



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

Council Plan 2010 - 13

REDDITCH BOROUGH COUNCIL

making
a difference

www.redditchbc.gov.uk

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1. The Council's Vision

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

The Council Plan for 2010-13 is the `bedrock` for Redditch Borough Council's work, programmes and activities over the next three years: from what we stand for and represent (our vision and priorities) to what we aim to achieve (our strategic action plan) and how we will know if we have been successful and delivered great outcomes for the people of Redditch (our corporate performance indicators and value for money strategy).

Continuing the building analogy, we have much to look forward to as a Council over the next three years. In fact one of our major projects is the transformation of Abbey Stadium, one of our four leisure centres, to incorporate a state-of-the art swimming pool and revamped leisure offering from 2012 - in time for the Olympics - and providing a modern swimming facility the people of Redditch fully deserve.

We have embarked on the rejuvenation of the Church Hill shopping centre, and are busy following up interest from the private sector to develop a site that emerged during our new town development in the 1970s, but now needs revitalising for the 21st century.

We have high hopes for the development of Winyates and have supported a successful £850,000 bid through the Redditch Partnership and Worcestershire Partnerships, the local and county strategic partnerships. The external funding will be spent on improvements to the physical appearance and security in parts of this Ward. A five year project, it will also aim to boost community participation and involvement in the work to be carried out.

The Council is keen to raise the profile of Redditch. Our priority of `enterprising community` is being progressed with ambitious plans to develop the town centre through a Town Centre Partnership. Under the priority `Clean and Green`, we have entered the Britain in Bloom competition which grows - excusing the pun – our reputation for green spaces and colourful floral beds. While for `Safe`, we will continue to support efforts to further reduce crime levels and make Redditch a safe place to live.

There is indeed much to be proud about in Redditch. I sincerely hope you enjoy reading our Plan and ambitions for the next few years.

Carole A Gandy



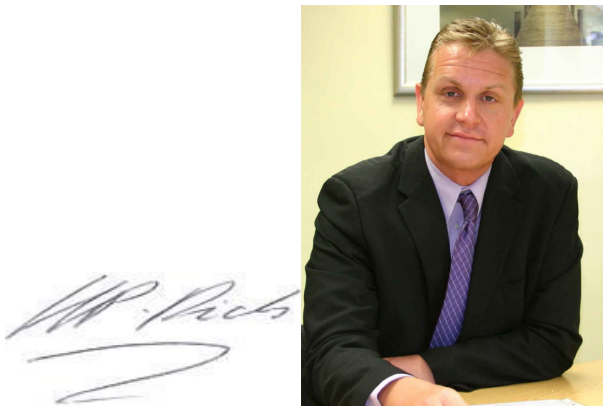
Councillor Carole Gandy
Leader of Redditch Borough Council

2. Note from the Chief Executive

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

As Chief Executive for Redditch Borough Council and Bromsgrove District Council, I am working with my new single management team to develop a three year programme of shared services across both councils. Shared Services is about making better use of existing resources, in order to better meet the needs of our residents. We embarked on this programme in advance of the credit crunch, which means we are now well placed to respond to the anticipated reductions in public spending; however, I expect the next five years to be a difficult time for local government, as we balance the need to reduce the public sector borrowing requirement, whilst trying to maintain services to our residents.

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



Kevin Dicks
Chief Executive

3. What is the Council Plan?

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

The hierarchy of plans and strategies



Redditch Borough Council Plan for 2010 to 2013 is effectively the business plan for the Council and demonstrates how the Council will work towards achieving the overall vision for the Borough set out in the Sustainable Community Strategy which was developed on the basis of extensive consultation with our residents.

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

- ✚ Enterprising Community.
- ✚ Safe.
- ✚ Clean and Green.

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

The Council Plan will be updated on an annual basis. A separate Annual Report will report on our performance against our targets demonstrating our 'direction of travel' against our priorities. The Plan sets out one to three year targets, demonstrating that continued improvement of the Borough is not a quick fix, but the result of focussed, long-term ambition.

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

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

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

4. Redditch – Introducing the Borough

Figure 1: Map of Redditch Borough



Economy

Redditch enjoys excellent transport links locally with very little congestion, including a strong network of dual carriageways and A-roads. The nearby M42 and M5 motorways provide access further afield and Birmingham Airport facilitates national and international travel. Public transport is provided via a train and bus network.

From the 01 April 2010 the Regional Spatial Strategy (RSS) consists of the Regional Economic Strategy (RES) and the West Midlands Regional Spatial Strategy (WMRSS) January 2008, which incorporates RSS Phase One. The Phase Two revision of the RSS sets development targets for local authorities to meet; however, the Coalition Government has announced that RSS is to be abolished. Redditch Borough Council will therefore look to accommodate development to meet appropriate locally determined development targets.

There is a strong manufacturing base to Redditch's economy. The proportion of individuals employed in manufacturing industry (25%) is considerably higher than both the County and West Midlands region average. Redditch has fewer individuals employed in distribution, hotels and restaurants compared to other areas of Worcestershire. The economic downturn over the last year is affecting everyone; however, Redditch has been hit hardest when compared to Worcestershire as a whole.

Geography

The Borough of Redditch is situated in the West Midlands Region approximately 24 km (15 miles) south of Birmingham. It lies within the administrative boundary of Worcestershire County Council and is adjacent to Bromsgrove District to its north and west, Stratford-upon-Avon District to the east and Wychavon District to the south. The Borough has a population of 79,600 with a higher percentage of young people (age 0-19 years) compared to the rest of the County. Most of the population (93%) lives within the town of Redditch which accounts for approximately half the geographical area of the Borough.

Redditch, although a New Town, has retained many important ecological and landscape features, with the native flora retained and largely unaltered from that of an ecological survey in 1966. Ponds, hedges and green spaces all help to hold together the important ecological infrastructure. Redditch has 5.7 hectares of open space per 1,000 population.



Leisure

Cultural attractions within the Borough include the Forge Mill Needle Museum, Bordesley Abbey, Arrow Valley Park which centres around the 12 hectare (30 acre) lake and adjacent Countryside Centre. The town centre offers the Palace Theatre as well as a multi-screen cinema and there is a wide range of sports facilities across the Borough including sports centres, swimming pools, football pitches, golf courses and a skate park. The town also has numerous play facilities within its neighbourhoods and residents can access a full range of activities covering Arts, Sports and Play development.



5. Who We Are?

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

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

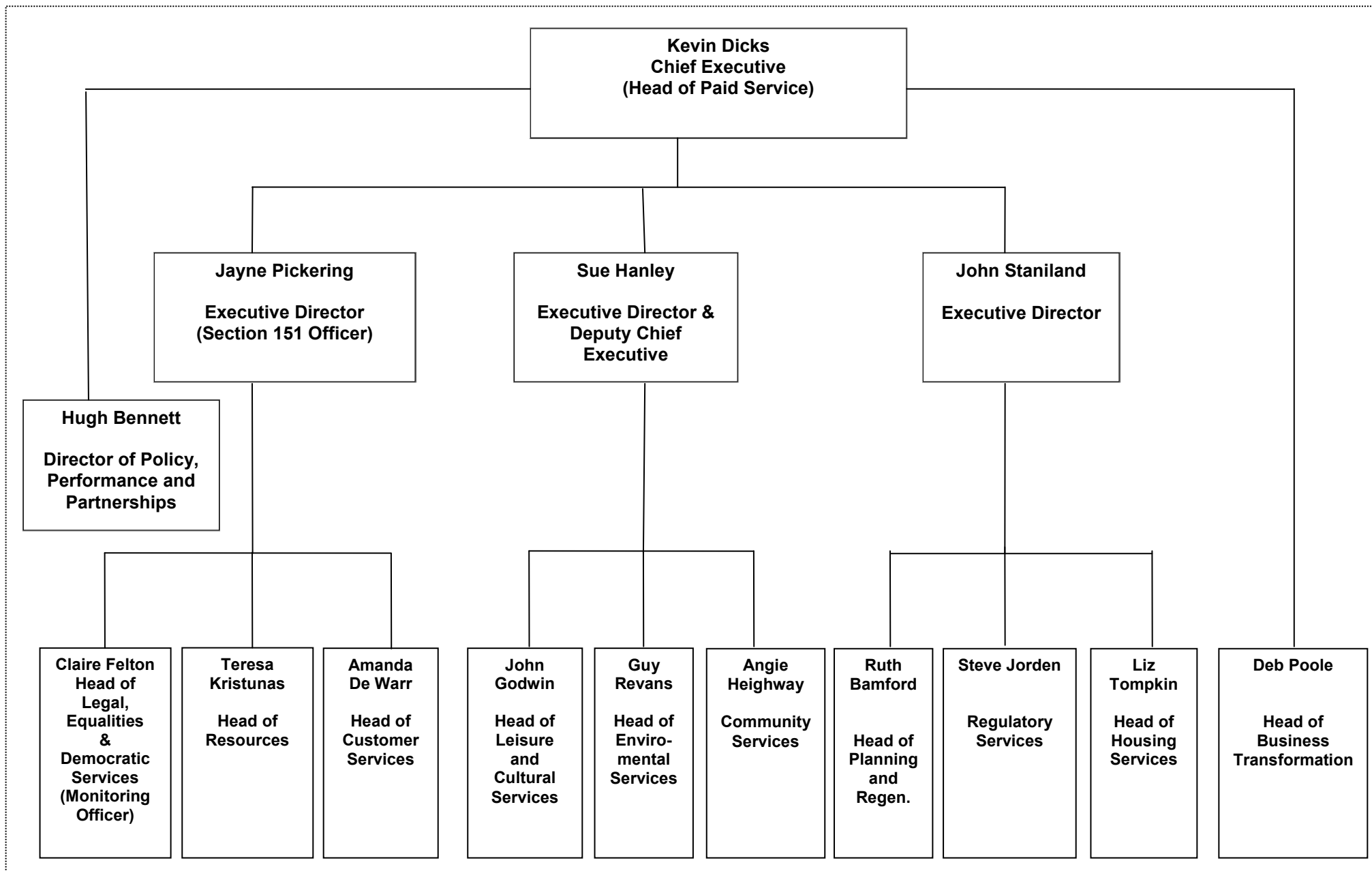
Portfolio Holders are appointed annually by the Council and between them cover all areas of the Council’s work and responsibility. “Portfolio” indicates a specified area of responsibility allotted by formal resolution, for the purposes listed below:

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

The six Portfolios and the functions they cover are:

- **Community Leadership and Partnership inc. Voluntary Sector** – Cllr Carole Gandy
This portfolio covers the Council’s relationships with other partners and stakeholders, both locally within the County, regionally and nationally.
- **Community Safety & Regulatory Services** – Cllr Juliet Brunner
This portfolio covers the areas of Crime & Disorder, Safer Communities and the Licensing function.
- **Corporate Management** – Cllr Michael Braley
This portfolio covers internal systems and support services, including Administration, Audit, Finance, Human Resources, IT Services, Asset Management and Customer Services.
- **Housing, Local Environment and Health** – Cllr Brandon Clayton
This portfolio covers the Council’s Housing Management role as Landlord, Strategic Housing responsibilities, Health-related Services, Sustainability, Better Environment, Landscape, Cleansing, Waste Management, Open Space and Local Agenda 21.
- **Leisure and Tourism** – Cllr Peter Anderson
This portfolio covers Culture and Recreation, Community Training, Education, Learning and Skills, the Voluntary Sector and Children’s Centres.
- **Planning, Economic Development and Transport** – Cllr Jinny Pearce
This portfolio covers Planning, Economic Development and Public Transport.

CORPORATE MANAGEMENT TEAM STRUCTURE



6. Our Priorities 2010-2013

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

- Enterprising Community
- Safe
- Clean and Green

These priorities remain unchanged.

These priorities encompass the following aims:-

Enterprising Community

- We want Redditch to be a vibrant and vital Borough where its population is well educated, has high skill levels, is healthy and fit, housing is excellent and varied and the community is served by a prosperous town centre and has access to first class leisure facilities. We also want the Council's voice to be influential and respected by residents, partners, other governmental agencies and suppliers. The Town's economy should provide sufficient high quality jobs for residents with good levels of pay and reward locating in the Borough.

Safe

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

Clean and green

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

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

A Well Managed Organisation

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

The Council's Values

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

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

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

7. What We Do

Our Services

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

- Environmental Health
- Homelessness and housing advice
- Licensing Services
- Planning Services
- Revenue Collection
- Waste Collection
- Street cleansing
- Working in partnership with the Police and other organisations to improve community safety
- Economic Development
- Council Housing Management
- Customer Service Centre to provide a single point of contact for Council Services (telephone and face to face)
- One Stop Shops and Contact Centre to provide a single point of contact for Council Services
- Free bus fares scheme for older people and those with specified disabilities
- Shopmobility disability scooters and wheelchairs to enable disabled people to access the Town Centre
- Dial-A-Ride transport service for older and people with disabilities who have difficulty in using public transport
- Community Centres
- The Palace Theatre
- Forge Mill Needle Museum and Bordesley Abbey Visitor Centre
- Sports Centres and swimming pools
- Arrow Valley Park and Morton Stanley Park
- Arrow Valley Countryside Visitors Centre
- Crematorium and cemeteries
- Supporting and promoting the Arts and Youth Theatre
- Play Areas and multi activity play areas
- Playing pitches and associated changing facilities
- REDI Centre
- Reddicard leisure pass scheme
- Management of four Children’s Centres across the Borough
- CCTV/Lifeline
- Community Services
- Landscape maintenance/improvements
- Market Services

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

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

8. Partnership Working

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

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

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

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

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

- Worcestershire Partnership.
- Redditch Partnership.
- Redditch Community Safety Partnership.
- Hereford and Worcestershire County Sports Partnership.

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

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

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



9.

Working together to help shape the future of Redditch

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

Working together to help shape the future of Redditch

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

The Redditch Sustainable Community Strategy

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

The Redditch Sustainable Community Strategy can be viewed at www.redditchpartnership.org.uk.

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

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

Comprehensive Area Assessment




In December 2009 the Comprehensive Area Assessment (CAA) for Worcestershire gave a “red flag” to Redditch, identifying that our children’s educational attainment was comparatively low and that there were greater health inequalities in Redditch, compared to other areas of the County. Although the Borough Council is not directly responsible for either of these service areas, we have a role to play, both through partnership working and through service delivery that supports these, for example, improved leisure provision which improves our residents’ health.

The Borough Council is leading on updating the Redditch Partnership Sustainable Community Strategy, so that it maps how we are currently tackling these issues and how we can work better with our partners to increase the focus on educational attainment, improving our children’s aspirations and on health outcomes for our residents. Equally, we will expect our partners to bring their thinking, expertise and focus to the table on how they can tackle the issues identified by the CAA.

As part of our research we will be visiting other areas that have a track record in social regeneration and work with specialist advisers who can offer us insight into what has worked elsewhere. We are also engaging with local school heads and teachers and finally, we are looking to start a range of actions now, for example, careers fairs, health checks and seeking more school governors.

The new Coalition Government has subsequently abolished CAA; however, the work of the Redditch Partnership on the “red flag” issues continues as the issues are still there, “red flag” or no “red flag”.

10. How We Will Deliver Our Priorities

-  Enterprising Community
-  Safe
-  Clean and Green

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

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

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

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

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

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

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

| | |
|---|---|
| PRIORITY AREA: Enterprising Community (EC) | Key Deliverables: <ul style="list-style-type: none"> • Improving educational attainment, improving our children’s aspirations and reducing health inequalities. • Better utilisation of our Council housing stock. • Supporting long term economic growth. • Supporting existing Redditch businesses. • First class leisure facilities. • Supporting a prosperous town centre. • Council’s grant policy |
|---|---|

| Key Deliverable: EC1 | Key Impacts | | Key Performance Indicators | Target 2010/11 | Target 2011/12 | Target 2012/13 |
|---|--------------------|----------------------|--|--|----------------|----------------|
| | Community Strategy | Local Area Agreement | | | | |
| Improving educational attainment, improving our children’s aspirations and reducing health inequalities. | ✓ | ✓ | Indicators to be detailed as part of development of “Closing the Gap” strategy or Sustainable Community Strategy | | | |
| Key Actions | | | Timescales | Resources additional to base budget | | Lead Officer |
| <ul style="list-style-type: none"> • Development of a new Sustainable Community Strategy with a focus on addressing the “red flag” issues. | | | 31 March 2011 | Support from the Improvement and Development Agency. | | Kevin Dicks |

| Key Deliverable: EC2 | Key Impacts | | Key Performance Indicators | Target 2010/11 | Target 2011/12 | Target 2012/13 |
|--|--------------------|----------------------|---|----------------|----------------|----------------|
| | Community Strategy | Local Area Agreement | | | | |
| Better utilisation of our Council housing stock. | ✓ | ✓ | <ul style="list-style-type: none"> • NI 156 No. of households living in temporary accommodation | 15 | 15 | 15 |

| Key Actions | Timescales | Resources additional to base budget | Lead Officer |
|---|--------------------------------|-------------------------------------|----------------|
| <ul style="list-style-type: none"> Housing Quality Network Assessment and Joint Benefits / Housing Audit Commission Inspection | 31 May 2010 01 October 2010 | | John Staniland |
| <ul style="list-style-type: none"> Resolution of long term financing of Housing Service. | 31 March 2011 | | John Staniland |
| <ul style="list-style-type: none"> Development of Tenant Involvement Strategy | 31 August 201 | | John Staniland |

| Key Deliverable: EC3 | Key Impacts | | Key Performance Indicators | Target 2010/11 | Target 2011/12 | Target 2012/13 |
|--------------------------------------|--------------------|----------------------|---|--|--|--|
| | Community Strategy | Local Area Agreement | | | | |
| Supporting long term economic growth | ✓ | ✓ | <ul style="list-style-type: none"> NI151 – overall employment rate (working age) NI152 – Working age people on out of work benefits NI153 – Working age people claiming out of work benefits in the worst performing neighbourhoods NI171 – New business registration rate NI172 - % of small businesses in an area showing employment growth | Maintain at or above Great Britain average Maintain at or below Great Britain average Maintain at or below Great Britain average Maintain at or above Great Britain average e Maintain at or above Great Britain average | Maintain at or above Great Britain average Maintain at or below Great Britain average Maintain at or below Great Britain average Maintain at or above Great Britain average e Maintain at or above Great Britain average | Maintain at or above Great Britain average Maintain at or below Great Britain average Maintain at or below Great Britain average Maintain at or above Great Britain average e Maintain at or above Great Britain average |

| Key Actions | Timescales | Resources additional to base budget | Lead Officer |
|--|---|-------------------------------------|----------------|
| <ul style="list-style-type: none"> North Worcestershire Economic Development Strategy proposals approved. | September 2012 | | John Staniland |
| <ul style="list-style-type: none"> Ensure an adequate supply of land for economic growth | 2012 (dependent on new planning regime) | | John Staniland |

| Key Deliverable: EC4 | Key Impacts | | Key Performance Indicators | Target 2010/11 | Target 2011/12 | Target 2012/13 |
|---|--------------------|----------------------|---|---|---|---|
| | Community Strategy | Local Area Agreement | | | | |
| Supporting existing Redditch businesses | ✓ | ✓ | <ul style="list-style-type: none"> NI151 – overall employment rate (working age) NI152 – Working age people on out of work benefits NI153 – Working age people claiming out of work benefits in the worst performing neighbourhoods NI171 – New business registration rate NI172 - % of small businesses in an area showing employment growth | <p>Maintain at or above Great Britain average</p> <p>Maintain at or below Great Britain average</p> <p>Maintain at or below Great Britain average</p> <p>Maintain at or above Great Britain average</p> <p>Maintain at or above Great Britain average</p> | <p>Maintain at or above Great Britain average</p> <p>Maintain at or below Great Britain average</p> <p>Maintain at or below Great Britain average</p> <p>Maintain at or above Great Britain average</p> <p>Maintain at or above Great Britain average</p> | <p>Maintain at or above Great Britain average</p> <p>Maintain at or below Great Britain average</p> <p>Maintain at or below Great Britain average</p> <p>Maintain at or above Great Britain average</p> <p>Maintain at or above Great Britain average</p> |

| Key Actions | Timescales | Resources additional to base budget | Lead Officer |
|--|---|-------------------------------------|----------------|
| <ul style="list-style-type: none"> Minimum of 3 business events per year. | 31 March 2011 (and annually thereafter) | | John Staniland |
| <ul style="list-style-type: none"> Review operation of business centres. | June 2010 | | John Staniland |

| Key Deliverable EC5 | Key Impacts | | Key Performance Indicators | Target 2010/11 | Target 2011/12 | Target 2012/13 |
|---|--------------------|----------------------|--|----------------|----------------|----------------|
| | Community Strategy | Local Area Agreement | | | | |
| To open the proposed new Abbey Stadium Leisure Centre | ✓ | | NI 8 – increase adult participation in sport | Positive Trend | Positive Trend | Positive Trend |

| Key Actions | Timescales | Resources additional to base budget | Lead Officer |
|--|--------------|-------------------------------------|--------------|
| <ul style="list-style-type: none"> Delivery of project plan for opening of stadium. | January 2012 | £6.6m approved capital scheme. | Sue Hanley |

| Key Deliverable EC6 | Key Impacts | | Key Performance Indicators | Target 2010/11 | Target 2011/12 | Target 2012/13 |
|--|--------------------|----------------------|----------------------------|----------------|----------------|----------------|
| | Community Strategy | Local Area Agreement | | | | |
| To develop the Town Centre and Church Hill District Centre | ✓ | | | | | |

| Key Actions | Timescales | Resources additional to base budget | Lead Officer |
|---|---------------|-------------------------------------|----------------|
| <ul style="list-style-type: none"> Annual review of Town Centre Strategy action plan | 31 March 2011 | | John Staniland |
| <ul style="list-style-type: none"> Completion of existing public realm studies and development of programme of work. | 31 March 2011 | | John Staniland |

| | | | |
|--|------------|-------------------|----------------|
| • Redevelop Church Hill district centre. | March 2013 | Capital Programme | John Staniland |
|--|------------|-------------------|----------------|

| Key Deliverable EC7 | Key Impacts | | Key Performance Indicators | Target 2010/11 | Target 2011/12 | Target 2012/13 |
|---|--------------------|----------------------|--|-------------------------------------|----------------------------------|----------------------------------|
| | Community Strategy | Local Area Agreement | | | | |
| To review the Council's grant policy in line with shopping, investing and giving. | ✓ | | NI6 Participation in regulator volunteering. NI7 Environment for a thriving third sector. | Positive Trend Positive Trend | Positive Trend Positive Trend | Positive Trend Positive Trend |
| Key Actions | | | Timescales | Resources additional to base budget | Lead Officer | |
| • Scope issues relating to current policy | | | 31 August 2010 | | Sue Hanley | |
| • Complete new policy | | | 30 September 2010 | | Sue Hanley | |
| • Consult stakeholders on policy | | | 30 September 2010 | | Sue Hanley | |
| • Committee to adopt policy | | | 31 October 2010 | | Sue Hanley | |

| | |
|--------------------------------|---|
| PRIORITY AREA: Safe (S) | Key Deliverables: <ul style="list-style-type: none"> • Reducing actual crime levels. • Addressing perceptions of crime. • Reducing re-offending. • Developing community cohesion. • Reducing anti-social behaviour. • Managing the night time economy. |
|--------------------------------|---|

| Key Deliverable S1 | Key Impacts | | Key Performance Indicators | Target 2010/11 | Target 2011/12 | Target 2012/13 |
|--|--------------------|----------------------|---|-------------------------------------|----------------|----------------|
| | Community Strategy | Local Area Agreement | | | | |
| Reducing actual crime levels (total crime) | ✓ | ✓ | Total Crime (09/10 baseline 3,459 crimes) | Downward Trend | Downward Trend | Downward Trend |
| Key Actions | | | Timescales | Resources additional to base budget | Lead Officer | |
| <ul style="list-style-type: none"> • Revise and update Community Safety Partnership Plan. | | | By 31 st March 2011 | | Sue Hanley | |

| Key Deliverable S2 | Key Impacts | | Key Performance Indicators | Target 2010/11 | Target 2011/12 | Target 2012/13 |
|---------------------------------|--------------------|----------------------|---|----------------|----------------|----------------|
| | Community Strategy | Local Area Agreement | | | | |
| Addressing perceptions of crime | ✓ | ✓ | NI17 Perceptions of anti-social behaviour. | Positive Trend | Positive Trend | Positive Trend |
| | | | NI21 Dealing with local concerns about anti social behaviour. | Positive Trend | Positive Trend | Positive Trend |
| | | | NI27 Understanding of local concerns about anti-social behaviour | Positive Trend | Positive Trend | Positive Trend |

| Key Actions | Timescales | Resources additional to base budget | Lead Officer |
|---|-----------------------------|-------------------------------------|--------------|
| <ul style="list-style-type: none"> Develop a community safety communications strategy action plan. | 31 st March 2011 | £32,000 Area Based Grant | Sue Hanley |
| <ul style="list-style-type: none"> Improve security in the Winyates Estate | 31 st March 2013 | £500,000 LAA Reward Grant | Sue Hanley |

| Key Deliverable S4 | Key Impacts | | Key Performance Indicators | Target 2010/11 | Target 2011/12 | Target 2012/13 |
|-------------------------------|--------------------|----------------------|---|----------------|----------------|----------------|
| | Community Strategy | Local Area Agreement | | | | |
| Developing community cohesion | ✓ | ✓ | NI01 % of people who believe people from different backgrounds get on well together in their local area. | Positive Trend | Positive Trend | Positive Trend |

| Key Actions | Timescales | Resources additional to base budget | Lead Officer |
|---|--------------------------------|-------------------------------------|--------------|
| <ul style="list-style-type: none"> County Council to deliver Community Cohesion Strategy with Borough dimension. | By 31 st March 2011 | | Sue Hanley |

| Key Deliverable S5 | Key Impacts | | Key Performance Indicators | Target 2010/11 | Target 2011/12 | Target 2012/13 |
|---------------------------------|--------------------|----------------------|--|----------------|----------------|----------------|
| | Community Strategy | Local Area Agreement | | | | |
| To reduce anti-social behaviour | ✓ | ✓ | NI17 Perceptions of anti-social behaviour. NI21 Dealing with local concerns about anti social behaviour. NI27 Understanding of local concerns about anti-social behaviour | Positive Trend | Positive Trend | Positive Trend |
| | | | | Positive Trend | Positive Trend | Positive Trend |
| | | | | Positive Trend | Positive Trend | Positive Trend |

| Key Actions | Timescales | Resources additional to base budget | Lead Officer |
|--|--------------------------------|-------------------------------------|--------------|
| <ul style="list-style-type: none"> Develop and implement an Anti-Social Behaviour Strategy working in partnership with all stakeholders (statutory plan). | By 31 st March 2011 | | Sue Hanley |

| Key Deliverable S6 | Key Impacts | | Key Performance Indicators | Target 2010/11 | Target 2011/12 | Target 2012/13 |
|---------------------------------|--------------------|----------------------|--|----------------|----------------|----------------|
| | Community Strategy | Local Area Agreement | | | | |
| Managing the night time economy | ✓ | ✓ | NI41 Perceptions of drunk and rowdy behaviour as a problem (and also LAA indicator 04 – assault with less serious injury) | Downward Trend | Downward Trend | Downward Trend |

| Key Actions | Timescales | Resources additional to base budget | Lead Officer |
|--|---------------|-------------------------------------|----------------|
| <ul style="list-style-type: none"> Licensing audits. | On-going | | John Staniland |
| <ul style="list-style-type: none"> Licensing policy review. | 31 March 2011 | | John Staniland |

| | |
|--|--|
| PRIORITY AREA: Clean and Green (CG) | Key Outcomes: <ul style="list-style-type: none"> • Community Events • Countryside Centre. • Waste Recycling and Reduction. • Climate Change. • Landscaping. • Detritus. |
|--|--|

| Key Objective CG1 | Key Impacts | | Key Performance Indicators | Target 2010/11 | Target 2011/12 | Target 2012/13 |
|--|--------------------|----------------------|----------------------------|-------------------------------------|----------------|----------------|
| | Community Strategy | Local Area Agreement | | | | |
| Community Events | ✓ | | Numbers attending | 43,248 | 44,112 | 44,995 |
| Key Actions | | | Timescales | Resources additional to base budget | Lead Officer | |
| <ul style="list-style-type: none"> • Development of Morton Stanley festival project plan to include confirmation of acts, confirmation of licenses and infrastructure health and safety agreed. | | | August each year. | | Sue Hanley | |

| Key Objective CG2 | Key Impacts | | Key Performance Indicators | Target 2010/11 | Target 2011/12 | Target 2012/13 |
|---|--------------------|----------------------|----------------------------|--|----------------|---------------------|
| | Community Strategy | Local Area Agreement | | | | |
| Countryside Centre | ✓ | ✓ | Number of visitors. | 341,726 | 348,560 | 355,531 |
| Key Actions | | | Timescales | Resources additional to base budget | | Lead Officer |
| <ul style="list-style-type: none"> Report to Executive on Countryside Centre. Procurement exercise to facilitate an alternative provider. | | | Sept 2010 March 2011 | | | Sue Hanley |

| Key Objective CG3 | Key Impacts | | Key Performance Indicators | Target 2010/11 | Target 2011/12 | Target 2012/13 |
|---|--------------------|----------------------|---|--|--|--|
| | Community Strategy | Local Area Agreement | | | | |
| Deliver improved and sustainable waste management services | ✓ | ✓ | NI 191 – Residual household waste per household NI 192 - %of household waste sent for reuse/ recycling/ composting | <575kg >29.4% | <10/11 outturn >10/11 outturn | <11/12 outturn >11/12 outturn |
| Key Actions | | | Timescales | Resources additional to base budget | | Lead Officer |
| <ul style="list-style-type: none"> Delivery of waste minimisation campaign. Roll out of garden waste scheme. Develop service standards, bin sizes and focus on reducing road sweeper detritus. | | | 3 year rolling programme 31 March 2011 2011/12 | | | Sue Hanley |

| Key Objective CG4 | Key Impacts | | Key Performance Indicators | Target 2010/11 | Target 2011/12 | Target 2012/13 |
|---|--------------------|----------------------|--|--|---|---|
| | Community Strategy | Local Area Agreement | | | | |
| To improve the Council's performance with regard to mitigation and adaptation to the Climate Change Agenda | ✓ | ✓ | <p>NI 185 – CO₂ reduction from Local Authority operations</p> <p>NI 186 – Per capita reduction in CO₂ emissions in the Local Authority area</p> <p>NI 188 – Planning to adapt to climate change</p> | <p>2% (based on 08/09 baseline)</p> <p>9% reduction on 2005 baseline.</p> <p>Level 2</p> | <p>4% (based on 08/09 baseline)</p> <p>Target to be set by County Council.</p> <p>Level 2</p> | <p>6% (based on 08/09 baseline)</p> <p>Target to be set by County Council.</p> <p>Level 3</p> |
| Key Actions | | | Timescales | Resources additional to base budget | Lead Officer | |
| <ul style="list-style-type: none"> Develop a local Climate Change Strategy and action plan to support the County-wide plan to achieve LAA targets and National Indicators relating to climate change | | | 31 November 2011 | | Hugh Bennett | |

| Key Objective CG5 | Key Impacts | | Key Performance Indicators | Target 2010/11 | Target 2011/12 | Target 2012/13 |
|---|--------------------|----------------------|--|--|---------------------|----------------|
| | Community Strategy | Local Area Agreement | | | | |
| Landscaping | ✓ | | Satisfaction with parks and open spaces. | Positive Trend | Positive Trend | Positive Trend |
| Key Actions | | | Timescales | Resources additional to base budget | Lead Officer | |
| <ul style="list-style-type: none"> Britain in Bloom. | | | June 2010 | | Sue Hanley | |

| | | | |
|--|----------------|--|------------|
| • Green Flag awards (x3). | July 2010 | | Sue Hanley |
| • Re-measure landscape (audit) and refine service. | September 2010 | | Sue Hanley |

| Key Objective CG6 | Key Impacts | | Key Performance Indicators | Target 2010/11 | Target 2011/12 | Target 2012/13 |
|---|--------------------|----------------------|--|-------------------------------------|----------------|----------------|
| | Community Strategy | Local Area Agreement | | | | |
| Reducing Detritus | ✓ | ✓ | NI 195(a) - Improved street and environmental cleanliness - levels of litter NI 195(b) - Improved street and environmental cleanliness - levels of detritus NI 195(c) - Improved street and environmental cleanliness – levels of graffiti NI 195(d) - Improved street and environmental cleanliness – levels of fly-posting NI 196 – Improved street and environmental cleanliness – fly-tipping | 6% | 6% | 6% |
| | | | | 25% | 24% | 24% |
| | | | | 2% | 2% | 2% |
| | | | | 0 | 0 | 0 |
| | | | | 1 | 1 | 1 |
| Key Actions | | | Timescales | Resources additional to base budget | Lead Officer | |
| • LAA project working with the County Council. | | | 31 March 2011 | | Sue Hanley | |
| • Complete review of sweeper schedules. | | | 31 March 2012 | | Sue Hanley | |
| • Fly tipping project (Environmental Services and Housing). | | | 31 March 2012 | | Sue Hanley | |

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

| | |
|----------------------------------|--|
| WELL MANAGED ORGANISATION | <p>Key Outcomes:</p> <ul style="list-style-type: none"> • Managing Finances. • Governing the Business. • Managing Resources. • Managing Performance. • Customer Processes. • Political Governance. • Shared Services. • Worcestershire Enhanced Two Tier (WETT). • Strategic Planning. • Learning and Development. • HR Modernisation. • Positive Employee Climate. |
|----------------------------------|--|

| Key Objective WM1 | Key Impacts | | Key Performance Indicators | Target 2010/11 | Target 2011/12 | Target 2012/13 |
|---|--------------------|----------------------|--|-------------------------------------|----------------|-------------------------------------|
| | Community Strategy | Local Area Agreement | | | | |
| Managing Finances - To achieve year on year improvement in our level of Use of Resources judgement score | | ✓ | <ul style="list-style-type: none"> • Use of Resources score for Managing Finances | | | Minimum score of 3 for each element |
| Key Actions | | | Timescales | Resources additional to base budget | | Lead Officer |
| <ul style="list-style-type: none"> • Integrated financial and performance reporting. • Budgets aligned to priorities through annual Executive/CMT away day and financial/service planning timetable. • Budget consultation, in particular, budget jury and on-line consultation. | | | Qtr 3 2010/11 July 2010 January 2011 | | | Jayne Pickering Hugh Bennett |

| Key Objective WM2 | Key Impacts | | Key Performance Indicators | Target 2010/11 | Target 2011/12 | Target 2012/13 |
|---|--------------------|----------------------|--|--|----------------|-------------------------------------|
| | Community Strategy | Local Area Agreement | | | | |
| Governing the Business - To achieve year on year improvement in our level of Use of Resources judgement score | | ✓ | <ul style="list-style-type: none"> Use of Resources score for Managing Finances | | | Minimum score of 3 for each element |
| Key Actions | | | Timescales | Resources additional to base budget | | Lead Officer |
| <ul style="list-style-type: none"> Delivery of cashable savings from procurement plan. Review of departmental risk registers. | | | On-going Quarterly | | | Jayne Pickering |

| Key Objective WM3 | Key Impacts | | Key Performance Indicators | Target 2010/11 | Target 2011/12 | Target 2012/13 |
|--|--------------------|----------------------|--|--|----------------|-------------------------------------|
| | Community Strategy | Local Area Agreement | | | | |
| Managing Resources - To achieve year on year improvement in our level of Use of Resources judgement score | | ✓ | <ul style="list-style-type: none"> Use of Resources score for Managing Finances | | | Minimum score of 3 for each element |
| Key Actions | | | Timescales | Resources additional to base budget | | Lead Officer |
| <ul style="list-style-type: none"> Update asset management plan and dispose/retain assets as per Council's priorities. Reduce CO2 emissions as per Clean and Green priority. | | | On-going On-going | | | Jayne Pickering Hugh Bennett |

| Key Objective WM4 | Key Impacts | | Key Performance Indicators | Target 2010/11 | Target 2011/12 | Target 2012/13 |
|--|--------------------|----------------------|--|--|----------------|-------------------------------------|
| | Community Strategy | Local Area Agreement | | | | |
| Managing Performance - To achieve year on year improvement in our level of Use of Resources judgement score | | ✓ | <ul style="list-style-type: none"> Use of Resources score for Managing Finances | | | Minimum score of 3 for each element |
| Key Actions | | | Timescales | Resources additional to base budget | | Lead Officer |
| <ul style="list-style-type: none"> Develop data quality strategy action plan and review annually. Develop corporate project management methodology. Develop VFM measures to track efficiency gains. | | | March 2011 June 2010 June 2011 | | | Jayne Pickering Hugh Bennett |

| Key Objective WM5 | Key Impacts | | Key Performance Indicators | Target 2010/11 | Target 2011/12 | Target 2012/13 |
|---|--------------------|----------------------|--|--|----------------|---------------------|
| | Community Strategy | Local Area Agreement | | | | |
| To make services more accessible, efficient and customer focussed | ✓ | ✓ | <ul style="list-style-type: none"> Local Government Equalities Standard | 2 | 2 | 3 |
| Key Actions | | | Timescales | Resources additional to base budget | | Lead Officer |
| <ul style="list-style-type: none"> Undertake Customer Service Excellence accreditation. Develop community engagement strategy. Undertake equalities peer assessment. | | | March 2013 March 2011 June 2010 | | | Jayne Pickering |

| Key Objective WM6 | Key Impacts | | Key Performance Indicators | Target 2010/11 | Target 2011/12 | Target 2012/13 |
|--|--------------------|----------------------|-----------------------------|-------------------------------------|-----------------|----------------|
| | Community Strategy | Local Area Agreement | | | | |
| Ensure appropriate political governance. | ✓ | ✓ | Increased electoral turnout | Positive Trend (2008 baseline) | Positive Trend | Positive Trend |
| Key Actions | | | Timescales | Resources additional to base budget | Lead Officer | |
| • Manage local elections. | | | Each year | | Jayne Pickering | |
| • Develop and deliver overview and scrutiny programme. | | | March 2011 | | Jayne Pickering | |

| Key Objective WM07 | Key Impacts | | Key Performance Indicators | Target 2010/11 | Target 2011/12 | Target 2012/13 |
|--|--------------------|----------------------|--|--|---------------------|----------------|
| | Community Strategy | Local Area Agreement | | | | |
| Develop a programme of shared services | | ✓ | Delivery of savings as per Medium Term Financial Plan. | | | |
| Key Actions | | | Timescales | Resources additional to base budget | Lead Officer | |
| • Recruit transformation team. | | | Aug 2010 | | Kevin Dicks | |
| • Develop and approval transformation programme. | | | Sep 2010 | | Kevin Dicks | |

| Key Objective WM08 | Key Impacts | | Key Performance Indicators | Target 2010/11 | Target 2011/12 | Target 2012/13 |
|---|--------------------|----------------------|--|--|---------------------|----------------|
| | Community Strategy | Local Area Agreement | | | | |
| Develop a programme of Worcestershire Enhanced Two Tier (WETT) services | | ✓ | Delivery of savings as per Medium Term Financial Plan. | | | |
| Key Actions | | | Timescales | Resources additional to base budget | Lead Officer | |
| • Property Service WETT to go live. | | | June 2010 | | Kevin Dicks | |
| • Regulatory Service WETT to go live. | | | June 2010 | | Kevin Dicks | |
| • Internal Audit Service WETT to go live. | | | June 2010 | | Kevin Dicks | |

| Key Objective WM09 | Key Impacts | | Key Performance Indicators | Target 2010/11 | Target 2011/12 | Target 2012/13 |
|--|--------------------|----------------------|----------------------------|--|----------------|---------------------|
| | Community Strategy | Local Area Agreement | | | | |
| Strategic Planning | | ✓ | | | | |
| Key Actions | | | Timescales | Resources additional to base budget | | Lead Officer |
| <ul style="list-style-type: none"> Maintain and deliver the spatial planning function.. | | | June 2011 | | | John Staniland |

| Key Objective WM10 | Key Impacts | | Key Performance Indicators | Target 2010/11 | Target 2011/12 | Target 2012/13 |
|---|--------------------|----------------------|---|--|----------------|---------------------|
| | Community Strategy | Local Area Agreement | | | | |
| To develop a comprehensive Learning and Development Programme supporting the corporate priorities, individual needs and workforce planning. | | ✓ | <ul style="list-style-type: none"> Investors in People accreditation | | | April 2013 |
| Key Actions | | | Timescales | Resources additional to base budget | | Lead Officer |
| <ul style="list-style-type: none"> Develop corporate workforce plan. | | | March 2013 | | | Jayne Pickering |
| <ul style="list-style-type: none"> Develop Investors in People Action Plan. | | | April 2013 | | | Jayne Pickering |

| Key Objective WM11 | Key Impacts | | Key Performance Indicators | Target 2010/11 | Target 2011/12 | Target 2012/13 |
|--|--------------------|----------------------|--|--|----------------|---------------------|
| | Community Strategy | Local Area Agreement | | | | |
| HR Modernisation | | ✓ | | | | |
| Key Actions | | | Timescales | Resources additional to base budget | | Lead Officer |
| <ul style="list-style-type: none"> Harmonisation of terms and conditions | | | Dec 2010 (subject to Trades Union agreement) | | | Jayne Pickering |
| <ul style="list-style-type: none"> Completion of payroll lean systems project | | | March 2011 | | | Jayne Pickering |

| Key Objective WM12 | Key Impacts | | Key Performance Indicators | Target 2010/11 | Target 2011/12 | Target 2012/13 |
|---|--------------------|----------------------|--|--|----------------|---------------------|
| | Community Strategy | Local Area Agreement | | | | |
| Positive Employee Climate | | ✓ | <ul style="list-style-type: none"> Staff survey results | | | |
| Key Actions | | | Timescales | Resources additional to base budget | | Lead Officer |
| <ul style="list-style-type: none"> Creation and delivery of employee engagement programme. | | | 2010 and each year thereafter | | | Kevin Dicks |

11. Risk Management

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

The key risks are related to:

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

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



12. Equalities

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

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

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

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

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

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

The Black and Ethnic Minority population constitutes 6.9% of the total population¹, the largest ethnic group being the Pakistani group which constitutes 2.3% (1,800) of the population. Other groups include Black

¹ Estimated resident population by ethnic group and sex, mid-2006, ONS (2008)

² Census 2001.

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

Redditch also consists of multi-faith communities. Christianity remains the predominant faith in the Borough and Redditch also has the largest percentage of individuals of Muslim faith in Worcestershire at 2.4% of the population. The Buddhist, Hindu, Jewish and Sikh religions are also represented and 12.6% of the population state they have no religion.²



The Council will treat all people equally whether they are:

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

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

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

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

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

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

13. Performance Management Framework

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

Effective performance management requires:

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

This means that Redditch Borough Council will:

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

The Council's Performance Management Framework sets out the structure and processes to be followed and can be accessed on our website at www.redditchbc.gov.uk.

Our Promise to You

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

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

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

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