. Deliver the Respect and Responsibility Schools Project.

PRIORITY 2 – ENVIRONMENT & TRANSPORT

PROGRESS : 2006/07

WE AIM TO: PROTECT AND IMPROVE THE ENVIRONMENT AND TRANSPORT

Redditch has a distinctive natural environment, built form and transport network.

With over 5 million trees and shrubs to manage, around 30,000 bins to empty each week, 160 listed buildings to protect and 94 underpasses to clean, the Council makes a significant contribution to maintaining and enhancing the environment.

We aim to manage and support these assets, with the help of our partners, for the present and future good of the Borough.

OBJECTIVE 2.1 We will continue to enable improvements to the built environment through:

As the local Planning Authority we are responsible for ensuring that the physical environment of the Borough is maintained and developed in a sustainable and responsible manner.

In the last year, the Council improved the planning service it offers to the public. The speed with which planning applications are determined has improved and a wide range of information and services are now available online. In addition, fewer appealed decisions have been accepted, which demonstrates that our policy framework is sound.

PROJECT	PROGRESS
a. Adopt Local Plan No. 3	LP3 adopted 31 May 2006
b. Implement Contaminated Land Strategy	We have identified 439 sites of potential concern within the Borough all of which have been categorized and then prioritized.
i. Purchase and install software database of historical contaminative uses.	

OBJECTIVE 2.2 We will reduce the amount of household waste through:

We will support the Waste Forum in the delivery of the Joint Municipal Waste Strategy.

The average weight of household waste has reduced to 409kg per head of population - compared with 414kg the previous year. In addition we have increased recycling rates to 20.23% compared with 17.02% in the previous year.

PROJECT	PROGRESS
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a.	Produce and present plan for Alternate Weekly Collections to Members for resolution - including waste minimisation element.	Completed
b.	Roll out of AWC (subject to Member decision).	<ul style="list-style-type: none"> Phase 1 has been completed – 92 % of the borough now on AWC system Planning commenced re: introduction to final 8%.
c.	To achieve recycling targets (Government Target of 18% and JMWS target of 24% recycling).	2006/07 recycling rate 20.23%

OBJECTIVE 2.3 We will take action to promote sustainability in the town

The Council is committed to working towards a sustainable future by seeking to improve its sustainability performance and influence others in doing so.

PROJECT	PROGRESS
a. Reduce the overall ecological footprint of the Council.	<ul style="list-style-type: none"> The Council adopted the Energy Strategy on 24th April 2006. Energy consultants continue to monitor activities with savings identified. Funding of £15,000 p.a. for three years approved. £15,000 spent 2006/07. Installation of a number of “SMART” meters to monitor gas and electric via a web link achieved. March 2007 - Staff awareness campaign started to save energy Installation of Solar panels completed and functioning as at 31st March 2007. <p>Nottingham Declaration signed.</p> <p>Strategy and Action plan being developed to be presented during 2007.</p>
b. Develop a sustainability strategy for purchasing.	Draft Strategy completed and being developed alongside the council's overarching Sustainability Programme.
c. Develop planning advice to applicants relating to sustainable design and construction.	Document now to be called <i>Climate Change in Planning</i> and will be issued April 2007

OBJECTIVE 2.4 We will enhance the environment in the town through:

We aim to improve open spaces and the street scene through better delivery of the Borough's landscape, grounds maintenance, waste and

cleansing services.

Street cleanliness has improved putting the town in the 'cleanest' 25% of the country. Public reports of litter, fly-tipping and abandoned vehicles are at a three year low. Improvements in the quality of open space at Arrow Valley Country Park have been recognised by a Green Flag award.

PROJECT	PROGRESS
a. Complete and implement Service Standards for Landscape and Street Cleansing Services.	<ul style="list-style-type: none"> • Production of draft Landscape and Street Cleansing Service Standards ready for public consultation / member approval. • The move to AWC meant that Waste Collection service standards were prioritised and implementation of Landscape and Street Cleansing Service Standards are to follow
b. Review impact of Landscape Capital works.	Review of impact and level of capital funding for landscape improvements has led to a revenue bid being submitted for maintenance works so that the impact of capital funding can be maximized.
c. Implement Capital improvements to parks and other open spaces.	Morton Stanley Park Project Complete. Currently working with Association to put together plan and external funding bids. Tender documents currently being scrutinized by legal services. HLF bid has been submitted -Phase one outcome due October 2007
d. Prepare SPD on Open Space Provision.	Draft SPD approved for consultation March 2007

OBJECTIVE 2.5 To provide a public and community transport network that is accessible, reliable, efficient and affordable.

The Council has met demand by expanding the Dial-A-Ride service and improving booking arrangements for customers whilst the revised Concessionary Fares Scheme has helped elderly residents and people with disabilities to make over 1.2 million journeys this year. We have worked through the Bus Quality Partnership (BQP) to improve

PROJECT	PROGRESS
a. Explore options for further expansion of the Dial A Ride service.	Options agreed by Council on 11 th December 2006. Full implementation is subject to availability of revenue funding
b. Promote the Dial A Ride and Shopmobility services to black and minority ethnic groups and communities.	Incorporated into the Winn project as a partnership exercise. An increase in BME uptake identified but difficult to quantify at present. Further work on joint service promotion will be planned.

c. Develop Exit Strategy on end of funding from Urban Bus Challenge.	Included with 2.5 a. (above). The subsequent funding bid to the Winn project was successful.
d. Introduce Smart Card bus passes.	In progress. Original county scheme was superseded by requirements for National 2008 scheme (details of systems and design still to be announced by DOT). Will still be a joint procurement exercise with WCC?
e. Continue to monitor and improve taxi services and licensing. <ul style="list-style-type: none"> <li data-bbox="206 383 1061 485">i. To carry out planned enforcement activities in partnership with other agencies, and twice a year internally. <li data-bbox="206 491 1061 561">ii. Implement new medical certification and driver badge initiatives. <li data-bbox="206 568 1061 600">iii. To consider extension of the taxi bus service. 	Completed Introduced May 2006 The service has been subject to ongoing monitoring and review. To reduce costs, a small fee has been introduced. The scheme has been extended until December 2008 and will continue to be funded from the original Bus Challenge funding.

PERFORMANCE MEASURES FOR 2006/07

PRIORITY 2 – ENVIRONMENT & TRANSPORT

Indicator		2006/07				Past Performance				Future targets		
Ref	Description	Target	Actual	Target met	Improved on 05/6	2003/4	2004/5	2005/6	2005/6 Quartile	2007/8	2008/9	2009/10
BV082a (i)	The percentage of household waste arisings which have been sent by the authority for recycling	20%	20.23%	✓	✓	11.44%	15.88%	16.86%		25%	26%	
BV082a (ii)	The total tonnage of household waste arisings which have been sent by the authority for recycling	5900	6,560	✓	✓	NA	NA	5,534	-	7200	8200	
BV082b (i)	The percentage of household waste sent by the Authority for composting or treatment by anaerobic digestion	We do not collect 'green waste' from households, but encourage residents to compost it at home, as agreed by the County-wide Joint Municipal Waste Partnership										
BV082b (ii)	The tonnage of household waste sent by the Authority for composting or treatment by anaerobic digestion											
BV084a	Kilogrammes of household waste collected per head	410	409	✓	✓	405	417	417	Below median	370	355	
BV084b	Percentage change from the previous financial year in the number of kilogramme of household waste collected per head of the population	-1.6%	-1.20%	✗	✓	-4.71%	2.89%	0.07%		-5.8%	-4.0%	
BV086	Cost of Waste Collection per household	-	£49.01	-	-	£29.60	£45.50	£42.41				
BV091a	Percentage of population resident in area served by a kerbside recyclable collection	92%	93.73%	✓	✓	44%	65.55%	89%	Worst	100%	100%	
BV091b	Percentage of population resident in area served by a kerbside recyclable collection of at least two recyclables	92%	93.73	✓	✓	44%	65.55%	89%	Worst	95%	95%	
BV106	The percentage of new homes built on previously developed land	70%	91.63%	✓	✓	54%	60%	65%	Below median	70%	70%	
BV109a	Percentage of major planning applications determined within 13 weeks	60%	77.27%	✓	✓	61%	60%	63.64	Above median	60%	60%	

Indicator		2006/07				Past Performance				Future targets		
Ref	Description	Target	Actual	Target met	Improved on 05/6	2003/4	2004/5	2005/6	2005/6 Quartile	2007/8	2008/9	2009/10
BV109b	Percentage of minor planning applications determined within 8 weeks	65%	75.69%	✓	✗	36%	65%	81.31%	Below median	65%	65%	
BV109c	Percentage of other planning applications determined within 8 weeks	80%	92.46%	✓	✓	55%	77%	88.86%	worst	80%	80%	
BV166a	Score against a checklist of enforcement best practice for environmental health/trading standards	100%	100%	✓	✓	70%	80%	90%	Below median			
BV199a	The proportion of relevant land and highways (expressed as a percentage) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level	8%	8.3%	✗	✗	13.60%	9.22%	8.11%	best	8%	8%	8%
BV199b	The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of graffiti are visible	1	0.67	✓	✓	NA	NA	1.00%	-	1%	1%	1%
BV199c	The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of fly-posting are visible	0	0	✓	✓	NA	NA	0%	-	0%	0%	0%
BV199d	The year on year reduction in the total number of incidents and increase in the total number of enforcement actions taken to deal with fly-tipping (scored 1 to 4, with 1 being best)	1	2	✗	✗	NA	NA	1	-	1	1	1
BV200a	Did the local planning authority submit the Local Development Scheme by 28th March 2005 and thereafter maintain a 3-year rolling programme-	YES	YES	✓	✓	NA	NA	YES	-	Yes	Yes	Yes
BV200b	Has the local planning authority met the milestones which the current Local Development Scheme sets out-	YES	YES	✓	✓	NA	NA	NA	-	Yes	Yes	Yes
BV200c	Did the local planning authority publish an annual monitoring report by 31st December of the last year-	Yes	YES	✓	✓	NA	NA	YES	-	Yes	Yes	
BV204	The percentage of appeals allowed against the authority's decision to refuse planning applications, as a percentage of the total number of planning appeals against refusals of planning applications	33%	50%	✗	✗	NA	41%	15%	worst	33%	33%	

Indicator		2006/07				Past Performance				Future targets		
Ref	Description	Target	Actual	Target met	Improved on 05/6	2003/4	2004/5	2005/6	2005/6 Quartile	2007/8	2008/9	2009/10
BV205	The local authority's score against a 'quality of planning services' checklist	100%	94.44%	X	✓	NA	66%	94.44%	worst	100%	100%	
BV216a	Number of sites of potential concern within the local authority area, with respect to land contamination	NA	469	-	✓	NA	NA	500*	n/a	NA	NA	
BV216b	Number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of all 'sites of potential concern'	NA	11	-	✓	NA	NA	6.2%*	-			
BV217	Percentage of pollution control improvements to existing installations completed on time	100%	100%	✓	✓	NA	NA	100%	-	100%	100%	
BV218a	Percentage of new reports of abandoned vehicles investigated within 24 hours of notification	15%	9.32%	X	X	NA	NA	10.75%	-	15%	20%	25%
BV218b	Percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle	80.10%	70.5%	X	✓	NA	NA	52.52%	-	80%	90%	95%
BV219a	Total number of conservation areas in the local authority area	contextmeasure	2	-	-	NA	NA	2	n/a	NA	NA	NA
BV219b	Percentage of conservation areas in the local authority area with an up-to-date character appraisal	100%	100%	✓	✓	NA	NA	100.00%	-	100%	100%	100%
BV219c	Percentage of conservation areas with published management proposals	100%	100%	✓	✓	NA	NA	100.00%	-	100%	100%	100%
ET01	Percentage of households participating in the RBC kerbside dry recyclables collection	75%	63%	X	X	55.00%	69.88%	71.50%		Contained in Service Plan		
ET04	Number of public reports of litter	199	176	✓	✓	348	275	214		Contained in Service Plan		
ET05	Number of public reports of fly tipping	966	943	✓	✓	1620	1487	1,017		Contained in Service Plan		
ET07a	Percentage of scheduled high risk food premises inspections that were completed on time	100%	100%	✓	✓	87%	70%	100.00%		Contained in Service Plan		

Indicator		2006/07				Past Performance				Future targets		
Ref	Description	Target	Actual	Target met	Improved on 05/6	2003/4	2004/5	2005/6	2005/6 Quartile	2007/8	2008/9	2009/10
ET07b	Percentage of scheduled low risk food premises inspections that were completed on time	75%	80.3%	✓	✓	72%	67%	77.05%		Contained in Service Plan		
ET08a	Number of reports of 'abandoned' vehicles	934	848	✓	✓	1605	1163	958		Contained in Service Plan		
ET08c	Number of vehicles classed as abandoned and subsequently removed	232	200	✓	✓	312	314	238		Contained in Service Plan		
ET09	Number of Dial-A-Ride passenger trips per year	33,500	37,705	✓	✓	19,942	26,254	31,471		Contained in Service Plan		
ET10	The percentage of Dial-A-Ride users saying the service is good or excellent	95%	98.3%	✓	✓	NA	99%	92%		Contained in Service Plan		
ET11	Total number of uses of Shopmobility	23,000	22,611	X	X	20,898	22,258	23,180		Contained in Service Plan		
ET12	The percentage of Shopmobility users saying that the service is either good or excellent.	95%	100%	✓	✓	NA	99%	99.02%		Contained in Service Plan		
ET15	Number of concessionary journeys per year	1,300,000 per year	1,498,830	✓	✓	NA	823,351	1247966		Contained in Service Plan		

OBJECTIVES AND PROJECTS FOR 2007-2010

PRIORITY 2 ENVIRONMENT & TRANSPORT

ENVIRONMENT

- 2.1 To enable improvements to the built environment to achieve high quality development in the context of potential growth:**
- a. Respond to the West Midlands Regional Spatial Strategy.
 - b. Respond to West Midlands Regional Spatial Strategy Phase 3 Revision.
 - c. Preparation of Development Plan Documents (DPDs).
 - d. Prepare a Supplementary Planning Documents (SPDs).
 - e. Review the Contaminated Land Strategy with identification of new priorities.
- 2.2 To achieve a sustainable level of household waste.**
- a. Introduction of improved waste collection service to “hard to reach properties”.
 - b. Achieve the Joint Municipal Waste Target of 24%.
 - c. Present outcomes of move to Alternate Weekly Collections.
 - d. To work with the County Council and other District Councils in Worcestershire to update the Joint Municipal Waste Strategy and investigate opportunities for shared services/ partnership working.
- 2.3 Provide Cleaner Green Public Spaces.**
- a. Publish and implement service standards for Street Cleansing and Landscaping.
 - b. Town Centre Improvements.
 - c. Landscape Capital Project delivery.
 - d. Estate Enhancement Project.
 - e. Evaluation of Clean Neighbourhoods and Environment Act.
 - f. Implement Flood Alleviation Scheme – Batchley Brook
- 2.4 To develop plans and strategies to improve the Council's sustainability performance**
- a. Reduce the overall carbon footprint of the Council (LAA).
 - b. Production and adoption of strategy and action plan.
 - c. Work with Redditch Local Strategy Partnership to ensure sustainability a key objective within Community Strategy.
- 2.5 To provide a public and community transport network that is accessible, reliable, efficient and affordable.**
- a. Secure resources for maintenance of existing services.

- b. Establish the sustainability of a Dial A Ride service after end of WiNN funding in April 2008.
- c. Introduce Smart Card bus passes in conjunction with National Concessionary Fares Scheme.
- d. Continue to monitor and improve taxi services and licensing by:
 - Planned enforcement activities
 - Ongoing medical certification and drug testing initiatives.

PRIORITY 3 – HOUSING

PROGRESS : 2006/07

WE AIM TO: PROMOTE BEST STANDARDS AND OPPORTUNITIES IN HOUSING AND HEALTH

The Council's corporate housing agenda is encompassed by the Housing Strategy Statement 2005-2009 adopted by the council and passed 'fit for purpose' by the Government Office for the West Midlands.

It describes how housing will develop in Redditch and the contribution that the Council and its main partners will make to achieving this.

HOUSING

OBJECTIVE 3.1 We will improve the quality of privately owned or rented housing in the Borough	
<p>We will continue to work with landlords and tenants to raise the standard of privately rented accommodation and meet our obligations under the Housing Act 2004.</p> <p>In 2006/07 a Government grant was received to address the needs of the most vulnerable in the private sector housing.</p> <p>The grant has been utilised to:-</p> <ul style="list-style-type: none"> • provide 30 customers with life time loans • Implement the Houses in Multiple Occupation (HMO's) licensing • Assist 12 clients with home repairs and 11 further grants approved • Benefit 20 customers with energy efficiency works being carried out. <p>There is a further grant agreed for 2007/08 which will be utilised to further progress the licensing of HMO's, increase the number of disabled facilities grants and home repairs assistance.</p>	
PROJECT	PROGRESS
a. Carry out enforcement activity against landlords and householders to maintain housing conditions.	Nine licenses issued during 2006/07. Other applications are being processed.
b. Develop an Empty Homes Strategy.	<ul style="list-style-type: none"> • Assistance has been sought from the Empty Homes Agency, who is willing to work with the Council. Housing and Environmental Health

	<p>Officers have identified a low number of empty properties in Redditch. Looking to have a joined up approach and adopt the principles contained within the County wide empty properties strategy.</p> <ul style="list-style-type: none"> • Information on individual empty properties has been requested from Council Tax records.
<p>c. Target resources to vulnerable households in non decent dwellings.</p>	<ul style="list-style-type: none"> • Full Council on 30th October 2006 approved the recommendations on how the grant would be spent. The grant has been split between the existing capital budgets for HMO's, Home Repairs Assistance, Energy Efficiency and updating the Private Sector Stock Condition Survey in association with the Worcestershire LA's. • Up to £80,000 was transferred to the capital budget for life time loans for HMO's - £30,000 used with 30 customers benefiting. • Up to £20,000 was used for the implementation of the HMO Licensing Scheme – this was used for employing an additional resource. • Up to £100,000 was transferred to the capital budget for Home repairs Assistance - We have completed 12 jobs for our clients in 2006/07. (Total cost £20,480) • In addition, there are 11 grants approved but will be spent in 2007/08. (Total cost £33,395) • Up to £50,000 was transferred to the capital budget for energy efficiency works - £20,000 used with 20 customers benefiting. • Up to £6,000 was used to update the Private Sector Stock condition Survey – This is for a Countywide project which is being completed and none of this has been spent so far and it will roll over to next year.

OBJECTIVE 3.2 We will deliver a sustainable customer focused Housing Service

The Council is the largest landlord in the Borough with 6136 properties (as at 1st April 2007) and our priorities for delivering services are influenced by legislation, our customers and key documents such as the HRA Business Plan and the Housing Strategy.

In 2006/07 the 5th year of the housing capital programme has successfully been delivered ensuring that all council stock meets the decent homes standard.

The housing options team was launched in January 2007 and choice based lettings will be provided from September 2007 offering tenant's choice and options to consider how best to meet their future housing needs.

The service has seen a significant reduction in the void turnaround time for 2006/07 however rent arrears targets were not achieved due to changes in legislation and technical difficulties. Additional resources have been established for 2007/08 to support the improvement of rent collection performances.

PROJECT	PROGRESS
a. Delivering the 5th year of the existing Capital Investment Programme in the housing stock and develop a 5 year programme based on the "Redditch Quality Standard".	The fifth year of the Programme has been successfully delivered. Tenders have been evaluated and the programme will commence July 2007.
b. Improve the use of our stock by matching supply to reflect local demand.	<ul style="list-style-type: none"> • The review will now take place in November 2007 as we are introducing a new IT system a newly designed housing application form will be required. • A Choice Based Lettings Supplier has been appointed. Contracts are with Legal Services. The Implementation date will be March 2007. • Office facilities have been designed and are being manufactured. • Further review of Allocations Policy carried out in line with new Code of Guidance – 7th March 2007. • Waiting List reviewed. • Software currently being developed by supplier. • Housing Options Service opened on 29th January 2007 to the public. • Choice Based Lettings due to open September 2007 – date extended due to changes in Allocations Policy in line with the new Code of Guidance.
c. Achieve top quartile performance in key business areas by March 2008.	<ul style="list-style-type: none"> • On target for voids performance. • Due to problems with Saffron unable to report on rent arrears. • On target for voids performance. • Rent arrears target will not be met in 2006/07 due to Saffron computer system problems. • An action plan has been prepared and extra resources put into the Team to improve performance.
d. Implement the key Tenant Participation priorities increasing choice in the way tenants can participate in improving the service.	<ul style="list-style-type: none"> • The Compact has now been reviewed along with a review of the Housing Service Standards event held on 6th November 2006. This was part of the Final Tenant Participation Strategy due February 2007. • Strategy has been delayed – due now December 2007. • Tenant Management Organisations (TMOs) and estate agreements are being consulted on in the Batchley area. • The Batchley Support Group is working with Officers and Birmingham Co-operative Housing to encourage participation and consultation on the

options available to tenants. Coffee mornings, door knocking and local events are being held. Funding from Government Office has been awarded for a feasibility study.

OBJECTIVE 3.3 We will maximise the provision of high quality affordable housing in the town

As well as maintaining the high standards of the existing housing stock, we will also identify land suitable for social housing and drive forward the development of these sites.

During 2006/07 Council Officers have made site visits with the preferred partner to assess the deliverability of sites. A number of sites have been identified with a potential for 70 properties being developed.

PROJECT	PROGRESS
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a. Implementing a new SPD on affordable housing increasing the thresholds for developers to contribute affordable housing provision.	SPD to be the subject of re consultation Sept 2007 due to new Government guidance on affordable housing
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b. Identify Council owned land suitable for disposal as affordable housing development sites.	<ul style="list-style-type: none"> • Several site visits made around the Borough with the Council's preferred development partner to assess deliverability of sites. A number of possible sites identified and passed to Property Management for appraisal. • Two sites sold providing 16 bungalows, 12 houses for rent, and 8 houses for shared ownership. • Additional site for 2 houses to be sold by March 2007. • A site has been identified in Church Hill to provide up to 8 properties and a site in Greenlands to provide up to 32 properties.
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c. Implement Cash incentive Scheme.	All relevant signatories to the s.106 have agreed to the variation of the s.106 to use the commuted sum for the cash incentive scheme and the policy has been agreed by Full Council. All documentation and press release has been drafted and awaiting confirmation that relevant legal documentation has been signed. There has been a substantial delay in all parties signing documents. Achieved April 2007 – scheme launched May 2007.
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OBJECTIVE 3.4 We will develop and implement in partnership with key agencies a Homelessness Strategy

The Social overview and scrutiny committee undertook a review of homelessness services during 2006/07 this has resulted in a number of recommendations with the key emphasis being on homeless prevention.

A service review was carried out and the homeless team have now formed part of the new formed housing options service.

Although only initial outcomes are available for the last quarter of 2006/07 39 homeless cases were accepted and 29 cases were prevented which compares with 58 homeless cases in the previous quarter.

PROJECT	PROGRESS
<p>a. Reviewing with key agencies the Council's Homelessness Strategy.</p>	<ul style="list-style-type: none"> • Work in advance of an update to the Strategy includes the follow up to the Scrutiny programme on Homeless prevention and a review from Worcs. Supporting People addressing Support needs. Likely to follow a county wide approach to homelessness. • Officers have been working on a countywide Homelessness Strategy, a draft has been circulated for consultation. Districts do not have to produce separate strategies as they each have their action plan included in the County Strategy.
<p>b. Developing a housing advice strategy in partnership with other advisory organisations.</p>	<ul style="list-style-type: none"> • Work to commence in 2007 and adopt the corporate project management methodology which is now in place. • Officers will work with key agencies to prepare the strategy. • Draft procedures are in place following the opening of the Housing Options and Housing Advice Service on 29th January 2007.
<p>c. Increasing and improving access to accommodation in the private sector.</p>	<ul style="list-style-type: none"> • Forum now supported by National Landlords Association. Developing ideas for awareness raising in key issues impacting on private sector. • The Draft Landlord Accreditation Scheme has been discussed with members of the Forum at the June 2007 meeting. There was a positive response to the proposal and further work with the private landlords will continue.
<p>d. Expanding the Council's homeless prevention role.</p>	<ul style="list-style-type: none"> • Linked into 3.2 (b). The Housing Advice Services will now be operational in January 2007. • Performance Indicators showing the successful outcomes in looking at a greater emphasis on the prevention role. • The Homelessness Team, now renamed the Housing Options Team, provide Housing Advice and Housing Options. The service was opened in January 2007. It's main purpose is to help prevent homelessness and provide a wide range of alternative housing options to customers. • It is evident that since the service has been in place, the number of

cases prevented from becoming homeless has increased and the number of homeless cases has reduced. For example, in the last quarter of 2006/07, 39 homeless cases were accepted and 29 cases were prevented, which compares to 58 homeless cases for the previous quarter. The role of the Housing Options Officers is currently being reviewed with the emphasis on prevention rather than homeless investigation.

- The recommendations of the Social Overview & Scrutiny Committee have been either implemented or further work is ongoing in the following areas:
 - 1.4 County Mediation Service – funding required from County.
 - 1.5 Compulsory home visits – Risk Assessments currently being put in place.
 - 1.7 County-wide Prevention Service across the County being developed.
 - 1.9 Joint protocol with the Probation Service being developed.
 - 5. Peer Assessment due February 2008.

PERFORMANCE MEASURES FOR 2006/07

PRIORITY 3 – HOUSING

Indicator		2006/07				Past Performance				Future targets		
Ref	Description	Target	Actual	Target met	Improved on 05/06	2003/4	2004/5	2005/6	2005/6 Quartile	2007/8	2008/9	2009/10
BV062 (former)	Proportion of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority	3%	3.17%	✓	✓	2.10%	3.70%	2.25%	N/A	3%	3%	
BVPI 63	Energy Efficiency - the average SAP rating of local authority owned dwellings	72	72	✓	✓	64	69	71	Best	72	72	72
BV064	The number of private sector vacant dwellings returned into occupation or demolished during the financial year as a direct result of local authority action	1	0	X	X	0	1	1	Worst	1	1	
BVPI 66a	Rent collected by the local authority as a proportion of rents owed on Housing Revenue Account (HRA) dwellings	98.5%	97.56%	X	X	98.20%	98.20%	98.00%	Below median	98.6%	99%	99.1%
BVPI 66b	The number of local authority tenants with more than seven weeks of (gross) rent arrears as a percentage of the total number of council tenants	7%	8%	X	X	NA	NA	7.47%	Worst	8%	7.5%	7%
BVPI 66c	Percentage of local authority tenants who have had Notices Seeking Possession served	15%	2.37%	✓	✓	NA	NA	3.19%	Best	4%	3.9%	3.8%
BVPI 66d	Percentage of local authority tenants evicted as a result of rent arrears	1%	0.02%	✓	✓	NA	NA	0.54%		1%	1%	1%
BVPI 156	The percentage of authority buildings open to the public in which all public areas are suitable for, and accessible to, disabled people	100%	100%	✓	✓	54.00%	52.00%	86%	N/A	100%	100%	100%
BVPI 164	Does the authority follow the Commission for Racial Equality's code of practice in rented housing and follow the Good Practice Standards for social landlords on tackling harassment included in the code of Practice for Social Landlords-	YES	YES	✓	✓	NO	YES	YES	48% reported 'YES'	YES	YES	

Indicator		2006/07				Past Performance				Future targets		
Ref	Description	Target	Actual	Target met	Improved on 05/06	2003/4	2004/5	2005/6	2005/6 Quartile	2007/8	2008/9	2009/10
BVPI 183a	The average length of stay (weeks) in bed and breakfast accommodation of households with either dependent children or pregnant women and which are unintentionally homeless and in priority need.	2.1	2.95	X	X	2	1.5	2.24	Above median	2	2	
BVPI 183b	The average length of stay (weeks) in hostel accommodation of households with either dependent children or pregnant women and which are unintentionally homeless and in priority need.	10.5	6.87	✓	✓	7.8	8.7	11.07	Below median	6.85	6	0
BVPI 184a	The proportion of LA Homes which were non-decent on the first day of the financial year	0%	0%	✓	✓	0.20%	0.20%	0%	Best	0%	0%	0%
BVPI 184b	The percentage change in proportion of non-decent LA homes over the course of the financial year	0%	0%	✓	✓	0%	100%	0%	Best	0%	0%	0%
BVPI 202	The number of people sleeping rough on a single night within the area of the local authority	0	0	✓	✓	NA	5	0	Best	0	0	0
BVPI 203	The percentage change in the average number of families, which include dependent children or a pregnant woman, placed in temporary accommodation under the homelessness legislation compared with the average from the previous year	-1%	-13%	✓	✓	NA	-0.03%	0%	Above median	-1%	-1%	-1%
BVPI 212 / LIB 240	Average time (days) to re-let Local Authority Housing	45	29.94	✓	✓	53.19	60.01	66.14	Worst	40	30	29
BVPI 213	Number of households who considered themselves as homeless, who approached the local authority's housing advice service, and for whom housing advice casework intervention resolved their situation, per 1,000 population.	2.5	2.89	✓	✓	NA	NA	2.22	Above Median	2.9	3	3.5
BVPI 214	Proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same Authority within the last two years	7%	6.25%	✓	X	NA	NA	6.23%	Worst	7%	7%	
LIB 219	The average length of stay in B & B (weeks)	2.9	3.61	X	X	2.6	2.48	3.01		Contained in Service Plan		

Indicator		2006/07				Past Performance				Future targets		
Ref	Description	Target	Actual	Target met	Improved on 05/06	2003/4	2004/5	2005/6	2005/6 Quartile	2007/8	2008/9	2009/10
LIB 231	Rent arrears as a percentage of rent roll	2.5%	3.49%	X	X	2.88%	2.67%	2.56%		Contained in Service Plan		
LIB 232	The average weekly costs per local authority dwelling of management	£15.90	£14.90	-	-	£12.79	£13.35	£14.66		Contained in Service Plan		
LIB 233	The average weekly costs per local authority dwelling of repairs	£10.60	£10.92	-	-	£7.71	£9.89	£10.52		Contained in Service Plan		
LIB 236	The percentage of tenants owing over 13 weeks rent (excluding less than £250)	2.4%	3.5%	X	X	6.00%	3.26%	2.44%		Contained in Service Plan		
HH 1 (RENT)	Rent written off as proportion of rent roll	1%	0.52%	✓	X	0.84%	0.91%	0.26%		Contained in Service Plan		
HH 2 (RENT)	Void loss expressed as a percentage of gross rent	1.1%	1.16%	X	X	1.56%	1.52%	1.10%		Contained in Service Plan		
HH 4 (LL)	The percentage of Lifeline Controller responses within 60 seconds of call	98.5%	98.62	✓	X	98.91%	99.07%	98.97%		Contained in Service Plan		
HH 5 (LL)	The percentage of Lifeline users saying the service is good or excellent	95%	97.07%	✓	✓	NA	94.88%	94.09%		Contained in Service Plan		
HH 9 (WRD)	The percentage of users of the Warden service saying that the service is good or excellent	92%	97.07%	✓	✓	NA	92.81%	91.96%		Contained in Service Plan		
HH 10	Average relet time (days) for dwellings (excluding those where one of the following applies: no waiting list, long term void, difficult to let, undergoing major repairs)	19	20.6	X	X	NA	NA	18.69		Contained in Service Plan		
HH 11	Percentage of Sure Start registered mothers-to-be who smoke who quit smoking during pregnancy	27%	-	-	-	20%	20%	26.09%		Contained in Service Plan		
HH 12	Percentage of Sure Start registered families using REDDI leisure card	14%	15%	✓	✓	NA	5.80%	13.40%		Contained in Service Plan		
HH013	Care and Repair - average length of time from first contact to completion (weeks)	35	23.69	✓	✓	40.1	41.84	29.21		Contained in Service Plan		
HH 14	Equipment and Adaptations - average number of weeks from receipt of all recommendations to completion of works	10	-			NA	6.19	12.31		Contained in Service Plan		
HH 15	Percentage of Sure Start registered children accessing Sure Start services	60%	56.10%	X	X	NA	82%	90.40%		Contained in Service Plan		
HH 17	Percentage of repairs requiring access to a property for which an appointment has been made	60%	54%	X	X	NA	NA	57.14%		Contained in Service Plan		

Indicator		2006/07				Past Performance				Future targets		
Ref	Description	Target	Actual	Target met	Improved on 05/06	2003/4	2004/5	2005/6	2005/6 Quartile	2007/8	2008/9	2009/10
HH 18	Percentage of repair appointments made that were kept by RBC	95%	98%	✓	X	NA	NA	98.81%		Contained in Service Plan		

OBJECTIVES AND PROJECTS FOR 2007-2010

PRIORITY 3 HOUSING

3.1 We will improve conditions in the Private Sector by:

- a. Carry out enforcement activity against landlords and householders to maintain housing conditions.
- b. Continue to identify and license as necessary Houses in Multiple Occupation.
- c. Loan assistance for energy efficiency measures to Houses in Multiple Occupation.
- d. Develop an Empty Homes Strategy.
- c. Target resources to vulnerable households in non decent dwellings.

3.2 We will deliver a sustainable customer focused Housing Service by:

- a. Delivering the 1st year of the second five year Capital Investment Programme in the housing stock based on the “Redditch Quality Standard”.
- b. Improve the use of our stock by matching supply to reflect local demand.
- c. Achieve top quartile performance in key business areas by March 2008.
- d. Implement the key Tenant Participation priorities increasing choice in the way tenants can participate in improving the service.

3.3 We will meet affordable Housing Needs by:

- a. Implement Cash incentive Scheme.

3.4 We will tackle homelessness and provide advice on housing options by:

- a. Reviewing with key agencies the Council’s Homelessness Strategy.
- b. Developing a housing advice strategy in partnership with other advisory organisations.
- c. Increasing and improving access to accommodation in the private sector.
- d. Expanding the Council's homeless prevention role.

PRIORITY 4 – LEISURE

2006/07 PROGRESS

WE AIM TO: PROVIDE A WIDE RANGE OF OPPORTUNITIES FOR LEISURE

The Council is committed to increasing the number of people accessing sports, arts and heritage activities and their frequency of participation.

There are many studies which demonstrate a range of benefits that can be obtained through regular participation in leisure activities.

The Council currently operates 4 sports centres, a swimming pool, golf course, museum, countryside centre, pitches and community centres.

There are currently approximately one million visits a year to the facilities. Visits via the Council's Concessionary Scheme, aimed at encouraging increased participation, particularly amongst targeted groups, has continued to grow.

OBJECTIVE 4.1 Create and Improve Leisure, Culture and Arts Facilities

There is a need to ensure that the facilities and activities are relevant to the customers' needs and perceptions. It is therefore a constant requirement to improve the quality of the facilities and create new ones that help to satisfy the demand.

In 2006/07 we took action against seven main objectives:

PROJECT	PROGRESS
a. Complete Mettis Sports Project.	Scheme completed September 2006. Facilities upgraded included tennis, bowls, cricket, and football with changing pavilion.
b. Plan a revised project for the Abbey Stadium Development	October 2006 – final options re design and cost modeling. November 2006 – presentation to Members. December 2006 – Full Council approval on option to proceed.
c. Project Plan for the Bordesley Post Excavation works and interpretation of the site.	Discussions have taken place with English Heritage about the post-excavations. Report to Members January 2007.
d. Determine Strategy for Bordesley Abbey and Forge Mill Site.	Members have reviewed the operation of this facility through the Zero Based Budget process. The option appraisal will be completed by October 2007.
e. Support development of commercial leisure opportunities	<ul style="list-style-type: none"> • The Kingfisher Shopping Centre "Vision Statement" is being

within the Town Centre.	refreshed and part of this works looks at leisure opportunities. <ul style="list-style-type: none"> • The new Vision Statement will assist in the review of the Town Centre Strategy.
f. Plan enhancements to the BMX Track.	BMX club established and registered with British Cycling Federation. Planning application required to re-develop the existing BMX track in Matchborough. Club now targeting 'Playful ideas' big lottery fund application for the capital to deliver the project.
OBJECTIVE 4.2 We will increase the number of people and the frequency of participation in sports and arts activities.	
In line with Government policy to increase the activity levels of all sections of the community, the Council has created new activities to encourage more people to exercise in more ways. The Council continues to target young people to exercise in more ways. The Council continues to target young people, women and minority ethnic groups to increase participation.	
PROJECT	PROGRESS
a. Develop a Play Strategy	<ul style="list-style-type: none"> • Audit of facilities complete • County wide strategy completed and adopted by RBC February 2007 • Strategy to be linked to a local action plan for Redditch. • Play partnership Group set up and progressing local bids to Play England during September 2007. • Redditch bid is being prepared for September round of applications
b. Offer affordable accessible sports opportunities.	<ul style="list-style-type: none"> • Overview & Scrutiny Member panel work with Reddicard review completed. Outcomes recommended; <ul style="list-style-type: none"> ○ An additional post of Marketing Officer and appropriate operational budgets recommended ○ The scheme of delegation be amended to allow officers to implement short term and one off promotions ○ The strategies contained in the annual Reddicard Marketing Plan be implemented ○ The proposed revised aims and objectives of Reddicard are agreed to include the adoption of the SMART criteria • 20 new sessions and 752 individual new young people accessing 8000+ attendances at the Batchley Sports Hub during first year of operation. • Leisure Services have increased the overall concessionary

	<p>attendances from 31,531 in 2005/06 to 61,907 in 2006/07, an increase of 96%.</p>
<p>c. Provide more leisure, cultural and sports opportunities.</p>	<ul style="list-style-type: none"> • Produced and distributed the first edition of the cultural/arts 'What's on' participation in a wider range of activities. Guide for Redditch. Designed the first programme of performance for the Studio at the Palace theatre, Aimed at audience development Jan – April 2007. Working with police and Matchborough PACT to provide sporting opportunities at Arrow Vale SC – street soccer, youth shelter, Baby Gym and trampolining, street dance, boxercise, group cycling, junior yoga, Hi/Lo dance, GP referral scheme • The following sessions have been developed to attract women and girls into sport and physical activity; <ul style="list-style-type: none"> ○ Women and girls Netball leagues have been developed at Arrow Vale Sports Centre with 180 women and 50 girls attending on a weekly basis. ○ Chance to dance Festival ○ A comprehensive Keep fit program which is provided in 80% of the local secondary and High schools. The service is currently running a Hi/Lo dance session for women and since October there have been 60 attendances ○ A Street Dance class for junior girls (12-16) takes place at Arrow Vale. The service is currently doing school road shows (Street Dance/ Boxing) and are currently hitting two schools a week, which equates to 60 girls a week ○ A junior Girls Basketball regional squad takes place on a Friday afternoon for girls with approximately 20 girls attending weekly ○ Women's basketball is also provided on a weekly basis approximately 20 participants that compete at a regional level • Work underway with Pupil referral unit at Ipsley School • Active family sessions within Batchley ward have seen 673 attendances Oct 2006 – March 2007. • Progressing partnership with SureStart – 500 family Reddicards distributed to help with removing social and economic barriers to physical activity participation • In partnership with the PCT, the following sessions have been

developed to address some of the PCT' s targeted chronic illness and obesity;

- Exercise Referral pilot scheme was completed and now being used as a model throughout county
- A Smoking Cessation referral scheme at both fitness suites is now in the early stages of delivery.
- Multiple Sclerosis exercise and mobility sessions have been developed and delivered at outreach venues.
- A comprehensive Walking for Health program is an established part of the Countryside Centre's activity program.
- A mobile Breast Scanning unit will be sited at the Abbey Stadium to attract younger women and raise awareness.
- A program has been developed and incorporated into Service Improvement Plans, a young persons Consultation model. These include the following;
 - Targeted consultation by activity including schools swimming, junior swimming lessons, children's parties and holiday coaching programmes. All of the consultation carried out is displayed to customers and any actions are included in the site specific SIP's (Service Improvement Plans).
 - Children are invited attend meetings to discuss planning of school holiday programmes (Kid's Quest Forum).
 - In addition to the above young people have been involved in constructing a FLOSS bid to raise funding to purchase new equipment and provide coaching support in relation to the street soccer sessions at Arrow Vale Sports Centre
 - Junior Pact Meetings - A quarterly meeting where local children can speak to a panel of people that include Redditch Borough Council, a local Councillor, Youth Workers, Teachers and the Police. Outcomes of the forum have led delivery program changes as requesting by young people
- There has been a significant Increase of 68% (2108 from 1257) in student fitness suite memberships from 2005/06 to 2006/07. This is due to the new pricing structure being introduced in partnership with the private sector.

- Palace Theatre programme continually being enhanced. Studio performance programme now in place. Youth theatre attendance increased.
- New partnership with Dial-a- Ride giving residents opportunities to access theatre performances who would otherwise not be able to visit the theatre. 22% of participants had not been to the theatre before.
- New sessions through summer at Mettis scheme with improvements to bowls, tennis and cricket provision, enabling the clubs to increase memberships.
- Batchley Sports hub has attracted over 700 new attendances in the first two quarters of this year through new sessions managed by the Club Community Dev Officer, A 12 week GP referral scheme commenced Sept 2006, ladies cricket team formed, Club Mark for junior hockey section. All time high for junior cricket section members.
- Successful delivery of the first programme for the Room Upstairs (studio) at the Place theatre. 6 shows delivered targeting new audiences.

OBJECTIVE 4.3 Provide high quality services achieving awards and recognition.

External validation is vital if the services are to ensure that they are:

- Customer focused
- Operating efficiently and effectively
- Conforming to relevant legislation

The awards assist in the process of driving forward the service, offer recognition to the staff and provide an assessment of quality for our Members, Customers and external bodies.

PROJECT

PROGRESS

a. Retain 'Green Flag' status for Arrow Valley Park.

Green flag award achieved/retained.
Submission for 2007 bid being prepared.

b. Retain 'Quest' status for Kingsley College Sports Centre

Re accreditation achieved April 2006.
Additionally;

- Action Sports Development Unit Quest quality management accredited Dec 2006
- Arrow Vale SC retained Quest Quality management status Feb 07

Hewell Road Pool and Kingsley SC gained Approved Lifeguard Training Centre status Nov 2006

PERFORMANCE MEASURES FOR 2006/07

PRIORITY 4 – LEISURE

Indicator		2006/07				Past Performance				Future targets		
Ref	Description	Target	Actual	Target met	Improved on 05/06	2003/4	2004/5	2005/6	2005/6 Quartile	2007/8	2008/9	2009/10
BVPI 170a	The number of visits to/usages to museums per 1000 population	212	247	✓	✓	230	235	220.9	Below median	250	255	260
BVPI 170b	The number of those visits that were in person per 1000 population.	155	149.9	X	✓	157	145	149	Below median	155	160	165
BVPI 170c	The number of pupils visiting museums and galleries in organised school groups	1,470	3,111	✓	✓	1626	1109	1,458	Below median	1500	2000	2500
LT 1	Total concessionary use	23,568	61,909	✓	✓	NA	NA	31,531		Contained in Service Plan		
LT 2	Sport and Leisure overall satisfaction rate	74%	76.93%	✓	✓	NA	NA	73.08%		Contained in Service Plan		
LT 3	Average number of visits to facilities per head of population	7.61	7.91	✓	✓	8.64	8.65	7.56		Contained in Service Plan		
LT 4	Sport and Leisure: subsidy per visit	£1.22	£1.25	X	-	£0.94	£0.95	£1.25		Contained in Service Plan		

OBJECTIVES AND PROJECTS FOR 2007-2010

PRIORITY 4 LEISURE

4.1 Create and Improve Leisure, Culture and Arts Facilities

- a. Develop a new plan to provide a new swimming pool and leisure facilities
- b. In line with budget strategy procurement tranche 1 investigate the outsourcing of existing sports site provision.
- c. Support development of commercial leisure opportunities within the Town Centre.
- d. Plan enhancements to the BMX Track.

4.2 Increase the number of people and the frequency of participation in a wider range of activities

- a. Implement the Play Strategy including:
 - development of local action plans
 - development of 'riskier' play
 - introduction of play rangers
- b. Provide more leisure, cultural and sports opportunities as detailed in the service plan.
- c. Work with Partners to contribute to the Worcestershire Children's and Young People Plan with linkage to the 'Youth Matters' agenda

4.3 Provide high quality services achieving awards and recognition

- a. Retain 'Green Flag' status for Arrow Valley Park.
- b. Retain 'Quest' status for Sports Centres
- c. Increase the use of APSE benchmarking scheme to include all facilities and development programmes
- d. Use of both TAES and Arts at the Strategic Centre self assessment frameworks

PRIORITY 5 – A WELL MANAGED ORGANISATION

2006/07 PROGRESS

WE AIM TO: BE A WELL MANAGED ORGANISATION

Redditch Borough Council Strives to be a well managed organisation. It expects to be at the heart of developing the local economy, environment and community.

In our role as a community leader, we established the Redditch Partnership and have led the development of the 20-20 Vision - Community Strategy.

In our role as a service provider we pursue the delivery of high quality, cost effective services to realise the aims of the Corporate Plan and the Community Strategy and the aspirations of the stakeholders in Redditch.

In 2006/07 we took action against twelve main objectives:

OBJECTIVE 5.1 We will refine our priorities both within the Corporate Plan and Service Plans including:	
PROJECT	PROGRESS
a. Annual review of budgets linked to long term financial plan – with member involvement in allocating resources to priority areas.	Budgets reviewed Autumn 2006. Bids totalling £1.3m deferred to after the elections (May 2007). Members to review priorities in order to support any approved bids. Medium Term Financial strategy to be updated following completion of the outturn for 2006/07.
OBJECTIVE 5.2 Improving Customer Access	
PROJECT	PROGRESS
a. Formalise the Disability Equality Scheme and develop an Action Plan which includes specific activity to improve access to public buildings and services.	100% complete - December 2006
OBJECTIVE 5.3 Ensuring a sustained improvement in services by:	
PROJECT	PROGRESS
a. Develop training and corporate standards for project management.	Further training to be rolled out during 2007/08 by officers who developed the framework with support from HR
b. Establish member training and involvement in risk management.	See 5.10d
c. Establish a rolling programme for developing Service	Service Standards being developed across the authority.

Standards.	Priority areas for customer access and waste standards delivered during 2006/07.
d. Establish the Compact with the Voluntary Sector including the development of the grants process and associated SLA's for the delivery of services.	All Project Grants for 2007/08 are governed by a Service Level Agreement based on the Principles of the County wide Compact agreement.
OBJECTIVE 5.4 The Council will promote learning within the organisation	
PROJECT	PROGRESS
a. Introduce a Senior Management Development Programme.	On target. A number of senior managers have embarked on Hereford and Worcestershire Leadership Programme. Menu of learning and development options to be introduced, including mentoring following restructure of Heads of Service.
b. Update the Talent Plan for 2006-9.	New appraisal scheme to be introduced for October 2007 appraisals.
c. Share learning systematically via the 3 rd Tier Managers' Group and Contact articles.	This is ongoing and good practice now being disseminated effectively. Regular CMT/3 rd Tier meetings held. Sub groups developed with delivery of key projects on performance management and project management.
d. Introduction of a Staff Management Charter.	Completed April 2006
OBJECTIVE 5.5 To Develop our partnership working.	
PROJECT	PROGRESS
a. Co-ordinate partner responses to regional and national consultation.	The Redditch Partnership Manager has co-ordinated and responded to: <ul style="list-style-type: none"> • Consultation on the role of LSPs and Sustainable Community Strategies. • Reconfiguration of services within the Worcestershire Acute Hospitals NHS Trust. • The West Midlands Regional Local Area Agreement/Local Strategic Partnership Capacity Building Programme.
b. Implement proposals to restructure the Redditch Partnership.	<ul style="list-style-type: none"> • Two Management Group meetings and one special Board meeting have been held which focused its attention on migrant worker issues. • A meeting has been arranged to bring together theme champions to improve communications between theme partnerships at a district and at a county level. • A report was presented to the Corporate Management Team in

	<p>February 2007. This provided an overview of areas it may want to consider in determining whether existing partnership arrangements need to be revised or altered significantly.</p> <ul style="list-style-type: none"> • This work recommended there should be a review of partnerships including the representations, roles, responsibilities, relationship and links with other partnership activities. • In addition, the report recommended there should be a review of elected Members role in Partnership activities. • These actions stem from issues arising from the <i>Strong and Prosperous Communities</i> - the Local Government White Paper.
<p>c. Produce a revised version of the Redditch Community Strategy</p>	<ul style="list-style-type: none"> • A State of the Borough Conference was held on the 18th of June 2007. Thematic State of the Borough reports will be presented as discussion documents to present the business case for the Redditch Partnership priorities. The State of the Borough Reports will be used alongside other information to revise the Redditch Community Strategy. • A report was presented to the Redditch Partnership Board in January 2007. Further work was needed since partners had additional information to supply. • A revised report was presented in April 2007 for partners to endorse priorities. These priorities will inform the State of the Borough Conference in helping to revise the Redditch Community Strategy.
<p>OBJECTIVE 5.6 Effective Financial Management</p>	
<p>In 2007/08 the Council will re-profile the Housing Revenue Account financial model.</p>	
<p>PROJECT</p>	<p>PROGRESS</p>
<p>a. Establish four Directorate Zero Base Budget Review Groups convened to scrutinise services and budgets, maintaining links to the Procurement Strategy.</p>	<p>Outcomes were reported to Executive Committee 11 October 2006.</p>
<p>b. Limit Council Tax increases to Inflation only over the next three years.</p>	<p>Council tax increase for 2007/08 set at inflation</p>
<p>c. Conduct Annual review of debt free status/Capital funding.</p>	<p>Capital Strategy updated April 2007. From 2006/07 the Council will cease to be debt free.</p>
<p>OBJECTIVE 5.7 Asset Management</p>	

The Asset Management Strategy seeks to ensure that asset holdings and their management reflect organisational requirements and service delivery objectives. It does this via a review process that provides the justification for retaining assets and correlates the cost of maintenance with the capital resources available to keep the assets to a standard that should be expected in the 21st century.

PROJECT	PROGRESS
a. Deliver further programme of disposals.	Disposals exceeded the 2006/07 target. Disposals amounted to £715,500 excluding Right to Buy sales.
b. Develop an office accommodation strategy.	<ul style="list-style-type: none"> • Commissioned consultant to review Town Hall storage requirements. • Accommodation Strategy considered by Council March 2007. <p>New survey to be undertaken to reflect Directorate changes and external partner vacating space.</p> <p>Strategy delayed -deferred for completion in 2007/8.</p>
c. Implement the Asset Management Plan.	<ul style="list-style-type: none"> • Update on the Asset Management Plan presented to Executive Committee 1 November 2006. Also refer to 2.3a Energy Strategy Update <p>Yearly update on the Asset Management Plan & Energy Strategy to be presented to Executive Committee by end of 2007.</p> <p>Surplus assets sold. Two redundant allotment sites appropriated for social housing and sold to partnering local RSL.</p>

OBJECTIVE 5.8 To manage our staff effectively

Redditch Borough Council strives to be a good employer. The employees of the Authority are the most valuable asset that it has.

PROJECT	PROGRESS
a. Introduce a Leadership Programme.	This to be amalgamated with 5.4a
b. Introduce a Pay and Workforce Strategy	Partially completed. Service Plan elements developed to reflect Pay and Workforce Strategy
c. Review Performance Appraisal to support the EFQM model.	Remove EFQM model will be introduced for October 2007 Appraisals
d. Review of Absenteeism.	<ul style="list-style-type: none"> • Completed, held pending comments from the HSE inspections.

	<ul style="list-style-type: none"> • Monthly reports now produced within HR and sent to all Heads of Service, with review meetings with HR Officers • Dignity at Work training continuing to combat issues of Bullying and Harassment. Employee Survey shows a reduction in the amount of employees feeling bullied or harassed. • Stress Awareness courses ongoing, with the introduction of a Stress Policy imminent awaiting comments from the HSE Inspections
e. Review Health and Safety Policy.	Completed, held pending comments from the HSE inspections.
f. Review the Council's recruitment policies and practices.	<ul style="list-style-type: none"> • Recruitment policy review completed. • Turnover reports now being produced for monitoring purposes. • Career grade schemes introduced into hard to recruit to areas, ie Planning. • Exit interview questionnaires updated and circulated at resignation stage, offer of further interview given. • Regular support of schools work experience programme. • Flexible working policy introduced.
g. Complete Single Status negotiations and implementation.	<ul style="list-style-type: none"> • Initial discussions held with Trade Union Representatives around the Job Evaluation Scheme. Proposed implementation plan shared. Progress ongoing with suggested implementation December 2008. The above are all subject to member approval and successful Revenue and Capital Bids. • Further Single Status negotiations to be completed by End of June 2007.

OBJECTIVE 5.9 To achieve and promote best practice in equality issues

Everyone in our community is equally important. We will treat everyone with respect, be aware of individual needs and circumstances and seek inclusion and accessibility to our services and tackle disadvantage.

PROJECT

PROGRESS

a. Develop equality schemes as appropriate.	Race Equality scheme revised in September 2006. Disability Scheme being discussed by the Redditch Disabled Access Group. Gender Scheme being developed.
b. Achieve level 3 of the Equality Standard for local government by 2008.	This is to be assessed as part of the County wide Equality and Diversity project funded by the Regional Improvement and Efficiency Partnership.

OBJECTIVE 5.10 To manage our risks effectively

Our risk management strategy is integral to addressing the challenges that we face. It reflects our values and behaviours.

Strong risk management helps to achieve the balance in our culture, management arrangements, resource allocation and internal controls that support our people and partners in achieving our objectives. It ensures that we operate successfully within our corporate governance framework.

In 2006/07 we maintained, and in some areas improved, our risk management framework and systems with risk registers and regular review further embedded.

PROJECT	PROGRESS
a. Establish member training and involvement in risk management.	Member services have identified a potential source of member training for risk management.
b. Expand our risk management systems.	<ul style="list-style-type: none"> • To be progressed in 2007. Delayed due to implementation of new financial systems. • Assurance framework to be presented to June meeting of the Audit Committee.
c. Improve the Health & Safety audit system.	2006 audits carried out using the improved audit system.
d. Maintain the Corporate Risk Register.	Directorate risks reviewed as part of service planning process. CMT review of corporate risks as part of action planning process.

OBJECTIVE 5.11 To communicate and consult effectively

We are focused on putting the needs of the customer first from the way we plan our services to their delivery to the community at the front-line. Good communication and consultation are vital for the Council to achieve our strategic goals, deliver on our aims and remain accountable to the public.

PROJECT	PROGRESS
a. Further develop our Customer Access Strategy.	<ul style="list-style-type: none"> • Completed new customer access Strategy and action plan approved by Council. • Prioritisation and dissemination of the plan and strategy to be undertaken • Corporate customer service training is being carried out.

	<ul style="list-style-type: none"> • Customer service staff are undertaking an ENVQ in customer service. • Worcestershire County Council are assisting in end to end process mapping to inform process engineering
b. Implement the Communications Strategy.	Phase two of the strategy to be rolled out 2007 – 2009. Key aspects address the recommendations made in the Environment and Communications inspection carried out in 2006.
c. Further improve the Council's website.	<p>Implementation of the Modern.Gov System, and online access to Revenues and Benefits has been delayed, programmed for delivery by September 2007. There has been increased use of the website as a communication channel, evidenced by an increase in page views of 73% in 2006/07.</p> <p>Introduction of new services:</p> <ul style="list-style-type: none"> • Electronic forms giving customers the ability to track their service requests. • Introduction of enhanced search capability has increased accuracy of search function. <p>Localised information provision</p>
d. Participate in a County wide Citizens Panel.	Quarterly panels through the Worcestershire County Research and intelligence unit
e. Produce a Communications Planner.	Not in place
f. Setting clear consistent standards for external service publications.	Proposed to include Members in developing standards.
g. Improve the impact of external communications.	System not in place however positive progress implied when assessing the data within the BVPI survey.

OBJECTIVE 5.12 To implement e-government

PROJECT	PROGRESS
a. Contribute to the Worcestershire Hub project	<ul style="list-style-type: none"> • Some work has been done to improve the CRM functionality. The hub is also working on a CSA 'toolkit' which will assist them with answering and dealing with customer enquiries. This will include a county wide knowledge base. • There are ongoing discussions about the future of the current CRM • Further County Council services migrated include, student finance, waste permits and payments to vulnerable adults. Highways

	<p>telephone enquires are now virtualised across the county.</p> <ul style="list-style-type: none"> • Landscape services have been migrated into the contact centre along with the addition of a new scripting system. • WCC facilitating hub wide training such as induction and customer service. • Standard recruitment pack has been developed and joint recruitment processes are taking place. Agreed Hub style guide. • County wide work has included the development of on line services, the introduction of a reporting process for hate crimes and the roll out of concessionary fares.
b. Meet the “Implementing Electronic Government” targets	There are still a small number of outcomes to be achieve, where new systems or developments to systems are required, but implementation plans are in place and significant progress has been made to deliver these remaining outcomes.
OBJECTIVE 5.12 Other CPA Improvement Plan Targets (not contained in Corporate Plan)	
PROJECT	PROGRESS
a. Training and Corporate Standards for Project Management	<ul style="list-style-type: none"> • As per 5.3a • Consultation and draft document completed July 2006 – Sept 2006. • Final document completed October 2006. • CMT approval Oct 2006. • Training pilot progressed Oct 2006. • Officer training for specific projects undertaken Oct 2006 to present. • Further training to be rolled out during 2007/08 by officers who developed the framework with support from HR
b. Review the current delegations	Scheme fully reviewed and revised; and adopted by the Council <u>on 23rd April 2007</u> . (Annual review will normally always be in the vicinity of the Annual meeting in May each year.)

PERFORMANCE MEASURES FOR 2006/07

PRIORITY 5 – A WELL MANAGED ORGANISATION

Indicator		2006/07				Past Performance				Future targets		
Ref	Description	Target	Actual	Target met	Improved on 05/06	2003/4	2004/5	2005/6	2005/6 Quartile	2007/8	2008/9	2009/10
BVPI 1c (former)	Has the authority reported progress towards implementing the community strategy to the wider community- If no when will this be undertaken-	Yes	Yes	✓	✓	NO	NO	YES	72% reported 'YES'	Yes	Yes	
BVPI 2a	The level of the Equality Standard for local government to which the Council conforms in respect of gender, race and disability	2	2	✓	✓	0	1	1	N/A	3	3	
BVPI 2b	The quality of an Authority's Race Equality Scheme (RES) and the improvements resulting from its application	78%	79%	✓	✓	52%	52%	58%	Above median	85%	90%	
BVPI 8	Percentage of invoices for commercial goods and services that were paid by the Council within 30 days of receipt or within the agreed payment terms	94.1%	94.1%	✓	✓	91.00%	91.70%	93.71%	Below median	94.5%	95%	
BVPI 9	The percentage of Council Tax collected by the Authority in the year	98.5%	96.67%	X	X	98.02%	97.57%	97.79%	Below Median	98.5%	98.5%	98.5%
BVPI 10	The percentage of Non-Domestic Rates collected by the Authority in the year	99.65%	99.55%	X	X	99.29%	99.50%	99.65%	Best	99.65%	99.65%	99.65%
BVPI 11a	The percentage of the top paid 5% of local authority staff who are women	39%	39%	✓	✓	39%	35%	40%	Best			
BVPI 11b	The percentage of the top paid 5% of local authority staff who are from an ethnic minority	1.67	1.75	✓	✓	1.7%	1.75%	1.67%	Above median			
BVPI 11c	The percentage of the top paid 5% of local authority staff who have a disability	1.67	2.22	✓	✓			1.67%	Best			
BVPI 12	The number of working days/shifts lost to the local authority due to sickness absence per FTE staff member	9.77	10.62	X	✓	13	12.94	11.53	Worst			
BVPI 14	The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total work force	0%	0.6%	X	X	0%	0%	0%	Best			

Indicator		2006/07				Past Performance				Future targets		
Ref	Description	Target	Actual	Target met	Improved on 05/06	2003/4	2004/5	2005/6	2005/6 Quartile	2007/8	2008/9	2009/10
BVPI 15	The percentage of local authority employees retiring on the grounds of ill health as a percentage of the total workforce	0.4%	0.15%	✓	✓	0.3%	1.26%	0.43%	Worst			
BVPI 16a	The percentage of local authority employees with a disability	2.3%	2.55%	✓	✓	0.98%	1.3%	2.2%	Worst			
BVPI 16b	Numbers of economically active disabled people in the authority area expressed as a percentage of all economically active people in the authority area	Context measure	12.80%	-	-	12.80%	12.80%	12.80%	N/A	NA	NA	NA
BVPI 17b	The percentage of the economically active (person aged 18-65) population from ethnic minority communities in the local authority area	Context measure	4.54%	-	-	4.54%	4.54%	4.54%	N/A	NA	NA	NA
BVPI 76a	The number of housing benefit claimants in the local authority area visited, per 1,000 caseload	Context measure	166.09	-	-	28.22	100.27	189.17	N/A	NA	NA	NA
BVPI 76b	The number of fraud investigators employed by the local authority, per 1,000 caseload	Context measure	0.30	-	-	0.33	0.31	0.31	N/A	NA	NA	NA
BVPI 76c	The number of Housing Benefit and Council Tax Benefit fraud investigations carried out by the local authority, per year, per 1,000 caseload	Context measure	48.80	-	-	36.98	55.56	61.72	N/A	NA	NA	NA
BVPI 76d	The number of Housing Benefit and Council Tax Benefit prosecutions and sanctions, per year, per 1,000 caseload, in the local authority area	Context measure	6.97	-	-	5.35	8.5	7.42	N/A	NA	NA	NA
BVPI 78a	The average processing time (days) taken for all new Housing and Council Tax Benefit claims submitted to the local authority, for which the date of decision is within the financial year being reported	37	34	✓	✓	45.07	30.45	35.66	Below median	29	29	26
BVPI 78b	The average processing time (days) taken for all written notifications to the Local Authority of changes to a claimant's circumstance that require a new decision on behalf of the authority	9	13	X	X	9.25	7.4	9.13	Best	8	8	8

Indicator		2006/07				Past Performance				Future targets		
Ref	Description	Target	Actual	Target met	Improved on 05/06	2003/4	2004/5	2005/6	2005/6 Quartile	2007/8	2008/9	2009/10
BVPI 79a	The percentage of cases within a random sample for which the authority's calculation of Housing and Council Tax Benefit is found to be correct	98.7%	97.6%	X	X	97.20%	99.00%	98.60%	Above Median	99%	99%	99%
BVPI 79b(i)	The amount of Housing Benefit overpayments recovered during the period being reported on as a percentage of HB deemed recoverable overpayments during that period	87%	78.3%	X	X			85.93%	Best	88%	89%	90%
BVPI 79b(ii)	Housing Benefit (HB) overpayments recovered during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period	36%	31.3%	X	X			35.09%	Above Median	38%	40%	42%
BVPI 79b(iii)	Housing Benefit (HB) overpayments written off during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period, plus amount of HB overpayments identified during the period	NA	1.7%	-	X			1.87%	N/A	NA	NA	NA
BVPI 226a	Total amount spent by the Local Authority on Advice and Guidance services provided by external organisations	NA	£169500	-	-	NA	NA	£169500	N/A	NA	NA	NA
BVPI 226b	Percentage of monies spent on advice and guidance services provision which was given to organisations holding the CLS Quality Mark at 'General Help' level and above	58%	67%	✓	✓	NA	NA	57.52%	N/A	60%	60%	
BVPI 226c	Total amount spent on Advice and Guidance in the areas of housing, welfare benefits and consumer matters which is provided directly by the authority to the public	Context measure	£50,000	-	-	NA	NA	#	N/A	NA	NA	NA
HH 16	Percentage of new Housing and Council Tax Benefit claims where a decision was made within 14 days of receiving all information	80%	-	-	-	NA	NA	61.73%		Contained in Service Plan		
WMO 2	Total net spending per head of population	Context measure	-	-	-	£125.70	#	£127.15		Contained in Service Plan		
WMO 3	One Stop Shop: Customer satisfaction	92%	95.46%	✓	✓	NA	NA	92.23%		Contained in Service Plan		

Indicator		2006/07				Past Performance				Future targets		
Ref	Description	Target	Actual	Target met	Improved on 05/06	2003/4	2004/5	2005/6	2005/6 Quartile	2007/8	2008/9	2009/10
WMO 4	Enquiries dealt with at first point of contact	80%	84.57%	✓	X	NA	NA	96.22%		Contained in Service Plan		
WMO 5	Switchboard & Contact Centre: Percentage of calls answered within 20 seconds	80%	77.84%	X	✓	NA	NA	77.49%		Contained in Service Plan		
WMO 6	Percentage of complaints dealt with at the first point of contact	50%	54.83%	✓	✓	NA	NA	25.38%		Contained in Service Plan		
WMO 8	Website Page Views (millions)	New target	6.69							Contained in Service Plan		
WMO 9	Website Unique Visitors (thousands)	New target	138.75							Contained in Service Plan		
WMO 10	Number of e-enabled web payments	New target	2529							Contained in Service Plan		

OBJECTIVES AND PROJECTS FOR 2007-2010

PRIORITY 5 WELL MANAGED ORGANISATION

5.1 We will refine our priorities both within the Corporate Plan and Service Plans including:

- a. Annual review of budgets linked to long term financial plan – with member involvement in allocating resources to priority areas.

5.2 Improving Customer Access

- a. Formalise the Disability Equality Scheme and develop an Action Plan

5.3 Ensuring a sustained improvement in services by:

- a. Establish member training and involvement in risk management.
- b. Review the Compact with the Voluntary Sector including the development of the grants process and associated SLA's for the delivery of services.

5.4 The Council will promote learning and development within the organisation

- a. Introduce a Senior Management Development/Leadership Programme.
- b. Produce a revised Learning and Development Programme.
- c. Introduction of a Staff Management Charter.

5.5 To Develop our partnership working.

- a. Review and restructure the Redditch Partnership
- b. Produce a revised version of the Redditch Community Strategy
- c. Reducing income deprivation, including child and pensioner poverty
- d. West Midlands LAA / LSP Regional Capacity Building Programme
- e. Redditch Partnership Local Hero Awards Ceremony and Art Competition

5.6. To achieve effective financial management

- a. Establish Fees and Charges Member Group
- b. Limit Council Tax increases to Inflation only over the next three years.
- c. Conduct Annual review of debt free status/Capital funding.

5.7 To manage our assets effectively

- a. Deliver further programme of disposals.
- b. Develop an office accommodation strategy.

- c. Implement the Asset Management Plan.
- d. Following the review of District Centres in accordance with the planned actions in the Asset Management Plan a new corporate objective has been established i.e.
“To achieve the redevelopment of the Church Hill District Centre and improve community facilities in full consultation with the community and commercial tenants”

5.8 To manage our staff effectively.

- a. Introduce a Leadership Programme.
- b. Undertake targeted action in support of the Absence Policy.
- c. Implement an action plan following HSE Inspection and Report.
- d. Review turnover and produce a Retention Strategy.
- e. Complete Single Status negotiations and implementation (subject to revenue and capital bids).

5.9 To achieve and promote best practice in equality issues

- a. Achieve level 3 of the Equality Standard for local government by 2008.

5.10 To manage our risks effectively

- a. Establish member training and involvement in risk management.
- b. Expand our risk management systems.
- c. Maintain the Corporate Risk Register.

5.11 To communicate and consult effectively

- a. Further develop our Customer Access Strategy.
- b. Review effectiveness of the Communications Strategy.
- c. Develop the Council’s website.
- d. Participate in a County wide Citizens Panel.
- e. Produce a Communications Planner.
- f. Setting clear consistent standards for external service publications.
- g. Improve the impact of external communications.

5.12 To implement e-government

- a. Contribute to the Worcestershire Hub project
- b. Use technology to implement transformed, customer focused services.