

BROMSGROVE DISTRICT COUNCIL
PERFORMANCE MANAGEMENT BOARD

18TH OCTOBER 2010

COUNCIL PLAN 2011-14 Part 1

Responsible Portfolio Holder	Roger Hollingworth, Leader of the Council
Responsible Head of Service	Hugh Bennett, Director of Policy, Performance and Partnerships
Key Decision	

1. SUMMARY

- 1.1 To re-confirm the Council's Vision and priorities and areas of focus for the forthcoming service business planning and budget round.

2. RECOMMENDATION

- 2.1 It is recommended that the Board consider and note:
- i. the Vision and priorities (**Appendix 1, 6.1 -6.4**).
 - ii. the analysis of the Council's national, regional and local context (**Appendix 1**)
 - iii. the focus for the forthcoming budget round.

3. BACKGROUND

Council Plan 2011-2014

- 3.1 Cabinet and Full Council approved the Council Plan as part of the 2010/11 budget round. The Council Plan is effectively the business plan for the Council and a key document for Members. The 2011/2014 plan will be published until in early 2011/12; however, the Council needs to agree it priorities and areas of focus now, so that officers can make detailed plans to deliver these as part of the service business planning cycle and forthcoming budget round.

Process to Date

- 3.2 As part of the work on developing the Vision and priorities, the Council must take account of the strategic context within which it operates. The Council is in a good position to determine this. The Council has the following information to draw on:-

- The Bromsgrove Profile e.g. deprivation indices, population growth predictions etc.
- The current work on the Bromsgrove Partnership Board, around its priorities, in particular, the town centre, children and young people and housing.
- The Worcestershire “Story of Place” and the resultant Local Area Agreement.
- Public consultation feedback, including the Budget Jury.
- Performance data, based on the indicators in the Council Plan.
- Survey data, including Worcestershire Viewpoint.
- The Equalities and Diversity Forum and Disabled User Group.
- Customer complaints data.
- A three year medium term financial plan.

3.3 Based on this information, the following priorities were recommended to Cabinet and Full Council:-

- Economic Development.
- Town Centre.
- Value for Money
- One Community.
- Housing.
- Climate Change.

4. FINANCIAL IMPLICATIONS

4.1 Inevitably, the forthcoming budget round will be dominated by the Comprehensive Spending Review (due on 20 October 2010); however, it is critical that we continue to focus on our priorities. The Council’s priorities and areas of focus are set out in section 6.1 -6.4.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications to this report.

6. COUNCIL OBJECTIVES AND PRIORITIES

6.1 The report sets out the Council’s priorities and the evidence for them.

7. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS

7.1 The Council Plan is supported by the corporate risk register.

8. CUSTOMER IMPLICATIONS

8.1. There are no direct recommendations on customer service; however, the report does indicate that an increased focus on customer service is required (Appendix 1, 5.5).

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 There are no direct recommendations on equalities and diversity, however, the report identifies that age, linked to disability are a key demographic facing the District (Appendix 1, 1.3).

10. VALUE FOR MONEY IMPLICATIONS

10.1 The report supports value for money through ensuring that the Council aligns its spending and services to its priorities.

11. CLIMATE CHANGE AND CARBON IMPLICATIONS

11.1 The report identifies that more spend to save initiatives will need to be brought forward to meet the climate change targets and that these targets are likely to increase under the new Coalition Government.

12. OTHER IMPLICATIONS

Procurement Issues: None.
Personnel: HR modernisation and other HR practices e.g. workforce planning, competencies etc. are identified as an area of focus.
Governance/Performance Management: Non
Community Safety including Section 17 of Crime and Disorder Act 1998: The report identifies community cohesion as an area of focus.
Policy: None.
Biodiversity: The report identifies the need for an increased focus on climate change.

13. OTHERS CONSULTED ON THE REPORT

Please include the following table and indicate ‘Yes’ or ‘No’ as appropriate. Delete the words in italics.

Portfolio Holder	At Leader’s
Chief Executive	At CMT
Executive Director and Deputy Chief Executive	At CMT

Executive Director – Finance and Resources	At CMT
Executive Director – Regeneration and Planning	At CMT
Director of Policy, Performance and Partnerships	At CMT
Head of Service	At CMT
Head of Legal, Equalities & Democratic Services	At CMT
Head of Finance and Resources	At CMT
Corporate Procurement Team	Not applicable.

14. WARDS AFFECTED

All Wards

15. APPENDICES

Appendix 1- Bromsgrove Position Statement, September 2010

16. BACKGROUND PAPERS

Draft Structural Reform Plan, DCGL, July 2010
Draft Structural Reform Plan, Cabinet Office, July 2010
Draft Structural Reform Plan, DECC, July 2010
Worcestershire Viewpoint Survey, WCC, March 2010
Bromsgrove Profile, WCC, September 2009
Council Plan, BDC, 2010-13

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Bromsgrove DC
Position Statement
October 2010

1. Bromsgrove District Overview

Geography

- 1.1 Bromsgrove District is in north Worcestershire, covering a large area of approximately 83.9 square miles. Whilst only 14 miles from the centre of Birmingham, the Lickey Hills country park provides an important dividing line between the urban West Midlands Conurbation and the rural landscape of north Worcestershire. Ninety percent of the District is greenbelt which creates difficulties for housing policy. Four radial routes pass through the District, each served by railway lines and major roads, including the M5 running north and south, the M42 running east and west, with further links to the M40 and M6.
- 1.2 Data suggests that 16,643 people travel into the District for work, with 26,112 (29%) of the population travelling out, a net commute out of 9,469.¹ Our main communities are detailed in the map (below). The District has no wards in the top 20% most deprived in England.²

Table 1 – Map of Bromsgrove District

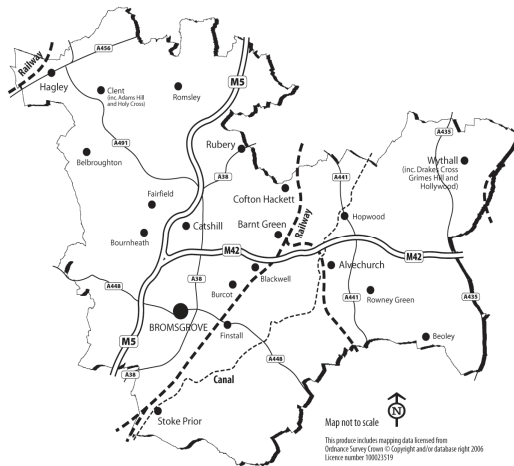
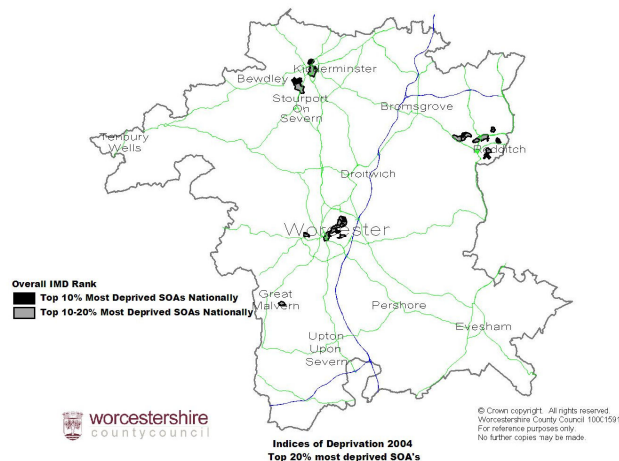


Table 2 – Map of County Deprivation



¹ ONS 2001 Census
² DCLG Indices of Mu

Population

- 1.3 The population of the District is 92,300³. The over 80s population is set to increase by 87.5% and the 70-79 population by 41.3%. This is one of the defining characteristics of the District. There is a clear link between older age and disability. The Bromsgrove Profile, undertaken for the LSP states-⁴

“This increasing aging population may have a significant impact on policy and planning for the District, with specific regard to community safety, health and the strength of communities.”

Table 3 - Population projections by age, 2007 - 2026

Age Group	Thousands								% Change
	2007	2008	2009	2010	2011	2016	2021	2026	
0-9	9.9	9.9	9.8	9.9	9.9	9.5	8.6	8.4	-15.2%
10-19	11.9	11.9	11.6	11.1	10.8	9.8	9.8	9.3	-21.8%
20-29	8.3	8.0	8.1	8.2	8.3	8.6	8.0	7.4	-10.8%
30-39	11.8	11.2	10.7	10.2	9.9	8.3	8.1	8.6	-27.1%
40-49	14.6	14.9	14.9	14.9	14.8	13.0	10.5	9.0	-38.4%
50-59	12.8	12.5	12.4	12.4	12.7	13.5	14.0	12.3	-3.9%
60-69	10.8	11.1	11.4	11.5	11.7	11.6	11.4	12.3	13.9%
70-79	7.5	7.7	7.8	8.0	8.0	9.3	10.6	10.6	41.3%
80+	4.8	4.9	4.9	5.0	5.3	6.0	7.2	9.0	87.5%
Total	92.3	92.1	91.7	91.4	91.1	89.6	88.2	87.1	-5.6%

Source: ONS projections - Research and Intelligence Unit Worcestershire County Council

- 1.4 The black and minority ethnic population (BME) is 6.4%, which is low for the region and nationally. This percentage comprises 1% Irish, 2.6% Asian, 1.2% Mixed, 1.0% Black and 0.6% Chinese.⁵ There are no definitive data sources for the migrant worker population living in Bromsgrove, but indicative figures suggest this is in the region of 0.2%.⁶ The BME population appears to have doubled in recent years.

Economy

- 1.5 The economic picture of the District is comparatively positive despite the current economic downturn. The mean household income is £38,690 (pre-credit crunch), which is the highest in the county (the County average is £35,656).⁷ Whilst the average household income is high, it is less than £25,000 per annum in Charford, Sidemoor, Catshill and St Johns. There are three major areas of economic regeneration within the District: the

³ ONS 2007 Mid-Year Population Estimates

⁴ ONS 2006 Subnational population projections

⁵ ONS 2006 Resident Population Estimates by Ethnic Group

⁶ Worcester County Economic Assessment 2007-2008

⁷ PayCheck 2008

Longbridge site, Bromsgrove town centre and Bromsgrove railway station. Unemployment, whilst comparatively low, has risen in recent years to 3.0% (August 2010), but the recent trend is downwards, with the benefits claimant rate being over 10%. The area action plan for the Longbridge is in place, but stalled due to the changing economic conditions. Bromsgrove town centre needs a major overhaul to encourage local shopping and to be able to compete with neighbouring shopping centres. Bromsgrove station's funding has been suspended, pending the Comprehensive Spending Review. The new station will have a significant impact on Bromsgrove town, due to the planned Cross City Line electrification being extended to Bromsgrove and as a result bringing the town more into Birmingham City's economic orbit. It remains a priority for the Council. VAT registrations have risen slightly (pre "credit crunch" data) and are consistent with the national trend away from manufacturing, towards more service based industries. Not surprisingly, employment is now considered a key deliverable for economic development. Cabinet and Corporate Management Team have also identified the need for the Council to increase its voice on economic development at a sub-regional and regional level, working with other councils across north Worcestershire.

Sustainable Development

- 1.6 Two years ago Full Council agreed to fund the joint appointment, with Redditch Borough Council, of a Climate Change Manager. Since then, the Council has, for the first time, calculated the total carbon emissions it emits from its activities, which totals over 2,500,000 KGs per annum. Each property in the District emits on average over 10 tonnes. It is critical that the Council starts to reduce these figures.

Education, Deprivation and Health

- 1.7 The percentage of the District's population qualified to NVQ Level 4 is significantly higher than average. GCSE results gained at local authority schools and colleges in Worcestershire in 2008 were amongst the highest in the country (64.4% achieved five or more GCSEs at A*-C).⁸ The District ranks 299th out of 354 councils on the national index of multiple deprivation 2007 (where 1 is the most deprived), making the District one of the least deprived nationally.⁹ It is also the only district in Worcestershire to have become less deprived since 2004.¹⁰ Bromsgrove has one of the lowest levels of receipt of benefits.¹¹ As a result, identifying the vulnerable within our communities is more difficult than a district with geographic areas of deprivation.

⁸ Worcestershire LEA Key Stage 4 results 2007/08

⁹ & 16 DCLG Indices of Multiple Deprivation 2007

¹⁰ ibid

¹¹ Worcester County Economic Assessment 2007-2008

- 1.8 Generally, the District's population is healthier than the regional average. Young people (18-24) have a high risk status being the most likely to smoke, binge drink and not take exercise. Potentially, we could be storing up problems in our young people. A Primary Care Trust (PCT) annual report noted that our children's health is good, but there is a need for more child and adolescent mental health services. The rate of teenage pregnancies in Bromsgrove in 2006 was 23.6 conceptions per 1,000 females, which is almost half that of the England average of 41.1.¹²

Crime and Fear of Crime

- 1.9 At the end of the 2007/08 year, crime had reduced by 32% in the District, surpassing the target of a 17.5% reduction from the 2003/04 baseline results.¹³ This was exceptional when compared to the national reduction of just 4%, and the county-wide figure of 24%. Reductions were seen in all British Crime Survey comparator crime types, with the largest decrease being seen in domestic burglary at 53% and the smallest in criminal damage which only reduced by 12% compared to the baseline year 2003/04.
- 1.10 Fear of crime, however, remains a problem in the District despite the reduction in actual crime. Residents are most fearful of house burglary, vandalism or damage to property and having their car broken in to, despite significant reductions in all of these crime types; however, residents most commonly identify issues like teenagers hanging around, rubbish and graffiti as their top concerns.¹⁴

Core Strategy and Housing

- 1.11 The preparation of the Core Strategy will address the issue of setting a level of new housing provision up to 2026 and identifying the new strategic sites for housing development.

¹² DH 2008 Bromsgrove Health Profile

¹³ British Crime Survey 2008

¹⁴ West Mercia Crime and Safety Survey 2008

2. National Policy

2.1 A change of national Government has led to a significant change in national policy towards local government. It is early days and we are not at a legislative stage yet, however, the Draft Structural Reform Plan (July 2010), gives the best indication yet of the Coalition Government's direction. Before looking at the specifics, two key phrases have emerged: "Big Society" and "New Localism".

Big Society

2.2 Big Society includes the decentralisation of power, changes to the planning regime, increased accountability and increased transparency. Much of this will be legislative, so the Council will need to comply with it; however, there is more scope for local policy makers around the Cabinet Office's definition of Big Society: "encourage more Social Action and strengthen the voluntary sector through a programme to make it easier to run a voluntary sector organisation, get more resources into the sector and make it easier for the sector to work with the State"; this is the Big Society as defined by the Cabinet Office. Specifics proposals include:-

- Support the creation of mutuals, co-operatives, charities and social enterprises;
- Explore how to make regular volunteering an element of civil service staff appraisals;
- Break down barriers to social action and volunteering;
- Launch a national day to celebrate social action;
- Train a new generation of community organisers;
- Fund and support the creation of neighbourhood groups.

2.3 All of these are particularly relevant to our priority: one community.

2.4 The recent letter from the Secretary of State for the DCLG asking local authorities to make it easier for people to have street parties, also points to a focus on events that bring people together and help develop an increased sense of community.

New Localism

2.5 "A radical shift of power from Westminster to local people"; this is how the DCLG defines New Localism.

- 2.6 We can expect a Localism Bill to be passed in November 2011. We have already seen that New Localism will lead to a reduction in off shoots of central Government, for example, regional government, the Audit Commission and other quangos. It has also already led to the abolition of the Regional Spatial Strategies and current local government planning system
- 2.7 The Structural Reform Plan also includes proposals for giving residents the power to instigate local referendums on any local issue and veto excessive council tax increases. New Localism also suggests an increased focus on community engagement, through techniques like participatory budgeting and neighbourhood budgets.

Comprehensive Spending Review

- 2.8 The financial backdrop to this is the impending Comprehensive Spending Review (20 October 2010), which will set out the Coalition Government's plans for deficit reduction. The size of the reductions and speed are still a matter of conjecture, but range from 25% to 40%; either way, they are significant and every head of service has been asked to complete an Options for Change pro-forma, detailing how they might achieve these reductions and the anticipated impact on service provision.
- 2.9 A local government resource review is also due to start in summer 2011, finishing sometime in 2012, which could see a change to how local government is funded. If the outcomes are consistent with New Localism, a move towards less central government funding and more local taxation may be in offing.

Climate Change

- 2.10 The Coalition Government has promised to be the "greenest ever". The Department of Energy and Climate Change's part of the Structural Reform Plan includes:-
- A reduction in central government's emissions by 10% in 12 months; and
 - Build support for the increase in the EU emissions reduction target to 30% by 2020 (and increase of 10 percentage points).
- 2.11 It would come as no surprise if the first commitment is passed onto local government and the second commitment a legal requirement.

3. Regional/Local Policy

Worcestershire Local Area Agreement

- 3.1 The key strategic document which makes the link between national, regional and local policy is the Local Area Agreement (LAA). The current LAA is due to run out in March 2011. The Worcestershire Partnership fought a long battle with regional government to prevent the Worcestershire LAA being a means for imposing Whitehall targets in a local setting and it does broadly reflect Worcestershire priorities, not imposed Whitehall targets. The LAA is determined by a “Story of Place”, which uses consultation and evidence to identify the main issues affecting Worcestershire. It is anticipated that the “Story of Place” will continue, that the LAA will not be replaced when it ends in March 2011 and that instead an updated Worcestershire Sustainable Community Strategy will include a tighter set of priorities, supported by appropriate indicators.

Borough Community Strategy

- 3.2 At a local level, we will continue to need a District Sustainable Community Strategy, which provides a long term vision and business plan for the District, which the Leader of the Council in his role as Chair of the Bromsgrove Partnership, can use to engage with partners and hold them to account. Currently, the District Sustainable Community Strategy is due to run out in March 2013 and is fit for purpose. It is cross referenced to the Local Area Agreement. The priorities for the Bromsgrove Partnership are set out overleaf:-

Our Vision: “We will make Bromsgrove District a better place to work, live and visit by driving forward change.”

Objectives <i>(Total of 6)</i>	Communities that are safe and feel safe	A better environment for today and tomorrow	Economic success that is shared by all	Improving health and wellbeing	Meeting the needs of children and young people	Stronger communities
Priorities <i>(Total of 13)</i>	<ol style="list-style-type: none"> 1. Marketing and Communication 2. Intergenerational Activities 	<ol style="list-style-type: none"> 1. Reducing CO₂ emissions 2. Adaptation 	<ol style="list-style-type: none"> 1. Town Centre 2. Economic Development Strategy 	<ol style="list-style-type: none"> 1. Mental Health 2. Lifestyle Choices 	<ol style="list-style-type: none"> 1. Being Healthy 2. Marketing existing services 	<ol style="list-style-type: none"> 1. Stronger Communities 2. Balanced Communities 3. Older People
Key Deliverables (under each Priority) <i>(Total of 34)</i>	<p><u>Marketing and Communication</u></p> <ol style="list-style-type: none"> 1. Changing perception of crime 2. Tolerance 3. Promoting area as a nice/safe place to live <p><u>Intergenerational activities</u></p> <ol style="list-style-type: none"> 1. History 2. Sharing skills and experiences 	<p><u>Reducing CO₂ emissions</u></p> <ol style="list-style-type: none"> 1. Domestic 2. Business 3. Transport <p><u>Adaptation</u></p> <ol style="list-style-type: none"> 1. Flooding 2. Planning Policy 	<p><u>Town Centre</u></p> <ol style="list-style-type: none"> 1. Promotion 2. Improve retail offer 3. Improve public buildings 4. Improve High Street appearance <p><u>Economic Development Strategy</u></p> <ol style="list-style-type: none"> 1. Develop railway station 2. New businesses 3. Strengthening regional links 	<p><u>Mental Health</u></p> <ol style="list-style-type: none"> 1. Improve Services 2. Improving perception and confidence building <p><u>Lifestyle Choices</u></p> <ol style="list-style-type: none"> 1. Alcohol 2. Maintaining low levels of smoking 3. Diet and physical activity 	<p><u>Being Healthy</u></p> <ol style="list-style-type: none"> 1. Participation in positive activities 2. Healthy lifestyles <p><u>Marketing existing services</u></p> <ol style="list-style-type: none"> 1. Positive attitudes 2. Engagement 	<p><u>Stronger Communities</u></p> <ol style="list-style-type: none"> 1. The Trunk 2. Catshill 3. LNPs (now suspended) <p><u>Balanced Communities</u></p> <ol style="list-style-type: none"> 1. Appropriate housing mix 2. Appropriate employment mix <p><u>Older People</u></p> <ol style="list-style-type: none"> 1. Age Well 2. Housing 3. Access to services

4. Consultation

Viewpoint

4.1 Worcestershire Viewpoint is a free survey conducted by the County Council's Research and Intelligence Unit. The survey was conducted in November and December 2009 and the results published in March 2010. The report is measuring residents' perceptions (like the Place Survey which has now been abolished). The headline results are as follows:-

- Bromsgrove has not seen major changes in its scores, but the downward trend on some key indicators has reversed;
- The % of residents satisfied with the Council has risen from 34.1% to 36.7%;
- Satisfaction with Bromsgrove as a place to live has risen from 81.2% to 84.9%; and
- The % of residents who agree that they can influence decisions in their area has increased from 27.1% to 34.7%.

4.2 The continuation of Viewpoint is now under review. The Head of Customer Service would like to see a more localised survey that measures customer service and satisfaction with local services. The Head of Leisure and Cultural Services has also expressed a need for this type of data. The Director of Policy, Performance and Partnerships supports this view.

Community Engagement

4.3 Feedback from the Budget Jury on their priorities is as follows:-

- ⇒ **Town Centre**
 - Better Mix of Shops
 - Development of Market(s)
- ⇒ **Economic Development**
 - Support for Businesses
 - Skills & training
 - Rovers Site
- ⇒ **Bromsgrove 'District'**
 - Transport (accessible)
 - Use of partners facilities
 - Sports Development
 - Community clean-ups
- ⇒ **Activities**
 - Traders in the Park
 - Adventure Trail
 - Paddling / Splash pools

⇒ **Promotion**

- Promotion of retail offer
- Celebrate achievements
- Localised marketing

4.4 The Council has recently given planning permission to Sainsbury's and has a number of strategic sites in the town centre that will be suitable for retail once there is an up turn in the economy. The market on the High St has been a success. The Council could explore improving the market offer, once suggestion has been a harvest festival market with local produce. The Council is working towards a north Worcestershire economic development unit and has now resolved the Bromsgrove Rover's issue with positive feedback from supporters. The Council has made a contribution to the transport agenda through BURT, but transport remains a difficult issue for the District Council as we are not the lead authority. Total Place is currently undertaken an asset review across the County to look at the best utilisation of our assets. Sports Development has received investment in previous years. Based on public feedback, it is an area that is valued which Members will need to remember when making difficult decisions in the forthcoming budget round. Community cleans ups already take place, are consistent with Big Society and we should look to support further. For Activities, the forthcoming budget round is going to be particularly difficult in terms of service expansion, but Members may wish to consider this feedback and how we might respond. The North Worcestershire economic development unit will increase the promotion and marketing of the District. The public valued things like Together Bromsgrove.

5. Performance Position

Performance Indicators

5.1 Bromsgrove performance is much improved from several years ago. Examples of good performance in 2009/10 include: exceeding the affordable housing target, keeping the number of families in temporary accommodation below the Government target during the recession, sports development usage being 9,000 higher than target and the Artrix usage being up from 48,821 to 60,250. In order for the Council to achieve its Vision we will need to deliver on the town centre project, housing needs, CO2 emissions and ensure our now much improved performance is delivered with an excellent customer service. All of this will need to be delivered in a time of fiscal austerity. In other words, the focus is no longer really on performance, however, good governance means we will need to continue managing performance and there are also still one or two areas that need attention:-

- Time taken to process benefit claims 9.12 days, but has risen in the first quarter of 2010/11(best in class 5 days);
- % of household waste sent for reuse, recycling and composting 37.28% (best in class 51.91%);
- income from the community transport service, BURT, is lower than anticipated making the running costs expensive;
- The Council's CO2 emissions have risen by 8%;
- Sickness levels, although seeing a significant improvement in the second half of 2009/10, are also on the high side at over 9 days (the private sector average is 7.5 days per FTE).

5.2 Disabled facilities grant average times from referral to completion remain an area of concern with figures ranging from 44 weeks to 63 weeks depending on the category (this service has now transferred to the Worcestershire Home Improvement Agency).

Audit Commission

5.3 The Audit Commission is set to be abolished. Some form of performance regime for local government will continue, probably with a reduced number of National Indicators, increased transparency, some financial benchmarking, expanded private sector auditing of the financial accounts, particularly, around value for money and reserve powers for central government to intervene in failing local councils. Although the Audit Commission is set to be abolished, the last report on the Council identified that progress on the town centre had been slow and affected by the "credit

crunch". Regenerating the town centre remains the key issue by which residents will judge the performance of the Council.

Transformation and Customer Service

- 5.4 The Shared Services programme includes identifying six areas as suitable for a deeper transformation using private sector techniques like systems theory (particularly associated with manufacturing). Experience from other local authorities that have used these techniques suggests that can have a dramatic impact on customer service, for example, reducing benefits claim turnaround times by 70%.
- 5.5 Not all of the Council will be able to go through a deeper transformation, but is important that we drive improved customer service across the whole of the Council. Whilst customer service is seen as crucial by the private sector to retaining customers and increasing profits, the public sector has focused on either reducing costs or targets, neither of which has enabled a focus on the customer. The best example of this is letter writing and complaints handling. Customer service is also something that should be seen as part of everyone's job, not just those staff working in the Customer Service Centre. The Head of Customer Service will shortly be producing a Joint Customer Service Strategy for both councils. The intention is to re-launch customer service, develop customer standards for each team, provide training on letter writing and customer service in general and in the longer term work towards achieving the Customer Service Excellence accreditation for the whole council, which is like Investors in People, but for customer service.

6. Strategic Direction

Vision

6.1 The Council's Vision is:-

“Working together to build a District where people are proud to live and work, through community leadership and excellent services.”

6.2 This Vision is still considered appropriate.

Priorities

6.4 Based on the analysis:-

Current Priority	Comment	Report Ref.
Economic Development	Increasing employment opportunities and developing a stronger voice for north Worcestershire, through a north Worcestershire economic strategy and economic development unit remain priorities.	1.6
Town Centre	With the building of the medical centre and planning approval for Sainsbury's there is increasing momentum for the town centre's regeneration, but this focus needs to be sustained over the longer term.	1.6 5.3
Value for Money	The Comprehensive Spending Review will require a further focus on value for money. The Council is comparatively well placed to respond to this through the Shared Services programme. Customer service across the whole council also requires an increased focus.	2.8 5.4 - 5.5
One Community	The Council's answer to the Big Society. The Council has had a focus for a number of years on bringing our communities together and working with the voluntary sector. We may need to increase our focus on engaging people in voluntary activities.	2.2 – 2.4
Housing	The Council continues to exceed its affordable housing target, but will need to re-affirm its local housing need in the new planning regime once this becomes clearer.	1.12
Climate Change	The priority requiring the biggest	1.7

	improvement and one where we anticipate tougher targets from the Government.	2.10 – 2.11
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Key Deliverables

- 6.5 The budget bids and performance measures for each proposed priority will need to be “worked up” through the business planning process, budget process and production of the Council Plan 2011/2014 (March 2011 Cabinet). The outline key deliverables/budget bids for each priority are:-

Priority	Areas of Focus
Economic Development	<p>Development of Core Strategy that supports economic development, in particular, cross subsidising development, land for economic development and housing growth that supports improved infrastructure.</p> <p>Continued work on economic development (including improved marketing) and strengthen relationships with partners outside Bromsgrove.</p> <p>Central Technology Belt/Longbridge</p>
Town Centre	<p>Continued focus on train station. Explore flexible approach to land use and cross subsidy from development.</p> <p>Continue momentum on town centre, including site acquisition and soft market testing.</p> <p>Dolphin Centre/Council House.</p>
Value for Money	<p>Shared Services programme.</p> <p>Service transformation through lean systems techniques.</p> <p>Asset Management/procurement.</p> <p>Customer Service across whole Council.</p>
One Community	<p>Continue to market services to older people e.g. community transport, Lifeline etc.</p> <p>Maintain focus on children and young people e.g. Youth Bank, diversionary activities, safeguarding.</p>

	Further develop Bromsgrove/Redditch Community Safety Partnership.
Housing	Balanced housing mix. Reduced DFG times.
Climate Change	Reducing CO2 emissions through spend to save schemes. Linking changes in the business to reducing emissions e.g. energy efficient new buildings, energy efficient fleet, reduced mileage rate through harmonisation of terms and conditions.

Management Processes

6.6 Delivering these priorities is underpinned by a range of key management processes, which will also require a continued focus: -

✚ Managing Finances

Medium Term Financial Strategy (post CSA), improved budget consultation and integrated financial/performance reporting.

✚ Governing the Business

Continued focus on procurement and improved corporate and risk management systems.

✚ Managing Resources

Asset Management, in particular, building utilisation and community assets. Workforce Planning Strategy.

✚ Managing Performance

Data quality, project management, simple performance management arrangements and improved value for money measures.

✚ Customer Processes

Focus on customer need, reduce demand by getting right first time, develop a joint customer service strategy, review access channels and one stop shop provision.

✚ Political Governance

Member development, Standards, Strong Leader and Localism Bill.

✚ Shared Services/Transformation

Shared Services programme, Transformation programme, improved IT communication systems, single financial ledger.

✚ Worcestershire Enhanced Two Tier

Continue roll out of WRS. Seek further opportunities.

✚ Planning
Core Strategy.

✚ Learning and Development
Workforce Planning Strategy. Competency Framework. Corporate Training Plan.

✚ HR Modernisation
Harmonisation of terms and conditions.

✚ Positive Employee Climate
Internal communications, visible leadership, recognition and celebration of achievements, performance management, sickness absence and Employee Survey.

6.7 These are still considered appropriate at this outline stage, but will be subject to further consideration as we work through the service business plans and Council Plan.