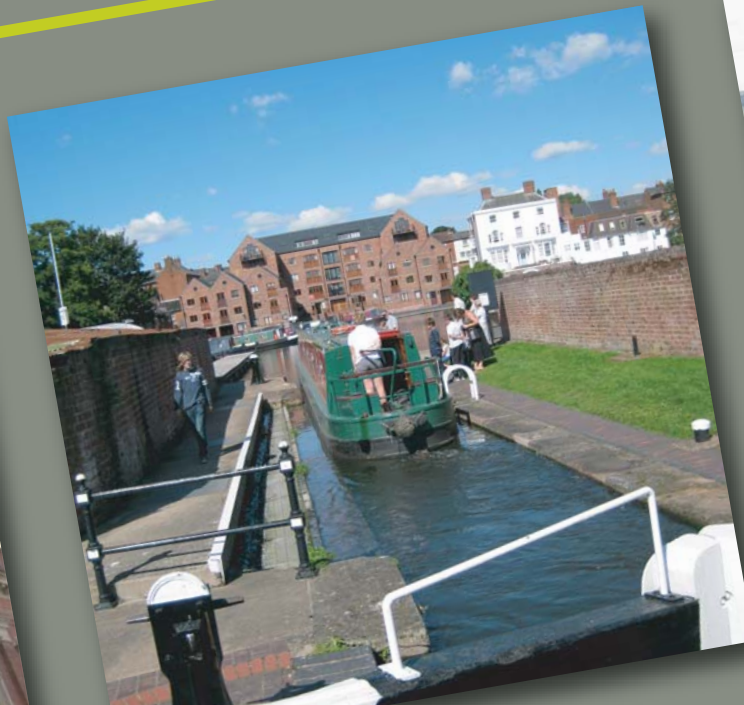


Wyre Forest
District Council

DRAFT

Wyre Forest District Council Corporate Plan 2008 - 2011



Revised April 2010



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welcome



Ian Miller
Chief Executive

Cllr John-Paul Campion
Leader

from the Leader of the Council & Chief Executive

Welcome to this updated edition of Wyre Forest District Council's Corporate Plan. It explains what the Council is aiming to achieve with the help of our partners over the next three years.

The Council's four priorities haven't changed for 2010-11. We want more affordable housing and will work with the Community Housing Group, the Homes and Communities Agency and other bodies to bring forward more sites for development.

We will move forward in making a reality of the ReWyre prospectus for regenerating key sites in Kidderminster. Together with our work in other towns and villages, this will contribute to our aim of regeneration across the whole district.

We will increase recycling and reduce waste going to landfill when the new arrangements to collect recycling start in July 2010. Hundreds of households in Wyre Forest have already signed up to the new fortnightly service to collect garden waste.

We continue to implement hundreds of thousands of pounds of efficiency savings to improve efficiency and value for money while maintaining key front line services.

Work on building our new single site office is scheduled to start later in 2010: it will produce significant savings in running costs when our office-based staff are brought together in a modern, flexible and energy-efficient building.

The Council faces major challenges over the coming years as a result of the economic situation and the likely cuts in Government funding for public services. The Council will need to continue to change, and we will aim to do this in ways that support the communities as we recover from the recession. Our answer to the question:

"can Wyre Forest transform itself, achieving more with fewer resources?"
is "yes, we can!"

We have a good track record of change and innovation. Working with the Council's staff, Councillors, local residents and businesses, we will continue to improve the social, economic and environmental wellbeing of the district and provide efficient services that are responsive to our customers' needs.

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

Chief Executive, Civic Centre
Stourport-on-Severn, Worcestershire, DY13 8UJ
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strategy@wyreforestdc.gov.
www.wyreforestdc.gov.uk

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.

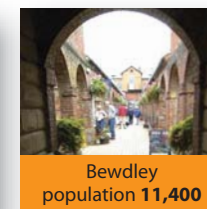
The District's strong manufacturing history, particularly in carpet production, has experienced decline in recent years. This has given rise to a major regeneration programme to support economic diversification. Kidderminster, for example, is now recognised as a Strategic Centre and Local Regeneration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



Kidderminster
population 55,400



Stourport-on-Severn
population 20,300



Bewdley
population 11,400

Total population 98,700

27% of population over the age of 60 National: 19% ¹

Recorded crime 80 per 1,000 population National: 88 ²

Gross weekly pay £400 W. Midlands: £477 ³

Average house price £157,991 W. Midlands: £172,974 ⁴

5.6% unemployment rate W. Midlands: 7.4% ⁵

6% ethnic minority population National: 16% ⁶

1: ONS Mid 2008 Population Estimates 2: Recorded crime BCS comparator offences 08/09

3: ONS annual survey of hours and earnings - resident analysis 2009

4: Land Registry 2009 5: Worcestershire County Economic Summary February 2010

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:

21 Conservative

10 Independent Community & Health Concern

5 Liberal

2 Labour

2 Liberal Democrat

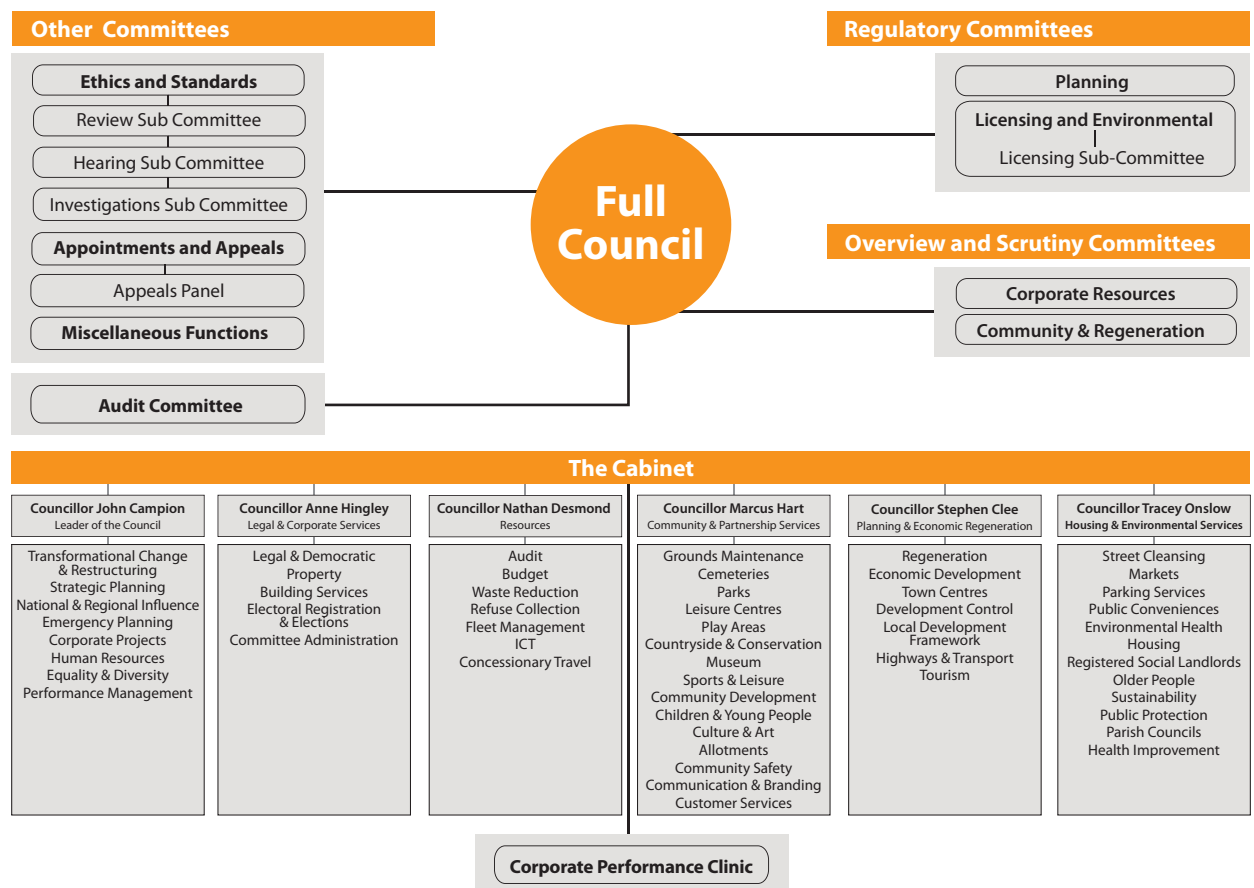
2 Independent

TO BE UPDATED
FOLLOWING COUNCIL

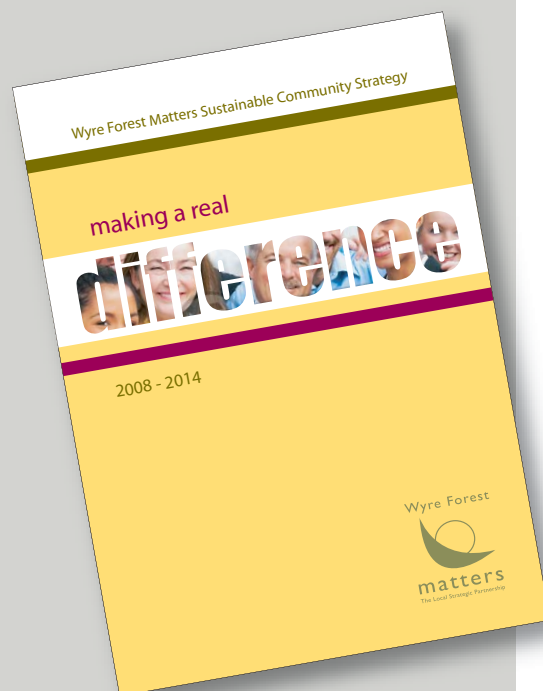
About the District Council

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 has played 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, which have delivered real outcomes for the community in terms of reducing crime, improving neighbourhood cleanliness and creating jobs and continue to contribute a great deal to more recent projects such as Warmer Worcestershire and the Area of Highest Needs initiative.

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 continue to 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	A Sustainable Environment	A Vibrant Local Economy	A Well Run & Responsive Council
<ul style="list-style-type: none"> ● 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 	<ul style="list-style-type: none"> ● 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 	<ul style="list-style-type: none"> ● Licensing * ● Planning services ● Economic development & regeneration ● Street scene car parks ● Tourism 	<ul style="list-style-type: none"> ● 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)

* From 1st June 2010 these services will be provided through the Worcestershire Enhanced Two-Tier Shared Services Programme.



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"> • Implement ReWyre initiative to support the regeneration of Kidderminster • Public realm improvements in Stourport-on-Severn • Supporting the redevelopment of important sites • Rural Regeneration Strategy • Place making for Churchfields
	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 • Community engagement • Property rationalisation

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.

We are working closely with the Homes and Communities Agency and Registered Social

Landlord Partners to prioritise more affordable housing in response to the current economic climate.

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.

Unemployment in the District is higher than the County average, 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 employees 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 have developed the ReWyre initiative as a regeneration led response to economic recovery in the District.

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

- ReWyre (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 2010/11, the third and final year of our Corporate Plan.

Targets and indicators for the first and second years, 2008/09 and 2009/10, 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

CAP Community & Partnership Services
PRS Planning & Regulatory Services
RD Resources Directorate
LAA Local Area Agreement

Priority: More affordable housing

Action		Target 2010/11	Directorate
PR BP10 HS 22 a	Review current affordable housing toolkit and related policies in light of RSS, Core Strategy, Rewyre and the current housing market	July 2010	PRS
PR BP10 HS 22 b	Map housing stock and tenure across district and determine split for affordable housing	May 2010	PRS
PR BP10 HS 22 c	Undertake update of South Housing Market Assessment to inform affordable housing needs and revise specification for 2011/2012	March 2011	PRS
PR BP10 HS 31 b	Develop investment plan in conjunction with Homes & Communities Agency and key stakeholders	March 2011	PRS
PR BP10 HS 31 c	Support the review of joint commissioning arrangements with Registered Social Landlords	December 2010	PRS

Indicator		Target 2010/11	Directorate
NI 154	Net increase in homes provided	190	PRS
NI 155	Number of affordable homes Delivered (gross)	250 - 3 year target for 2008 - 2011 (Countywide LAA target)	PRS

appendix : action plans

KEY

CAP Community & Partnership Services
 PRS Planning & Regulatory Services
 RD Resources Directorate
 LAA Local Area Agreement

Priority: Reducing waste to landfill & increasing recycling

Action		Target 2010/11	Directorate
RES BP10 ES 21	Launch Revised Recycling Service	July 2010	RD
RES BP10 ES 22	Launch Garden Waste Collection Service	April 2010	RD

Indicator		Target 2010/11	Directorate
NI 191	Residual Household Waste / kg per Household	584 kg	RD
NI 192	% Household Waste Recycled and Composted	40%	RD

appendix : action plans

KEY

CAP Community & Partnership Services
 PRS Planning & Regulatory Services
 RD Resources Directorate
 LAA Local Area Agreement

Priority: District-wide Regeneration

Action	Target 2010/11	Directorate
PR BP10 PR49	Kidderminster: ReWyre: <ul style="list-style-type: none"> • Agree a project plan for the Eastern Gateway project including KTC.3, Worcester Street and Bromsgrove Street • Agree a project plan for Churchfields • Undertake strategic review of town centre car parks in conjunction with Parking Services team • Deliver improvements to public streets and/ or spaces 	December 2010 July 2010 July 2010 March 2011
PR BP10 PR50	Kidderminster Town Centre Strategy: <ul style="list-style-type: none"> • Adopt the Town Centre Strategy & Action Plan • Restructure Kidderminster Town Centre Partnership • Agree a succession plan for Kidderminster Town Centre Management Arrangements 	September 2010 November 2010 March 2011
PR BP10 PR51	Appoint and manage 4 Town Centre Ambassadors for the District as part of the Government's Future Jobs Fund initiative.	May 2011
PR BP10 PR55	Commence roll out of joint working proposals for the North Worcestershire Regeneration Project	April 2010

Indicator	Target 2010/11	Directorate
PRS LP21	Number of grants awarded to new businesses	20
PRS LP26	No of empty shops grants awarded	5

appendix : action plans

KEY

CAP Community & Partnership Services
PRS Planning & Regulatory Services
RD Resources Directorate
LAA Local Area Agreement

Priority: Improving Efficiency & Value for Money

Action	Target 2010/11	Directorate
CAP BP10 CD 02c To review work being undertaken by the council and Wyre Forest Matters partners in the delivery of services for mental health, climate change, older people (falls and dementia), rurality, impact of the recession and education.*	July 2010	CAP
CAP BP10 CD 02d To review the work being undertaken by Redditch Borough Council in addressing inequalities and identify any lessons that can be learnt. *	July 2010	CAP
CAP BP10 CD 03e Establish corporate approach to benchmarking, with particular regards and cost data, in line with the agreed timetable.	March 2010	CAP
CAP BP10 CD 07 Complete Administration Review	October 2010	CAP
CAP BP10 CP 16 Community engagement - Improve communications with the public through the production of two online magazines per year.	July 10 Dec 10	CAP
CAP BP10 CP 17 Community engagement - Develop a Council consultation calendar and ensure that results are published widely and inform service development where appropriate.	May 10	CAP
LCS BP10 PS 34 Sign contract for purchase of single site	April 2010	LCS

Indicator	Target 2010/11	Directorate
BV 3 Overall satisfaction with the Council	43%	All
NI 179 Total net value of ongoing cash-releasing value for money gains that have impacted since the start of the financial year	£2,176,040	RS

* In response to Comprehensive Area Assessment.



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