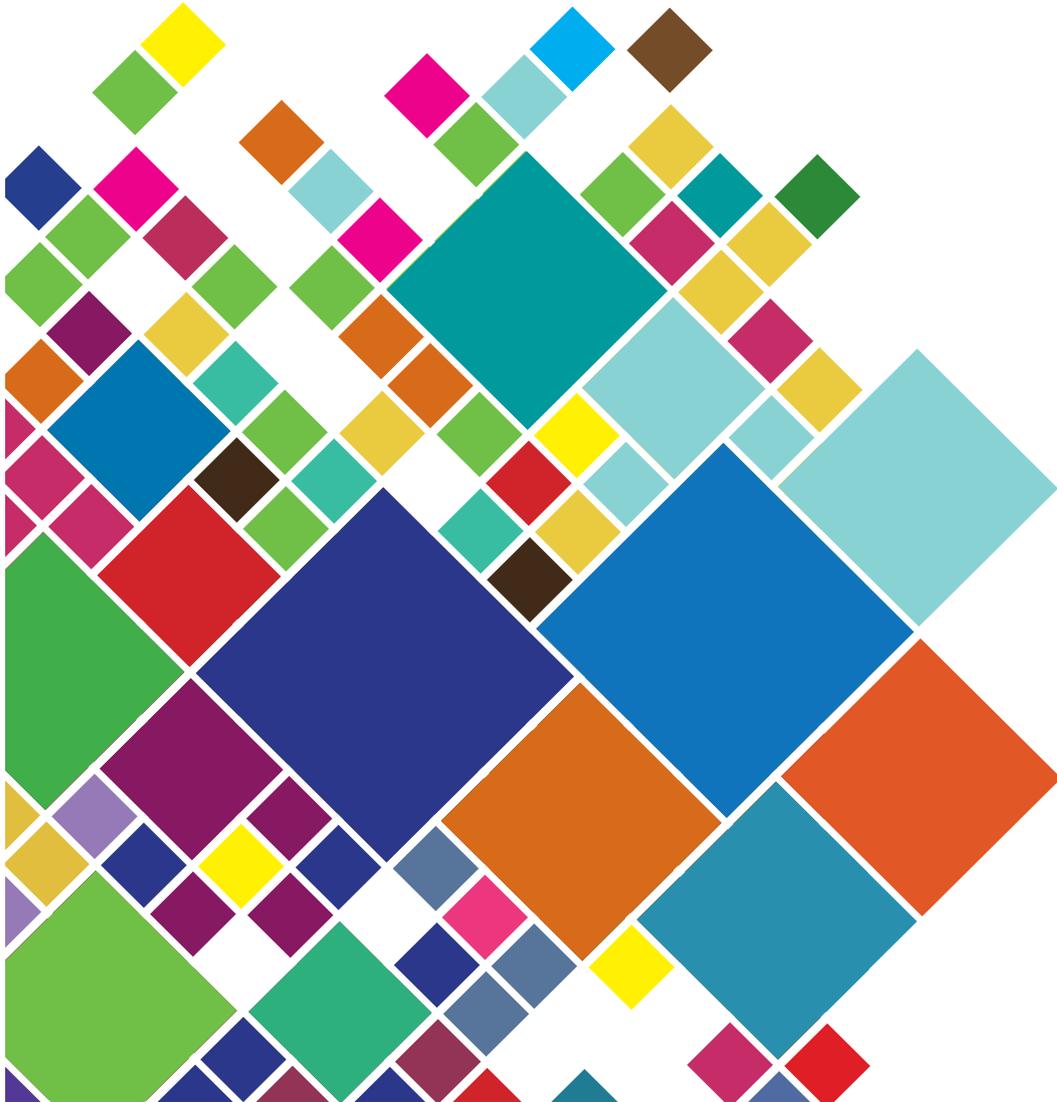


2020 - 2024

Redditch Borough Council Plan



REDDITCH BOROUGH COUNCIL

*making
a
difference*

www.redditchbc.gov.uk

Introduction



This Council Plan sets out Redditch Borough Council's priorities and actions for the next four years, guided by our five strategic purposes. It will help us to focus on the issues that are most important for the Borough and our communities.

Like many Councils, we have had financial challenges to face and going forward we will tackle these challenges head on. We are not afraid to make the difficult decisions required to provide residents with the services they need whilst focusing on robust financial planning for the future.

There is also a 'green thread' throughout this Council Plan; we are committed to addressing our environmental and climate impact and making sustainability central to how we work as a Council.

Our vision for Redditch Borough Council is to enrich the lives and aspirations of all our residents, businesses and visitors through the provision of efficiently run and high quality services, ensuring that all in need receive appropriate help, support and opportunities. We take great pride in our Borough and the communities that make it what it is. We are determined to deliver on the vision, providing services that have a positive impact for our residents and long-term benefits for the Borough.

Cllr Matt Dormer,
Leader of Redditch Borough Council



Our vision is to enrich the lives and aspirations of our residents, businesses and visitors through the provision of efficiently run and high quality services, ensuring that all in need receive appropriate help, support and opportunities.

Strategic Purposes

Run & grow a successful business

Finding somewhere to live

Aspiration, work & financial independence

Living independent, active & healthy lives

Communities which are safe, well maintained & green

A green thread runs throughout our purposes & priorities

Community Priorities

Economic Development & Regeneration

- Supporting businesses to start and grow within the Borough
- Regenerating our Town and District Centres

Housing Growth

- Supporting the delivery of appropriate housing for the Borough

Skills

- Supporting young people to gain the skills they need
- Working with businesses to develop skills for the future

Improved Health & Wellbeing

- Working with partners, including Rubicon Leisure, to increase activity levels in the Borough

Community Safety & Anti-Social Behaviour

- Working with partners to reduce crime and target the causes of anti-social behaviour across the Borough

Organisational Priorities

Financial Stability

- Produce & deliver sustainable financial plans
- Improved commerciality; maximising every opportunity to generate income, including review of fees & charges
- Undertake effective contract management
- Manage our assets to get the best outcomes for our residents
- Make financially viable strategic acquisitions & investments

Sustainability

- Review alternative delivery models
- Exploit digital technologies, enabling more automation of services
- Review services to understand how we can adapt to climate change

High Quality Services

- Enable greater digital access to our services; allowing customers to do things online when they want to, 24/7
- Conduct regular engagement with our communities
- Ensure that all in need get the appropriate help and support

How will we deliver this plan?

Our Purposes & Priorities

Redditch Borough Council is committed to providing residents with effective and efficient services that understand and meet their needs. Through considering what really matters to our residents we have developed six strategic purposes, underpinned by five community priorities for the next four years. Working to these purposes will help us to understand the needs of the Borough and how, together with our partners, we can improve the lives of our residents and the prospects for Redditch Borough as a whole.

Our community priorities:

- Economic development & regeneration
- Skills
- Housing growth
- Improved health & wellbeing
- Community safety & anti-social behaviour

Our Principles



People are the reason our organisation exists and so are at the centre of everything we do. *People* refers to our residents, staff, council members and partners, all of whom have importance in shaping the direction and values of our organisation.

To deliver this plan effectively we need to:

- Utilise and develop the skills of our staff
- Maintain and develop partnership working
- Understand and respond to our performance with a focus on continuous improvement

To ensure we focus on the right things for the organisation, we also have **3 organisational priorities**:

- Financial stability
- Sustainability
- High quality services

Our Finances

The actions in this plan will inform the annual budget setting agreed by full council, ensuring that available resources (both financial and staffing) are used to deliver the council's strategic purposes and priorities. Progress reports on finance and performance will be provided quarterly to Executive.

A financial summary can be found at the end of this Council Plan.

Our Challenges

- The financial challenge – we need to make £1.2m of savings in the next year –this will mean making some difficult decisions
- Potential further reduction in government funding
- Responding to national issues, such as the implications of Universal Credit or Brexit
- Continuing to safeguard those who are most vulnerable, and manage the increasing costs
- Managing risks
- The affordability of the local housing market
- Supporting businesses to develop and grow in the Borough
- Understanding the different community needs across the Borough
- The need for enhanced digital and physical connectivity

Run & grow a successful business



Community Priority: Economic Development & Regeneration

• Supporting businesses to start and grow within the Borough

We will:

- Consult businesses to understand current needs and growth plans, working with partners to support business growth

How we will measure it:

- Number of businesses engaged through consultation
- Number of existing businesses supported to grow and develop

• Regenerating our Town Centre

We will:

- Continue with the regeneration of the Town Centre, including the train station

How we will measure it:

- Progression of key town centre development sites

We will	How we will measure progress?
Develop an economic development strategy	<ul style="list-style-type: none"> • Number of VAT/PAYE registered businesses within the Borough • Number of new business start-ups • Total number of enquiries from inward investors / expanding SMEs • Number of businesses supported to understand & improve upon their environmental impact
Undertake a comprehensive review of all Council owned assets and assess all opportunities for investment privately in land and premises within the Borough with a particular focus on business centre and industrial estates	<ul style="list-style-type: none"> • % occupancy at business centres • Number of vacancies on existing employment sites and length of vacancy/turn around (by location/size)
Support development at the Redditch Eastern Gateway	<ul style="list-style-type: none"> • Map the progress of development • Number of businesses located on site (2021/22 onwards) • Number of jobs created (snapshot)
Strengthen the vibrancy & viability of our town & district centres	<ul style="list-style-type: none"> • Progression of district centres development sites • Increased engagement with arts & cultural opportunities in our town & district centres, including creative digital activities



Community Priority: Housing Growth

- Supporting the delivery of appropriate housing in the Borough

We will:

- Deliver a Housing Strategy for the Borough to address the housing needs now and in the future
- Use the Local Plan to drive development
- Use the Council's Housing Growth Programme to increase affordable housing

How we will measure it:

- Affordability ratio of cost of houses in the Borough compared to income
- Number of house commitments & completions
- Progression of strategic housing sites
- Number of affordable homes (commitments & completions)
- Number of new Council homes (commitments & completions)

We will	How we will measure progress?
Deliver the three year Housing Strategic Improvement Plan	<ul style="list-style-type: none"> • Quarterly exception reporting on the actions/ measures in the improvement plan
Support people to help prevent homelessness	<ul style="list-style-type: none"> • Number of households accepted under the prevention duty • Number of households prevented from homeless through accessing the private rented sector • Number of households accepted under the relief duty • Number of homeless households accepted under the full housing duty • Number of households living in temporary accommodation
Work with tenants across sectors to understand their needs	<ul style="list-style-type: none"> • Number of people assisted by the Private Sector Housing Team • Number of cases assisted through formal enforcement action • Number of tenant involvement activities, including engagement around the tenant's handbook & the recharge policy
Work with developers to deliver more homes utilising renewable technologies	<ul style="list-style-type: none"> • Improved energy efficiency

Aspiration, work & financial independence



Community Priority: Skills

- Supporting young people to gain the skills they need

We will:

- Support schools & HOW College to link students to local employers

How we will measure it:

- Number of people who live & work in the Borough
- Wages for those who live & work in the Borough

- Working with businesses to develop skills for the future

We will:

- Undertake a skills audit with partners & work together with them to address any gaps
- Develop a Redditch Business Leaders Group to focus on skills development

How we will measure it:

- Number of businesses engaged through the skills audit

We will

Work with businesses to utilise the apprenticeship levy & increase the number of apprenticeships

How we will measure progress?

- Number of apprenticeships started in the Borough
- Number of apprenticeships completed in the Borough
- Number of apprentices undertaking courses in the Borough

Support residents to manage their finances, including working with schools on money management

- Number of people supported by Financial Independence Team
- Feedback on support from Financial Independence Team
- Feedback from students in relation to money management
- Reduction in Essential Living Fund payments
- **Number of people in fuel poverty supported by the Energy Advice Service**
- **Number of Redditch Energy Efficiency grants accessed**

Ensure people get the benefits they need

- Number of benefits claims processed & accuracy
- Number of people helped to access the right benefits by the Financial Independence Team
- Reduction in the emergency Essential Living Fund payments
- Reduction in the emergency Discretionary Housing payments

■ = Green thread

Living independent, active & healthy lives



Community Priority: Improved health & wellbeing

- Working with partners, including Rubicon Leisure, to increase activity levels in the Borough

We will:

- Support targeted activities for healthy lifestyles

How we will measure it:

- Number of people who access targeted activities
- % of physically active adults
- Number of children & young people accessing sports development sessions

We will	How we will measure progress?
Work with partners to enable targeted activities & initiatives to support mental wellbeing	<ul style="list-style-type: none"> • Number of social prescriptions for mental wellbeing support • Number of staff engaging with 'Time to Talk' events • Depression: recorded prevalence
Support improved access to services that reduce social isolation (including Lifeline)	<ul style="list-style-type: none"> • Number of Lifeline users • Number of Disabled Facilities Grants (DFGs) approved • Number of Dementia Dwelling Grants approved • Number of people using Dial A Ride
Work with partners to address smoking & substance misuse levels in the Borough	<ul style="list-style-type: none"> • % of smokers in the Borough • Number of alcohol related hospital admissions
Develop a parks & open spaces strategy (Including increased physical activity & cycling)	<ul style="list-style-type: none"> • Number of activities using parks as a venue • Feedback from events held in parks & open spaces



Community Priority: Community Safety & Anti-Social Behaviour

- Working with partners to reduce crime and target the causes of anti-social behaviour across the Borough

We will:

- Ensure the Community Safety Partnership action plan is delivered
- Support targeted initiatives to reduce anti-social behaviour

How we will measure it:

- Crime rate per 1000 population
- Number of anti-social behaviour reports

We will

Work with partners to address our communities' crime and disorder concerns, ASB issues and the fear of crime

How we will measure progress?

- Number of people assisted by the Community Safety Team
- Number of young people engaging in community safety sessions
- Monitor use of ASB tools and powers
- Monitor use of CCTV in the detection and prevention of crime

Understand the needs of our local areas in order to keep them clean & tidy

- Level of demand for environmental services in each area
- Level of community participation in environmental activities (e.g. adopt an area; litter picks)

Explore the options to **reduce residual waste, increase recycling** & maximise the efficiency of waste collection services

- Total residual waste
- **Total amount recycled**
- Number of bulky waste collections

Financial Information

	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000
Departmental Base Budget	9,116	9,173	9,387	9,388
Incremental progression/Inflation on Utilities	132	206	281	483
Unavoidable Pressures	373	287	227	255
Revenue Bids/Revenue Impact of Capital Bids	193	173	165	165
Savings and Additional Income	- 1,127	- 841	- 846	- 816
Reserve Release	- 262	0	0	0
Efficiency Savings Rolled Forwards	1,117	1,271	1,282	1,282
Net Revenue Budget Requirement	9,543	10,269	10,496	10,757
FINANCING				
Contribution to Worcestershire County Business Rate Pool	- 2,855	- 2,899	- 2,941	- 2,986
Council Tax	- 6,241	- 6,524	- 6,857	- 7,178
New Homes Bonus	- 754	- 430	- 231	- 209
Collection Fund Surplus (Council Tax)	- 14	0	0	0
Parish Precept	8	8	8	8
Parish Precept Income	- 8	- 8	- 8	- 8
Bad Debt Provision	50	50	50	50
Investment Income	- 661	- 952	- 1,349	- 1,673
MRP (Principal)	1,004	1,159	1,249	1,610
Interest Payable	158	584	1,002	1,237
Recharge to Capital Programme	- 38	- 38	- 38	- 38
Discount on Advanced Pension Payment	- 193	- 50	- 50	- 50
Funding Total	- 9,543	- 9,099	- 9,164	- 9,237
Current gap	0	1,170	1,332	1,521

Accessibility statement

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

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