

REDDITCH BOROUGH COUNCIL
Executive Committee – 31st October 2023

Review of Strategic Priorities – Redditch Borough Council 2023/24

Relevant Portfolio Holder	Councillor Matt Dormer
Portfolio Holder Consulted	Yes
Relevant Head of Service	Interim Chief Executive - Sue Hanley
Report Author	Job Title: Business Improvement Manager Contact h.mole@bromsgroveandredditch.gov.uk Contact Tel: 01527 881685
Wards Affected	ALL
Ward Councillor(s) consulted	N/A
Relevant Strategic Purpose(s)	ALL
Key Decision: No	
If you have any questions about this report, please contact the report author in advance of the meeting.	

1. RECOMMENDATIONS

The Executive Committee RECOMMEND to the Council that:-

- i. The 2023/24 annual refresh of the strategic priorities, associated with the key deliverables and financial implications detailed in Appendix 2 to be approved.**
- ii. The process of establishing and agreeing meaningful outcomes for the key deliverables be approved and reported within the Financial and Organisational Quarterly Performance Reports.**
- iii. A full review of Council Plan and priorities for 2024 – 2027 take place in Autumn 2024 alongside the financial planning process and in accordance with the Medium-Term Financial Plan (MTFP).**

2. BACKGROUND

- 2.1 This report shares the review of the current strategic priorities within the Council Plan, how this was undertaken, along with the proposed actions arising.
- 2.2 The Leader and Portfolio Holders with the support of the Corporate Management Team have reviewed the current priorities by undertaking two review sessions taking on board data from:
 - Annual Community Survey 2022
 - Community Priorities Survey
 - Cost of Living survey
 - Census
 - [Office of National Statistics](#)
 - Current priorities

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2.2 Redditch Borough Council’s current priorities are underpinned by a set of key themes. These are set out in the current Council Plan 2019 – 2023 [here](#) and in the Council Plan Addendum 2022/23. The 5 themes are:

- Run & grow a successful business.
- Finding somewhere to live.
- Aspiration, work & financial independence.
- Living independent, active & healthy lives.
- Communities which are safe, well-maintained, and green.

2.3 The council’s vision, priorities and themes are connected using a ‘green’ thread:

“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”.

2.4 The community and organisational priorities have been identified and set out in the Council Plan 2019-2023 as:

Community Priorities	Organisational Priorities
Economic Development & Regeneration	Financial Stability
Housing Growth	Sustainability
Skills	High Quality Services
Improved Health & Wellbeing	
Community Safety & Anti-Social Behaviour	

2.5 The council cannot deliver all priorities on its own. In some cases it can support, influence, or work collaboratively with other partner agencies to persuade them to take a particular course of action/undertake a particular project. Considerable support and input from partner organisations will be needed for priorities, to be successfully achieved.

2.6 We asked residents through the Annual Community Survey to tell us which are their top five from a list that should be given priority by Redditch Council in the following year, the results are shown in the table below for the last 3 years:

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Top 5 Ranked Priorities	2022	2021	2020
1 st	Community safety	Community safety	Community safety
2 nd	Ensure housing in the Borough is of good quality and affordable	Provide well maintained community parks and open spaces	Local economic development and employment
3 rd	Healthy lifestyles and well-being, including mental health	Healthy lifestyles and well-being, including mental health	Maintenance of the landscape and environment
4 th	Provide well maintained community parks and open spaces	Ensure housing in the Borough is of good quality and affordable	Healthy lifestyles and well-being, including mental health
5 th	Support the development and delivery of appropriate housing in the Borough	Maintenance of the landscape and environment	Transport, travel and congestion

2.7 An additional ‘priorities’ survey, opened for 4 weeks in May 2023, residents were asked to rank from the top five priorities for 2022 (above) various aspects within each and then indicate their top three priorities they believe the council should focus on in the coming year.

2.8 The survey was publicised in local media and numerous times on social media during the 4 weeks. A total of 119 valid surveys were returned from the Community Panel, resulting in a response rate of 28%. A total of 156 surveys were received from the public resulting in a final figure of 275 valid surveys for analysis.

The results are below: -

Priority 1: Community Safety

Priority 2: Provide Well Maintained Community Parks and Open Spaces

Priority 3: Ensure Housing in the Borough is of Good Quality and Affordable

2.9 Taking the information on board, the priorities are therefore proposed as:

- Housing
- Parks & Green Spaces
- Economy & Regeneration
- Community Safety

Appendix 2 details the above priorities and associated key deliverables.

3. OUTCOMES

- 3.1 To achieve the priorities, it is imperative we establish clear and meaningful outcomes for the key deliverables. Policy and Performance will support service managers and Heads of Service where applicable to agree outcomes. Progress will be shared within the Financial & Organisational Performance quarterly reports.

4. FUTURE

- 4.1 Following on from this refresh, a full review of the corporate plan will take place in autumn 2024. The outcome will see a Council Plan covering 2024-27 which will reflect the Strategic Priorities and key deliverables which will feed into the budget process, MTFP and service planning.

5. OPERATIONAL ISSUES

- 5.1 Operationally the organisation will be guided by the priorities and key deliverables, it will enable resources to be distributed effectively and efficiently within services and underpin the Medium-Term Financial Plan.
- 5.2 We will review our current partnerships and ensure that we are making the most of the strengths and opportunities. We will look, where possible, to combine efforts with partners in order to make a greater impact across all our priorities.
- 5.3 We will continue to invest in digital technologies in order to improve our customer experience and increase our organisational resilience by improving process, data, design, and effectiveness.

6. FINANCIAL IMPLICATIONS

- 6.1 The priorities identified are not dissimilar from those existing and documented in our current Council Plan. The customer/ resident remains firmly at the heart of everything we seek to deliver as we move forward. In the current financial circumstances resources will be directed to achieving the reviewed priorities.
- 6.2 The General Fund position could change based on the 22/23 outturns having full regard for the impact of the previous 2 years (in the process of closure). The present overspend position for 2023/4 is mitigated by the Utilities Reserve.
- 6.3 The Earmarked Reserves included at the start of 2023/24 includes £1.7m in a utilities reserve that reduces by £570k a year. Given the present situation it is likely that this will not be required in 24/5 or 25/6 and therefore being transferred to the General Fund. All other earmarked reserves will be reviewed as part of the MTFP Process.

7. LEGAL IMPLICATIONS

There are no legal implications arising directly from this report.

8. OTHER - IMPLICATIONS

Relevant Strategic Purpose

- 8.1 Having undertaken a refresh and review of the Council's strategic priorities this report provides an up-to-date view, direction and priorities for Redditch Borough Council.

Climate Change Implications

- 8.2 With the green thread running through the Council plan this will be considered in the any changes that are agreed. Climate change considerations will be incorporated into our decisions, and we aim to adapt to and mitigate climate change wherever possible.

Equalities and Diversity Implications

- 8.3 The strategic priorities set out in this report are all designed to be from the customers perspective, in order for their needs to be the driver for all that we do. When approved, the identified priorities will be published on the Council's website externally and internally via the Intranet/Orb.
- 8.4 There are no equality and diversity implications arising directly from this report; however, the customer focus referred to above is designed to understand the individual needs of our customers and as such empower officers to meet those needs, which would include specific issues relating to equality and diversity.

9. RISK MANAGEMENT

By setting the Council's strategic priorities the strategic direction will be clear to all within the Council alongside the communities we serve and both stakeholders and partners. As such this will support the management of risks identified around the delivery of the strategic purposes, robust decision making and the accuracy/effectiveness of performance data.

10. APPENDICES and BACKGROUND PAPERS

Appendix 1: Current [Redditch Council Plan](#)
[Appendix 2: Review of Council Plan Priorities 23/24](#)

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11. REPORT SIGN OFF

Department	Name and Job Title	Date
All Portfolio Holders	Cllr Dormer (Planning, Economic Development, Commercialism & Partnerships) Cllr Court (Finance & Enabling) Cllr Harrison (Community Services & Regulatory Services) Cllr Clayton (Environmental Services) Cllr Beecham (Leisure) Cllr Warhurst (Housing & Procurement) Cllr Monaco (Climate Change)	
Lead Director / Head of Service	Sue Hanley (Interim CEO)	
Financial Services	Peter Carpenter - Interim Section 151	Please give the date they signed off the report here.
Legal Services	Please record the name of the relevant Officer in Legal Services who has signed off the report here.	Please give the date they signed off the report here.
Policy Team (if equalities implications apply)	Emily Payne – Policy & Performance Officer (Equalities)	Sept 23
Climate Change Team (if climate change implications apply)	If applicable, please record the name of the relevant Officer in the Climate Change team who has signed off the report here.	