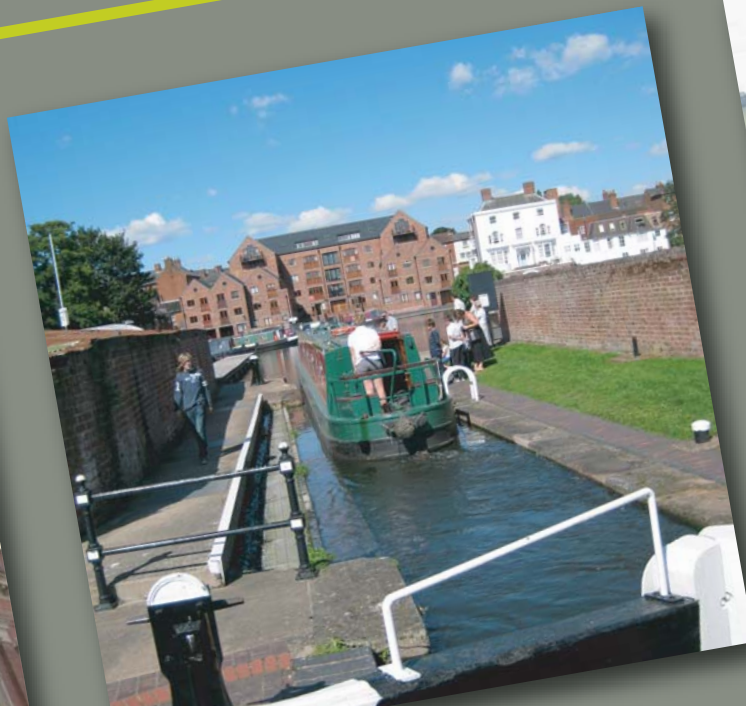




Wyre Forest District Council Corporate Plan 2008 - 2011





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welcome



Cllr John-Paul Campion
Leader

Walter Delin
Chief Executive

from the Leader of the Council & Chief Executive

Welcome to Wyre Forest District Council's Corporate Plan for 2008 – 2011, which explains what the Council is aiming to achieve with the help of our partners over the next three years.

This is our third Corporate Plan and builds on the achievements of the previous plan 'Building a Better Future 2003-08'. It also draws from the new Sustainable Community Strategy 'Making a Real Difference 2008 – 2014' produced by the Local Strategic Partnership (LSP) Wyre Forest Matters.

We set out the Council's Vision and Values, together with our agreed priorities for improvement, the action we will be taking and how we will measure our success. Having consulted widely in developing this Plan we are confident that the priorities identified will contribute significantly to improving the quality of life for residents, visitors and businesses in the District.

This new Corporate Plan reflects the greater focus on outcomes for the community: quality of life, sustainability and prosperity, underpinned

by greater efficiency and stronger partnership working. It reflects the constantly changing local government environment and will be reviewed annually to make sure that it is responding to, and meeting, the needs of the District.

We always welcome views on the Council's priorities and performance and if you would like to comment, details of how to contact us are shown below:



**Chief Executive's Directorate
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Stourport-on-Severn
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our district



Wyre Forest District is situated in North Worcestershire. The three main towns of Kidderminster, Stourport-on-Severn and Bewdley are surrounded by an extensive rural area containing many smaller communities and open countryside. Each area has its own particular character, identity and community needs.

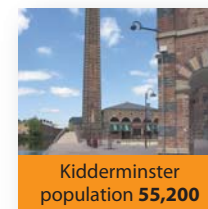
Wyre Forest District as a place to live



The District benefits from a rich landscape, which plays an important part in supporting the local economy and providing quality of life for residents and visitors. Major attractions include the Wyre Forest itself, the West Midlands Safari Park, Severn Valley Railway, the River Severn and Stourport's historic canal basins.

Although levels of deprivation overall are comparatively low, there are still pockets of relatively high poverty, poor health and social exclusion which are important drivers for our work with partners.

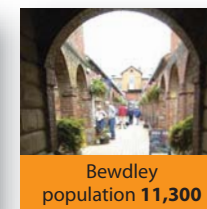
The District's strong manufacturing history, particularly in carpet production, has experienced decline in recent years. This has given rise to a major regeneration programme to support economic diversification. Kidderminster, for example, is now recognised as a Strategic Centre and Local Regeneration Area in the West Midlands Regional Spatial Strategy and West Midlands Regional Economic Strategy.



Kidderminster
population 55,200



Stourport-on-Severn
population 20,100



Bewdley
population 11,300

Total population 98,600

26% of population over the age of 60 National: 22% ¹

Recorded crime 45 per 1,000 population National: 54 ²

Gross weekly pay £405 W. Midlands: £450 ³

Average house price £182,808 W. Midlands: £175,464 ⁴

5.2% unemployment rate W. Midlands: 6.9% ⁵

6% ethnic minority population National: 16% ⁶

¹: ONS Mid 2007 Population Estimates ²: Recorded crime BCS comparator offences 07/08

³: ONS annual survey of hours and earnings - resident analysis 2008

⁴: Land Registry 2008 ⁵: Worcestershire County Economic Summary March 2009

⁶: ONS Estimated population by ethnic group, mid-2007 (experimental statistics)

the council



Wyre Forest District Council has 42 elected Members representing 17 Wards (see map above). The political breakdown at May 2009 is:

22 Conservative

10 Independent Community & Health Concern

5 Liberal

2 Labour

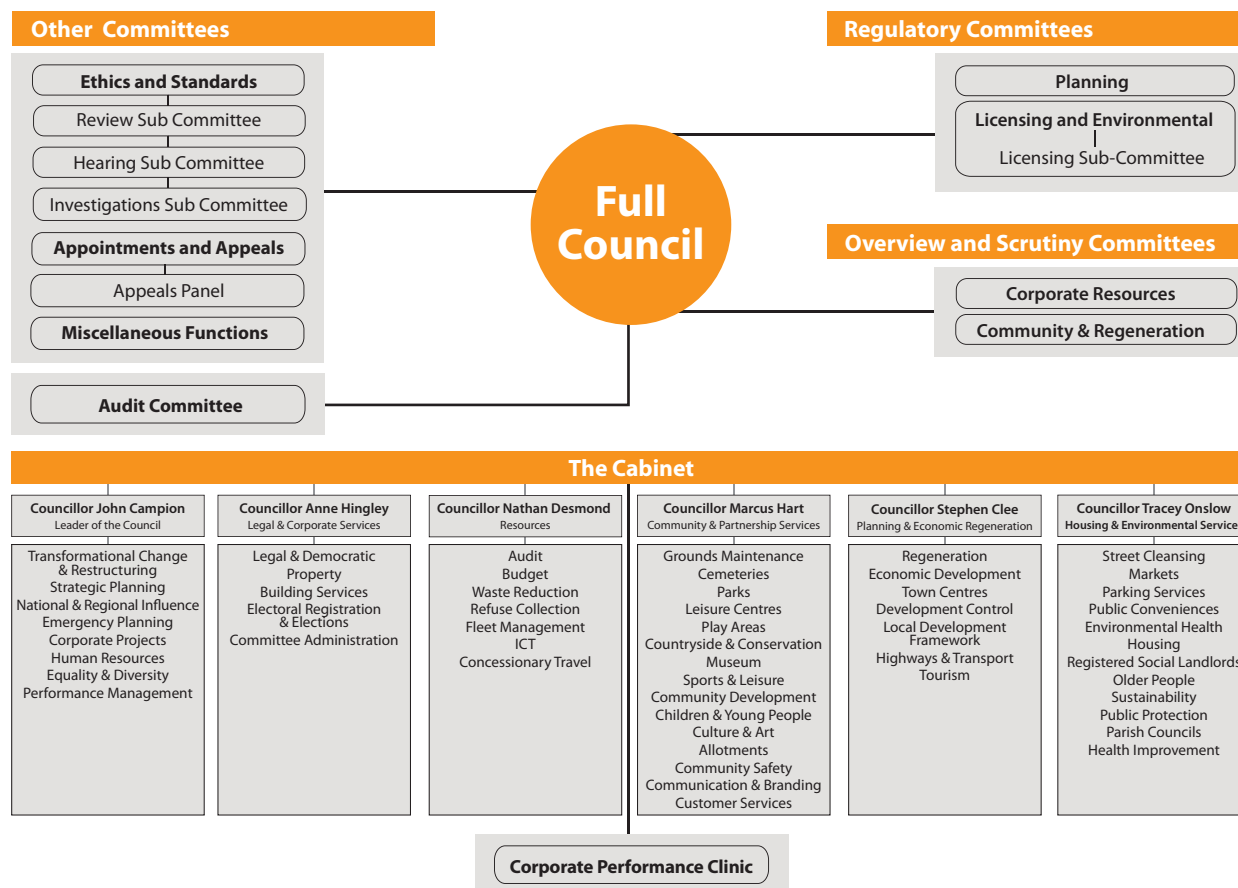
2 Liberal Democrat

1 Independent

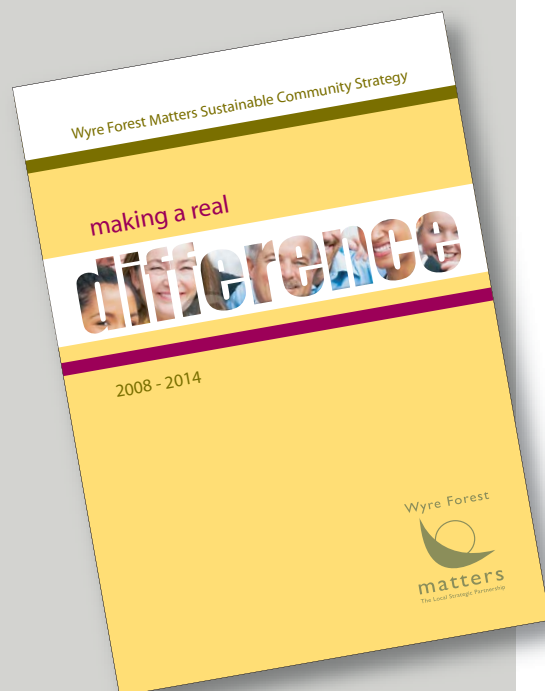
About the District Council

The Council has adopted a Leader and Cabinet political structure as shown below:

Political Structure May 2009



partners



Working with partners

The Council has strong links with local partners from the public, private, voluntary and community sectors. This enables us to provide and contribute towards a co-ordinated approach to service delivery across our communities.

The Council plays a key role in a number of partnership projects such as the Clean and Safe Charter, the revitalisation of Sandy Lane Industrial Estate and establishing Police Bases. These have delivered real outcomes for the community in terms of reducing crime, improving neighbourhood cleanliness and creating jobs. Joint working arrangements with voluntary groups, such as Friends of Parks and voluntary play or sporting organisations, have resulted in successful external funding being raised to improve services and facilities across the District.

We are one of the leading organisations within the Local Strategic Partnership - Wyre Forest Matters, whose Sustainable Community Strategy includes the following 6 themes:

Communities that are safe & feel safe
A better environment for today & tomorrow
Economic success shared by all
Improving health & wellbeing
Meeting the needs of children & young people
Stronger communities

Other key partnerships include the Community Safety Partnership, Stourport Forward, Town Centre Partnerships and neighbourhood partnerships such as the Oldington and Foley Park Pathfinder and the Horsefair, Broadwaters and Greenhill Partnership.

We also recognise the importance of developing interaction and relationships with the voluntary and community sectors. They play an important role in providing services, involving and mobilising volunteers and reaching vulnerable groups or people who may face barriers to using services. To this end, the Council is committed to working in partnership through the voluntary and community sector COMPACT.

We work closely with colleagues from our County, Parish and Town Councils, as well as neighbouring District Councils on a number of joint initiatives. By pooling our resources, we are able to reduce costs and raise the consistency of services across the area. A key example is the Worcestershire Hub, which provides access to information from a network of customer service centres across the County.

our vision & values

Our Vision

“We want Wyre Forest to be a district with healthy, safe and flourishing communities that are supported by a strong and diverse economy. The local environment will be clean, inspiring and valued, where people are proud to live and work and are attracted to visit and invest.”



Our Values

Our Vision is underpinned by the following Values which influence all our work.

We believe in:

Being open, responsive and accountable

We will ensure that decision-making processes are clear and transparent and that there is effective and regular consultation with our communities

Value for money

We will provide high quality, value for money services and strive for continuous improvement

Promoting sustainable development

We will make sure that decisions will benefit both present and future generations by considering the social, economic and environmental implications

Putting customers first

We will ensure that the needs of our customers are at the heart of everything we do

Valuing employees

We will support, praise and invest in our workforce to develop our organisation

Working in partnership

We will continue to develop productive working relationships with other organisations and our communities to achieve common goals and provide effective services



our aims

We have **four Corporate Aims**, which represent what we want to achieve for the social, economic and environmental wellbeing of the District. Each Aim is delivered through a range of specific services, both statutory and non-statutory, and these are listed below under the Aim which they support.

Our Corporate Aims

A Better Quality of Life

- Children & young people
- Community Safety Partnership
- Environmental health
food safety, pollution control, public protection
- Housing services
- Local Strategic Partnership
- Street scene
street furniture & public toilets
- Cultural services
leisure services, play, sport & arts

- Statutory services
- Non-statutory services

A Sustainable Environment

- Environmental health
contaminated land
- Planning & Building Control services
- Refuse collection & recycling
- Street scene
street cleansing, pest control
- Countryside & conservation
Rangers
- Parks & green spaces
- Sustainability & Climate Change
- Urban design

A Vibrant Local Economy

- Licensing
- Planning services
- Economic development & regeneration
- Street scene
car parks
- Tourism

A Well Run & Responsive Council

- Corporate governance
- Democratic services
- Elections
- Emergency planning
- Equality & Diversity
- Human Resources
- Legal services
- Management of financial & other assets
- Revenues & benefits administration
- Corporate & service planning
- Communications & marketing
- Community leadership, engagement & consultation
- Customer Services
Worcestershire Hub
- Information & Communications Technology (ICT)



our priorities

We have agreed four Priorities for improvement to help focus our activity and allocation of resources. These have been identified as important by the Council and the local community through a number of workshops and consultation exercises.

Priorities are listed under the Corporate Aim which they support and are, in turn, supported by a set of targets which will be used to measure progress. Further information is provided in annual Action Plans contained in the Appendix.

Our Priorities for 2008 - 2011

	aim	priority	target area
	A Better Quality of Life	More affordable housing	<ul style="list-style-type: none"> Units of affordable housing
	A Sustainable Environment	Reducing waste to landfill & increasing recycling	<ul style="list-style-type: none"> Domestic waste recycling Business waste recycling On-street recycling
	A Vibrant Local Economy	District-wide regeneration	<ul style="list-style-type: none"> Regeneration of Kidderminster Public realm improvements in Stourport Supporting the redevelopment of important sites Rural Regeneration Strategy
	A Well Run & Responsive Council	Improving efficiency & value for money	<ul style="list-style-type: none"> Value for Money Strategy Efficiency savings Customer satisfaction ICT Strategy Sickness absence Workforce development

priority

More affordable housing

Why is this a Priority for Wyre Forest ?

Although the cost of housing in the Wyre Forest District is below the national average, earnings are also relatively low making it difficult for some people to afford housing which meets their needs.

The District is classed as 'significantly rural' and has pockets of deprivation with some areas ranking in the top 10% nationally for housing deprivation.

The need for more affordable housing in the area has been endorsed by the South Housing Market Area Needs Assessment and Regional Spatial Strategy Phase 2 Review.

The Local Strategic Partnerships for Wyre Forest and Worcestershire have made increasing affordable housing in the District a priority in their Sustainable Community Strategies.

By 2011 we will have a district where

More local people are able to afford housing which is appropriate to their needs and income.

How will we measure whether this has been achieved ?

- The number of affordable homes completed in the Wyre Forest District

Other strategies & plans which support this Priority

- Housing Strategy
- Local Development Framework
- Regional Spatial Strategy
- Kidderminster Regeneration Prospectus
- Rural Regeneration Strategy

This priority supports our Sustainable Community Strategy through:

theme: Stronger Communities

priority 4: Increase the availability of affordable, appropriate and decent housing

priority 5: Improve housing conditions

priority 6: Reduce and minimise homelessness



priority

Reducing waste to landfill & increasing recycling

Why is this a Priority for Wyre Forest ?

The Government's strategy on waste management encourages local authorities and individuals to divert waste from landfill by minimising the amount of rubbish produced and recycling as much as possible.

Wyre Forest District Council was one of the first authorities in Worcestershire to introduce kerbside recycling in 2004. We already promote the principle of the '3 Rs' to Reduce, Re-use and Recycle, but we want to do more.

Keeping our environment clean and protecting it for the future has consistently proved to be important to our community and residents. Our local countryside includes a number of valuable and beautiful nature reserves and conservation areas, which we want to protect.

By 2011 we will have a district where

Less waste is sent to landfill and our local environment is cleaner and more sustainable.

How will we measure whether this has been achieved ?

- Reduction in residential waste produced per head of population
- Increase in the percentage of household waste which is recycled or composted
- Reduction in the amount of municipal waste sent to landfill

Other strategies & plans which support this Priority

- Worcestershire Municipal Waste Strategy

This priority supports our Sustainable Community Strategy through:

theme: A Better Environment for Today & Tomorrow

priority 3: To reduce waste and increase re-use and recycling



priority

District-wide Regeneration

Why is this a Priority for Wyre Forest ?

Wyre Forest has seen a decline in its manufacturing industries in recent years, although it is still home to a number of international companies, including Brintons Carpets, Titan Steel Wheels and Sealine luxury boat manufacturers.

Although unemployment is relatively low, incomes are below the national average and many residents travel to work outside the District. We want to maintain our existing employment base and attract new employers offering higher income employment opportunities.

We and our local partners have made it our Priority to support the growth of our existing local businesses and promote the town centres and rural areas to new investors, providing greater employment opportunities and to boost the local economy.

We also want to promote our beautiful District as a tourist destination and encourage people to stay and visit the local attractions, including the West Midlands Safari Park, Severn Valley Railway and Weaver's Wharf Retail Park.

By 2011 we will have a district where

Existing businesses are flourishing and new & start-up businesses have been attracted to the District. Income levels have increased and fewer people have to travel outside the District to find work. There are more visitors and more retail expenditure is retained.

How will we measure whether this has been achieved ?

- Increase in the number of businesses moving into the District or starting up
- Number of grants awarded to new businesses
- Number of VAT registered businesses in the area showing growth

Other strategies & plans which support this Priority

- Kidderminster Regeneration Prospectus
- Rural Regeneration Strategy
- Local Development Framework

This priority supports our Sustainable Community Strategy through:

theme: Economic Success Shared by All

priority 1: To develop a vibrant & sustainable economy, by attracting & retaining high growth & niche businesses into the Wyre Forest District

priority 2: To develop the economic infrastructure



priority

Improving Efficiency & Value for Money

Why is this a Priority for Wyre Forest ?

Efficient use of resources and providing value for money services are national issues for Local Government, as reflected in the 2007 Comprehensive Spending Review (CSR 07).

Wyre Forest District Council is committed to keeping Council Tax low, whilst still providing high level services which meet the needs of our communities. To do this, we will streamline our working practices for example, utilising new technology and working with other local authorities where possible to achieve economies of scale.

We are also committed to working with our partners so that we can co-ordinate joint working and provide our communities with a comprehensive range of cost-effective services.

We want to improve the level of service provided for our customers and are working alongside colleagues across the County to further develop the Worcestershire Hub.

By 2011 we will have a district where

The Council provides improved value for money and customer satisfaction through better use of its resources, including information and communications technology.

How will we measure whether this has been achieved ?

- Efficiency savings under CSR 07
- Improved customer satisfaction
- Implementation of ICT Strategy to further promote flexible working
- Reduced sickness absence

Other strategies & plans which support this Priority

- Value for Money Strategy
- Medium Term Financial Strategy
- ICT Strategy

This priority supports our Sustainable Community Strategy through:

theme: Stronger Communities

priority 3: Improve access to services, including advice, support and facilities



performance



Managing Performance & Risk

Monitoring & Reporting

Progress against the Action Plan targets in the Appendix will be reported on a monthly basis to the Corporate Management Team, Cabinet and Scrutiny Committees in accordance with the Council's Performance Management Framework. Annual progress will be reported to Council and publicly in the Annual Performance Plan. Targets and actions will be reviewed annually.

Data Quality

The Council has a Data Quality Policy and is committed to ensuring that the data it produces and uses is of high quality. All employees, Members and partners are responsible for ensuring that data which they create, receive or act upon is of a high quality.

Risk Statement

The Council has adopted a Risk Management Strategy and Policy. Our corporate procedures ensure that our Risk Register and associated Action Plans are regularly updated and reviewed. Risk Management is embedded into our corporate Performance Management Framework and linked to our business planning processes. This allows us to systematically assess risk against all of our priorities and planned actions.

Equality & Diversity

Wyre Forest District Council recognises and celebrates the diverse nature of the people who live, work in and visit the Wyre Forest District, and the employees of the Council, our partners and contractors.

The Council opposes all forms of unlawful or unfair discrimination on the grounds of age, disability, gender, race, religion or belief and sexual orientation.

Climate Change

Wyre Forest District Council has signed the Worcestershire Climate Change Pledge 2006 and in doing so pledges to support the objectives of the Worcestershire Climate Change Strategy.

To help the Council in its commitment to this pledge, all Directorates will continue to raise employees' awareness of climate change issues and will have regard to the objectives of the Pledge in the delivery of services.

appendix : action plans

The following Action Plans set out targets and indicators which will be used to measure progress against our Priorities for 2009/10, the second year of our Corporate Plan.

Targets and indicators for the first year, 2008/09, and progress achieved against them, will be reported as part of our Annual Report which will be published on the Council's website www.wyreforestdc.gov.uk

Key:

CED	Chief Executive's Directorate
CAP	Community & Partnership Services
PRS	Planning & Regulatory Services
RD	Resources Directorate
LAA	Local Area Agreement

Priority: More affordable housing

Action	Target 2008/2011	Directorate
PR BP09 HS 33	To meet LAA target of affordable homes units in conjunction with the Housing Associations and Partners	3 year total of affordable homes units: 1175 (of which Wyre Forest District Council's anticipated contribution is 250 by 2011)

Indicator	Target 2008/2011	Directorate
NI 154	Net increase in homes provided	1830 per annum (Countywide LAA target)
NI 155	Number of affordable homes delivered (gross)	1175 (Countywide LAA target)

appendix : action plans

Key:

CED	Chief Executive's Directorate
CAP	Community & Partnership Services
PRS	Planning & Regulatory Services
RD	Resources Directorate
LAA	Local Area Agreement

Priority: Reducing waste to landfill & increasing recycling

Action		Target 2009/2010	Directorate
RD BP09 ES 27a	For the Council to reach agreement on the future collection arrangements for domestic refuse and recycling in Wyre Forest in accordance with the Joint Municipal Waste Management Strategy for Worcestershire	New collection arrangements agreed by Full Council by 1 October 2009	RD
RD BP09 ES 27n	To commence new collection arrangements for domestic refuse and recycling	Start new collection round by 31 March 2010	RD

Indicator		Target 2009/2010	Directorate
NI 191	Residual household waste per household	550 Kgs	RD
NI 192	Household waste recycled and composted	28.03%	RD

appendix : action plans

Key:

CED	Chief Executive's Directorate
CAP	Community & Partnership Services
PRS	Planning & Regulatory Services
RD	Resources Directorate
LAA	Local Area Agreement

Priority: District-wide Regeneration

Action	Target 2009/2010	Directorate
PR BP09 RP 40	To agree District Rural Regeneration Strategy Action Plan	Action Plan agreed by 31 August 2009 PRS
PR BP09 RP 41	To complete Stourport-on-Severn 'Better Welcome' Project	Project completed by 21 February 2010 PRS
PR BP09 RP 42b	To adopt Kidderminster Town Centre Strategy	Strategy adopted by 31 January 2010 PRS

Indicator	Target 2009/2010	Directorate
PRS LP 13	Number of grants awarded to new businesses 20	PRS

appendix : action plans

Key:

CED	Chief Executive's Directorate
CAP	Community & Partnership Services
PRS	Planning & Regulatory Services
RD	Resources Directorate
LAA	Local Area Agreement

Priority: Improving Efficiency & Value for Money

Action		Target 2009/2010	Directorate
CE BP09 HR 14	To adopt a Workforce Development Plan and implement across the authority	28 February 2010	CED
CE BP09 HR 16	To continue to work with Managers to reduce sickness levels to 8.5 days per employee	31 March 2010	CED
CP BP09 CSe 09	To launch Customer Service Strategy throughout the whole authority, ensuring all employees are aware of their responsibilities under the new strategy	Adopt strategy by 30 September 2009 Launch awareness campaign by 31 December 2009	CAP
CP BP09 CSe 11	Complete four surveys throughout the year to monitor and assess customer contact and report Improvement Plan	Complete Survey 1 by 30 June 2009 Complete Survey 2 by 30 September 2009 Complete Survey 3 by 31 December 2009 Complete Survey 4 by 31 March 2010 Report initial Improvement Plan by 31 Jan. 2010	CAP
RD BP09 AC 20	To approve and implement a revised approach to Value for Money and deliver 3% efficiency gains	Policy approved by Council 1 October 2009 Policy implemented by 31 March 2010 3% efficiency gains by 31 October 2010	RD
RD BP09 IT 39	Complete 50% of the projects related to the Council's ICT Strategy	Thin Client for Housing Grants by 31 Oct. 2009 EDRMS & Thin Client for Building Control by 31 October 2009 Thin Client for Web development & bookings application by 31 October 2009 EDRMS & Thin Client for Council Tax by 31 Dec. 2009 Thin Client for Land Charges by 31 December 2009 Thin Client for HR/Payroll by 31 January 2010 Thin Client for Agresso: e-procurement by 31 Jan. 2010 Thin Client for Benefits by 31 March 2010 Reduce existing servers from 84 to 10 by 31 March 2010	RD

EDRMS: Electronic Document & Records Management System

Indicator		Target 2009/2010	Directorate
NI 179	Net cash-releasing value for money gains	£1,288,700	RD
CAP LP02	Customer satisfaction surveys – satisfaction rate	95%	CAP
CEO LP04a	Working days lost due to sickness absence	8.5 days per employee	CED
CEO LP04b	Working days lost excluding long term sickness	3.8 days per employee	CED



This information can be made
available in other languages
including British Sign Language,
and alternative formats -
large print, audio tape, CD and braille

Call Wyre Forest District Council on:

01562 732928

or email:

worcestershirehub@wyreforestdc.gov.uk