

2008 **WYCHAVON**

Annual Report to Shareholders



|          |                    |           |                         |           |                           |
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## Our vision

a safe, green, healthy and beautiful district that is a vibrant and creative place for everyone to live, work and visit

## We aim

to deliver excellent services and make life better for everyone



After winning the LGC's Council of the Year award and the Audit Commission ranking us as an excellent authority, what next for Wychavon?

Whilst we are very proud of these recent successes, over the last year we have been working hard to improve things further, despite the weather!

In a recent independent survey<sup>1</sup>, Wychavon came top in the West Midlands for residents' quality of life. And although we can't take all the credit, we hope residents feel we have contributed through our work with partners and by providing high quality services while still having one of the lowest council taxes in England.

Following a visit from the IDeA Healthy Communities Peer Review Team in March, they found that "this is not a council bound by its hierarchy and bureaucracy - ideas become reality very quickly here".

So please read on to see what we have made a reality over the last year and some of our ideas for the future.



**Leader**

Paul Middlebrough



**Managing Director**

Jack Hegarty





# 2007/08 highlights

Despite the wettest summer since records began, over 26,200 visitors came to our newly refurbished Droitwich Lido.

The Lido originally opened in 1936 and was in use until the end of the 2000 season when we made the difficult decision to close it due to a gradual decline in usage over the years and income levels which did not justify the repair and running costs.

Residents made it clear they wanted to retain the Lido and after a few years trying to get private sector parties to invest we decided to invest £1.5m of our own money in redeveloping the site.

The new Lido now has a shallower pool with heated salt water and a water play area. It is open for the summer season between May and September, and operated by Wychavon Leisure Community Association Ltd. on our behalf.



1. In January, we published our 'Scores on Doors' food premises hygiene scores to ensure that information relating to food hygiene inspections is consistent and transparent across Herefordshire and Worcestershire.
2. In 2007 we undertook an innovative survey using thermal image based technology to highlight to homeowners how much heat is lost from their properties.
3. In September, we came second in The Times Best Councils To Work For 2007 awards and our Managing Director Jack Hegarty won the 'Best Leader' award, which is presented to the person whose workforce feels that their leader is most inspirational.
4. Working with Worcester City and Malvern Hills District Councils we published the first steps towards producing a Joint Core Strategy to shape development in South Worcestershire up to the year 2026.
5. Last year, we provided a £500 grant to 57 rural communities throughout the district who organised and undertook community litter picks within their areas.



# 2007 floods

On Friday, 20 July 2007 we declared a major emergency when many parts of the district were badly affected by severe floods, which were the worst on record. A total of 5.59 inches of torrential rain fell in a single day - more than the monthly average for that time of year!

Over 1,500 houses and around 250 businesses in Wychavon were flooded; some to a depth of over six feet.

Residents in Sedgeberrow and Evesham were amongst the hardest hit, with around 65 people needing to be airlifted from their homes in Sedgeberrow after the River Isbourne burst its banks.

The main link between Pershore and Evesham was cut off following the collapse of a piece of road at Crophorne (pictured above), which took five months to repair.



Our initial response involved giving out sand bags and setting up five rest centres across the district to look after the 850 stranded motorists or people who needed to leave their homes because of the floods. Over 100 members of our staff, plus many volunteers, worked round the clock during the weekend with the emergency services, Worcestershire County Council and other agencies to respond to the many issues resulting from the floods.

By Monday, 23 July the clean up was well underway. We mobilised extra road sweepers and provided skips for rotting meat and dead animals. We collected flood damaged waste, waived business rates for badly affected businesses and offered free car parking to encourage people back into the town centres. We had funding from the Government and Advantage West Midlands to help with the clean up. We gave grants to affected residents and also injected our own money into flood recovery work.

In January, The Earl of Wessex visited Droitwich Spa to see how businesses were recovering from the High Street being submerged by 15 feet of water. And in April, HRH The Princess Royal visited Sedgeberrow to meet with flood victims and those who co-ordinated rescue efforts during the floods.

# How we work

We have 45 councillors representing 32 wards. The Conservative group led by **Cllr Paul Middlebrough** the Council Leader, has 35 seats and the Liberal Democrats, led by **Cllr Margaret Rowley**, have ten seats. Our councillors represent the views of residents in their wards and play an active part in their communities.

The full Council of 45 Members is responsible for making decisions on strategic policy, council tax levels and our budget. We operate a cabinet style of governance, with our Leader, Cllr Paul Middlebrough, chairing our Executive Board. The Board meets monthly in public to make most of the day to day decisions of the council and comprises five other Members with specific responsibilities, they are:

- Deputy Leader and portfolio for Planning, Housing and Health - **Cllr Judy Pearce**
- Community Engagement and Rural Affairs - **Cllr Audrey Steel**
- Environment and Contracted Services - **Cllr Anna Mackison**
- Resources - **Cllr Robert Banks**
- Leisure, Culture and Regeneration - **Cllr Tom McDonald**

Our Council Chairman for 2008/09 is **Cllr Jo Sandalls**, and the chairs of our other key committees are:

- Overview and Scrutiny Committee - **Cllr Rob Adams**
- Standards Committee - **Mr J C Blakeley**
- Licensing Committee - **Cllr Mike Barratt**
- Development Control Committee - **Cllr Jean Dowty**

Visit our website at [www.wychavon.gov.uk](http://www.wychavon.gov.uk) to find out more about our councillors and the work they do.

## Management

We have around 332 staff led by our Managing Director, Jack Hegarty. We have a flat management structure with eight heads of service responsible for Community Services; Corporate Projects; Democratic Services and Housing; Environmental Services; Legal and Support Services; Planning Services; Resources; and, Strategy and Communications.

Last year we joined forces with Malvern Hills and Worcester City District Councils to create a new shared service for the collection of council tax, business rates and administration of benefits. We are the host council for this new shared service involving 127 staff and are working together to improve the quality of the revenues and benefits service to residents and make efficiency savings.

# Our Councillors serving until 2011



# Performance summary

Over the next few pages we review our performance for the last year. We summarise how well we are doing at providing the best possible services and meeting the needs of all our shareholders: 116,300 residents and over 4,000 businesses.

## How much did it cost?

On pages 12 and 13 we show how much money we have received and spent over the last year as well as what we are planning to spend in 2008/09.



## What did we deliver?

Our annual promises set out the additional things we will deliver for the community alongside the day to day services. On pages 14 and 15 we tell you some of things we have delivered over the last year.

## How well did we perform?

It is important not to forget that we are also here to deliver good services to our residents. The performance indicators on pages 16 and 17 are just one way we measure whether or not we are getting these services right.

## What impact did we make on the environment?

On pages 18 and 19 we examine our environmental performance and set out some of the things we are doing to minimise our environmental impact.

## How did we work with others?

We can't do everything on our own and our three Local Strategic Partnerships (LSPs) show how we're getting together with others to deliver real improvements for people living and working in the district. You can find out about some of the things we're achieving by working with partners on pages 20 and 21.

Overall it has been another positive year, as our performance highlights opposite show. However, we would not have been able to deliver any of this without the support of you, our shareholders.

## Performance highlights

Rated 'excellent' for Comprehensive Performance Assessment (CPA)

One of only three district councils to achieve top marks in the Audit Commission's 'Use of Resources' assessment for three years running

Only district in the country to obtain a top score of four for 'Value for Money' from the Audit Commission for three consecutive years

Over two thirds of our performance indicators are top quartile or above average

78% of our 'promises' fully delivered during the year

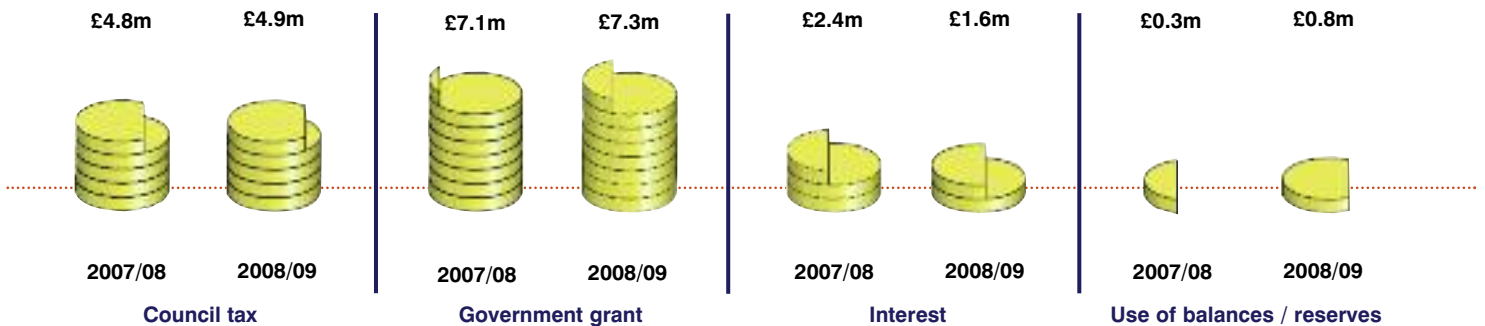
Only the third authority to gain Charter Mark accreditation for all of its services

# Finances

On these two pages we've summarised our income and expenditure for the last financial year and our money plans for the year ahead.

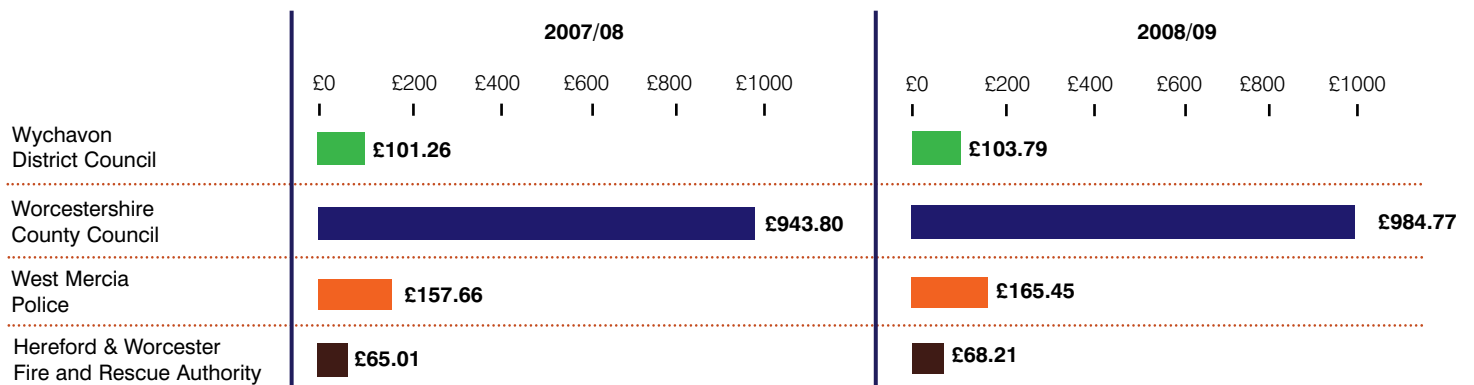
## Our income

Our total income in 2007/08 was £14.6m; this is the same for 2008/09. Around a third of our income is collected through the council tax: £4.8m in 2007/08 and £4.9m in 2008/09. The rest of our income is from other sources, including a significant proportion from central Government.



## Council tax

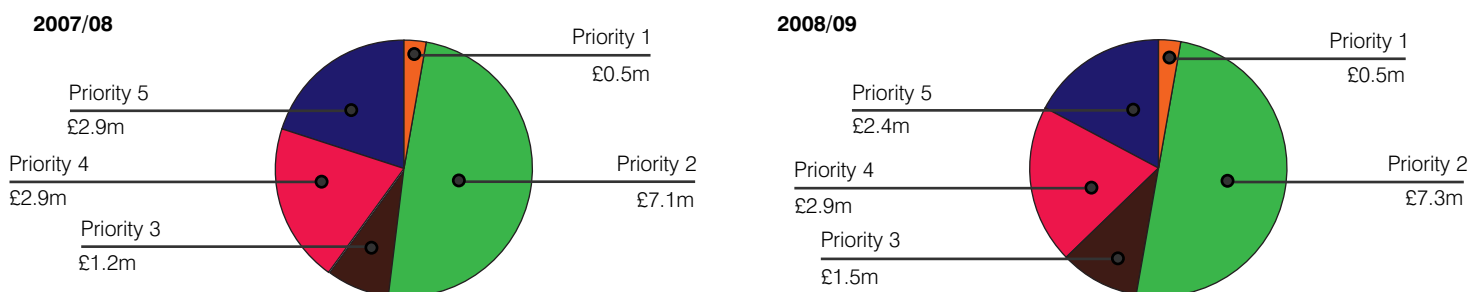
In 2007/08 an average band D council tax bill, before parish/town council precepts or special levies, amounted to £1,267.73. This increased to £1,322.22 for 2008/09. The charts below show the different components of the council tax bill for an average band D household.



We have one of the lowest district council tax rates in the country and have kept annual increases to just 2.5% for the last eight years. This year just 8% of residents' council tax goes to fund our services. Our portion of the council tax for an average band D property is £103.79. This compares to a national average for district councils of £152.37.

## Our expenditure

We set our budget based on our five corporate priorities. The pie charts below compares our net expenditure on services (after fees, charges and other income) in 2007/08 with our planned expenditure for 2008/09.



### Priority 1 Safer

Community safety; CCTV; building consultancy, licensing; lifeline service.

### Priority 2 Greener

Corporate strategy & communications; public conveniences; collection of council tax & business rates; corporate management & democratic representation; treasury management.

### Priority 3 Healthier

Promotion of leisure; swimming pools and leisure complexes; sports development; health and enforcement; health promotion; food safety; pollution; pest control.

### Priority 4 Stronger

Wychavon Community Contact Centres; housing and council tax benefits; housing services; concessionary fares; community grants; tourism; arts development; youth initiatives; local area partnerships; economic development and promotion; land charges.

### Priority 5 Successful

Registration of electors; on and off street parking enforcement; public conveniences; corporate management and democratic representation; treasury management.

We also invest in the district, making use of our proceeds from other asset sales along with grants and other contributions we receive to fund major projects. Our capital expenditure for 2007/08 and planned expenditure for 2008/09 is set out below

|                                    | 2007/08<br>£000 | 2008/09<br>£000 |
|------------------------------------|-----------------|-----------------|
| Pershore Hospital                  | 557             | 0               |
| Evesham Leisure Centre             | 712             | 7,043           |
| Housing                            | 1128            | 894             |
| Town enhancements/regeneration     | 108             | 1,596           |
| IT infrastructure                  | 275             | 422             |
| Droitwich Spa Lido                 | 546             | 0               |
| Droitwich Canal                    | 298             | 345             |
| Refuse collection bins             | 128             | 1,851           |
| Play facilities                    | 237             | 15              |
| Relocate Abbey Road Depot, Evesham | 0               | 872             |
| Flooding alleviation               | 48              | 145             |
| CCTV/crime prevention              | 48              | 25              |
| Community grants                   | 54              | 48              |
| Land purchase                      | 125             | 0               |
| Other                              | 303             | 132             |

# Delivering our promises

## Healthy and safe communities with a good quality environment

Last year we saw an 11% reduction in crime in Wychavon. We've committed a further three years of funding for our community wardens so that they can continue to reassure residents. Progress on our other promises under the safe communities part of this priority included:

- Giving free security equipment to nearly 300 vulnerable residents
- Using mobile CCTV 36 times in hot spots
- 52 call outs in response to anti-social behaviour within our 24 hour target – a service provided by the Detached Youth Team.

Our performance was mixed on the environment part of this priority. Household waste recycling increased to 24%, however we didn't produce a wildlife guide or reduce our own energy use, so we have included these in our plans for 2008/09. Other achievements under this priority included:

- Running nearly 600 sports development programmes involving 7,000 young people
- Starting to build the brand new Evesham Leisure Centre with two pools, a climbing wall and extensive health suite. It's due to open in summer 2009
- Numerous arts events including the local talent 'W' factor contest, Evesham Arts day and creating a newsletter to share what's going on
- Funding 57 litter picks in parishes and supporting six Community Litter Wardens to help us keep the district clean.

We didn't trial GP referrals for exercise to our leisure centres, so we're determined to make progress during this year.



Competitor in our 'W' Factor contest

## Reaching out to everyone

This broad priority covers many issues including housing, transport and young people. Here are just a few examples of what we achieved in 2007/08:

- Investing £363,000 in worthwhile community projects, supporting Citizens Advice Bureaux and local partnerships
- Lobbying to retain post offices in areas of genuine need
- Improving the working and housing conditions of migrant workers
- Working with the Police and the County Council on speeding hotspots
- Publicising community transport schemes so people know what services are available
- Bringing 30 empty homes back into use
- Training volunteers to run youth clubs so that more facilities are provided.

Our promise to progress the Throckmorton hi-tech business park and attract high quality employment opportunities was over taken by a bid for an eco-town on the site, which the Government has now decided not to support. Progress on the rear of Pershore High Street development was slower than we'd hoped because of third party land interests.

## An excellently run council

With the eighth lowest council tax in the country and some of the highest resident satisfaction rates, the Audit Commission has once again ranked us as one of the best councils for overall 'Use of Resources' and given us top scores for its 'Value for Money' judgement. Other promises we achieved under this priority included:

- Keeping council tax increases to just 2.5% for the eighth year running
- Giving councillors small budgets to spend in their wards
- Making key services available through Digital TV and online
- Delivering our 'excellent eight' improvement plan to make sure the council doesn't stand still.

We didn't achieve our promise to get 50% of our councillors with full and well promoted websites. 25% now have websites, but we have more work to do this year.

We also decided to focus less on South Worcestershire joint working. However, we are hosting the joint South Worcestershire Revenues and Benefits Service at the Civic Centre and working well on the South Worcestershire Joint Core Strategy with Worcester City and Malvern Hills District Councils.



# 2007/08 indicators

All councils are required by Government to collect data on areas such as waste, planning, benefits and housing and report them each year. This enables us to analyse our performance and compare it with other local authorities.

For 2006/07 we were able to directly compare 69 indicators with other district councils. Figure 1 shows how they were ranked into one of four categories according to their performance.

Figure 2 shows if our performance has improved in 2007/08 against the 53 indicators where direct year on year comparisons could be made.

Included on these pages is just a snapshot of how we have performed in 2007/08. For the full picture look inside our Annual Report appendix available at [www.wychavon.gov.uk](http://www.wychavon.gov.uk)

This is the last year we are required to report against the Best Value Performance Indicators as a new National Indicator set has been introduced from 2008/09.

## Where we are performing well...

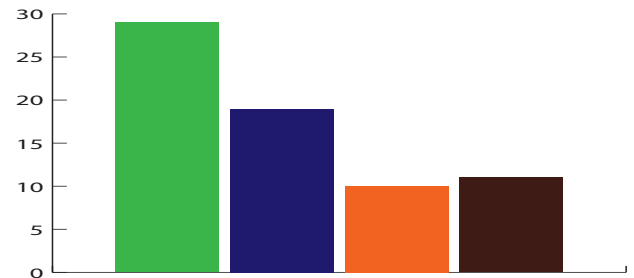
- 97.98% of invoices paid on time
- Average time for processing new benefit claims is 19 days
- 363kg of household waste collected per head of population
- 100% of sample of benefit cases calculated correctly
- Average length of stay in hostels for priority homeless is 0 weeks
- 100% achieved for planning and environmental health best practice checklists
- 76% of major planning applications determined within 13 weeks
- 29% of conservation areas have an up to date character appraisal
- 6.1 vehicle crimes per 1,000 population
- 5.4 domestic burglaries per 1,000 households

## Where we want to improve...

- Average number of days lost due to staff sickness is 10.5 days - while we offer staff health MOTs, discounted leisure membership and conduct return to work interviews following sickness, a number of cases of longer term sickness have increased our average for the year
- 81% of reported abandoned vehicles were inspected within 24 hours - although in real terms there were only 27 new reports last year, performance dropped when staff resources were redirected to the introduction of a new garden waste collection service
- 93% of households served by kerbside collection of recyclables - the introduction of a new waste and recycling service this year will see 100% of households receive a kerbside collection.

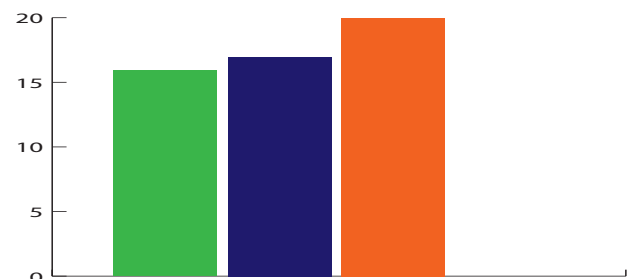
**Figure 1**

- 29 indicators ranked in top 25% of authorities
- 19 indicators ranked above average
- 10 indicators ranked below average
- 11 indicators ranked in bottom 25% of authorities



**Figure 2**

- 16 indicators improved in performance
- 17 indicators performance unchanged
- 20 indicators dropped in performance





# Environmental performance

The second priority in our new council strategy (see page 22) is a better environment for today and tomorrow. The goals we've set under this priority to reduce the impacts of climate change, minimise waste and increase recycling apply to both the way we run our organisation and the services we provide.

This year, for the first time in our Annual Report, we are reporting on our own environmental impact and some of the things we're doing to minimise it. The issues we've chosen to report on are the ones where we consider we have the most significant environmental impact. We've also included the Ecological Footprint for the district as a whole. In future years we will build on these measures and carry out further analysis of our environmental performance.

## Energy and water

The table below shows our energy and water consumption at our main Civic Centre building over the last three years. Although our total energy use in 2007/08 rose by 4% compared with 2006/07, it is down 6% compared to 2005/06. We have significantly cut carbon dioxide emissions associated with our energy use by a massive 80% since 2005/06 as a result of reducing our energy consumption in 2006/07 and procuring electricity from renewable sources during the past year. The amount of water we used increased a little in 2007/08, but is still below 2005/06 levels.

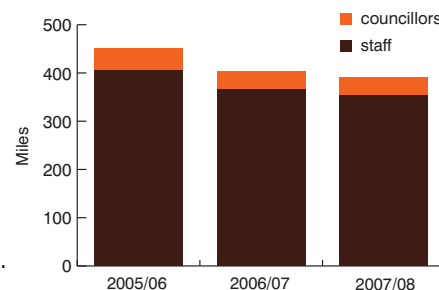
| Energy and water consumption                               | 2005/06         | 2006/07         | 2007/08         |
|--|-----------------|-----------------|-----------------|
| Gas (Kwh)  | 626,739         | 605,446         | 621,629         |
| Electricity from fossil fuels (Kwh)                        | 941,924         | 811,373         | 0               |
| Electricity from renewable sources (Kwh)                   | 0               | 0               | 849,620         |
| <b>Total energy (Kwh)</b>                                  | <b>1568,663</b> | <b>1416,819</b> | <b>1471,249</b> |
| <b>Total CO<sub>2</sub> emissions (tonnes)<sup>1</sup></b> | <b>625</b>      | <b>552</b>      | <b>128</b>      |
| Water (cubic metres)                                       | 3,428           | 3,192           | 3,303           |

<sup>1</sup>Calculated using DEFRA's CO<sub>2</sub> conversion factors

In recent years the issues of climate change and energy efficiency have significantly risen up both the public and political agendas. There is now a clear expectation from both central Government and the public for local authorities to make these issues a priority. We have responded by signing up to the Worcestershire Climate Change Pledge and, during the last year, we've worked with the Carbon Trust and Energy Saving Trust to develop a climate change action plan. This sets out a range of measures aimed at reducing our energy consumption and impact on climate change.

## Transport

Our council fleet consists of just seven vehicles; one of these is dual-fuelled and can run on liquid petroleum gas (LPG). In terms of transport, our biggest impact on the environment is the business travel our officers and councillors do in their cars. As the chart indicates, we have reduced officer business travel by car by just over 52,000 miles during the last three years. Whilst councillor mileages increased in 2007/08 compared with 2006/07, they were down by nearly 6,500 miles compared to 2005/06.



## Waste

We don't currently measure the amount of waste we generate at the Civic Centre. However, we do recycle a significant proportion of it. Items we sent for recycling during the last year included paper, cardboard, plastic bottles, tins, cans, glass, printer cartridges and batteries.

## Wychavon's Ecological Footprint

Produced by the Stockholm Environment Institute, the Ecological Footprint is a means of measuring the environmental impact an area makes as a result of the people who live and work in there. Globally, the average Ecological Footprint is 2.2 hectares per person, whilst on average there is only 1.8 hectares of biologically productive surface for each person on earth. At 5.67 hectares per person, Wychavon's Ecological Footprint is larger than the UK average of 5.4 and slightly above Worcestershire's average of 5.53.

# Partnership achievements

On 2 October 2007, the movers and shakers of the district gathered at Number 8 Community Arts Centre in Pershore for the launch of 'Shaping the future together' the new Wychavon Community Strategy.

The new strategy sets out the vision and priorities for the district from 2007 to 2010 and how key organisations and agencies will work together to deliver them.

It's structured around the following themes:

- **Communities that are safe and feel safe**
- **A better environment – for today and tomorrow**
- **Economic success that is shared by all**
- **Improving health and well-being**
- **Meeting the needs of children and young people**
- **Stronger communities**

The launch event brought together representatives from the district's three volunteer centres, housing associations, Worcestershire Federation of Small Businesses, West Mercia Police, Worcestershire Primary Care Trust, parish, district and county councils and the three Wychavon Local Strategic Partnerships (LSPs). These partners made a public commitment to delivering the Community Strategy by physically signing up to the strategy's shared priorities on a large metre square board.

Delegates at the event watched a specially commissioned DVD introducing the new Community Strategy and showcasing some of the successful partnership projects already happening in the district.

Over the next three years we will work with our partners to deliver the priorities in the Community Strategy. We'll produce an annual report for residents and partners setting out our progress on delivering actions and tracking the measures of success over the lifetime of the plan.

Contact us for a summary of the Community Strategy or to borrow a copy of the DVD or visit [www.wychavon.gov.uk/communityplanning](http://www.wychavon.gov.uk/communityplanning)



Our three Local Strategic Partnerships (LSPs) bring together public, private, community and voluntary organisations at a local level to deliver visible and lasting improvements for people living, working or visiting the areas that they cover. Each LSP is centred around one of the district's main towns and the surrounding rural areas.

The July 2007 floods had a significant impact on the partnerships' work programmes last year. The floods demonstrated that the Evesham area LSP's investment in physical improvements and business confidence since the floods in 1998 had created resilience that helped businesses recover more quickly this time. With Pershore effectively a cul-de-sac from July to December, the Pershore area LSP put additional resources into marketing existing and new events. In Droitwich, the LSP contributed funds towards employing a co-ordinator to work with businesses affected by flooding in the town centre, supporting local traders and publicising events.

Here are some of the other things the partnerships achieved or supported during the year.



*shaping the future together*

## **Droitwich Spa Area Partnership**

- Funded improvements to Fernhill Heath children's play area
- Produced the Discovering Droitwich Spa magazine to promote events, tourism and shopping in the town and surrounding area
- Supported healthy packed lunches for pupils at Westacre Middle School
- Organised the successful Salt Day and helped set up a new traders' group.

## **Evesham Market Town Partnership**

- Trained ten health walk leaders and set up the Vale Walking Group, which runs weekly health walks for all abilities
- Provided 'moving-on' packs for young people setting up their first home
- Ran a 'circus' themed youth event at Evesham Adventure Playground, which attracted 400 children and adults
- Supported the Vale 100 Action Group to represent business, retail and service sectors.

## **Pershore Market Town Partnership**

- Set up the Agender businesswomen's group, which aims to increase economic growth and strengthen relationships between businesses in Pershore and the surrounding villages
- Funded a programme of summer activities for young people at the Riverside Centre
- Put on a range of events and festivals to promote local distinctiveness, including a jazz festival, plum fayre and Italian market
- Supported a breastfeeding support group.

To find out what the three partnerships plan to do during 2008/09 and beyond take a look at their actions plans at [www.wychavon.gov.uk/lsp](http://www.wychavon.gov.uk/lsp)

# Our new strategy 2008 - 2013

We need a council strategy to give us a clear direction that everyone - councillors, staff, residents, partners and auditors - understands, to help us prioritise, meet the national agenda and ensure we deliver on local priorities.

## To help us achieve this we followed these seven steps to develop our new five-year strategy:

1. Conducted a critical review of our existing strategy.
2. Used robust evidence about local needs and the themes of our new Community Strategy.
3. Took residents' perceptions and the results of budget consultation<sup>1</sup> into account.
4. Asked staff, partners and councillors for ideas and contributions.
5. Developed "SMART" annual actions - our promises to the community.
6. Identified success measures so we can see our impact in the short and long term.
7. Showed a clear link between what we spend overall and our priorities.

Our new strategy sets out a vision for the district and our council aim (see page 2). We've structured it around the following five priorities and for each set out how we want Wychavon to look and feel in five years' time:

**Safer:** Communities that are safe and feel safe

**Greener:** A better environment - for today and tomorrow

**Healthier:** Improving health and well-being

**Stronger:** Vibrant and inclusive communities with a strong economy

**Successful:** Delivering excellent and value for money services

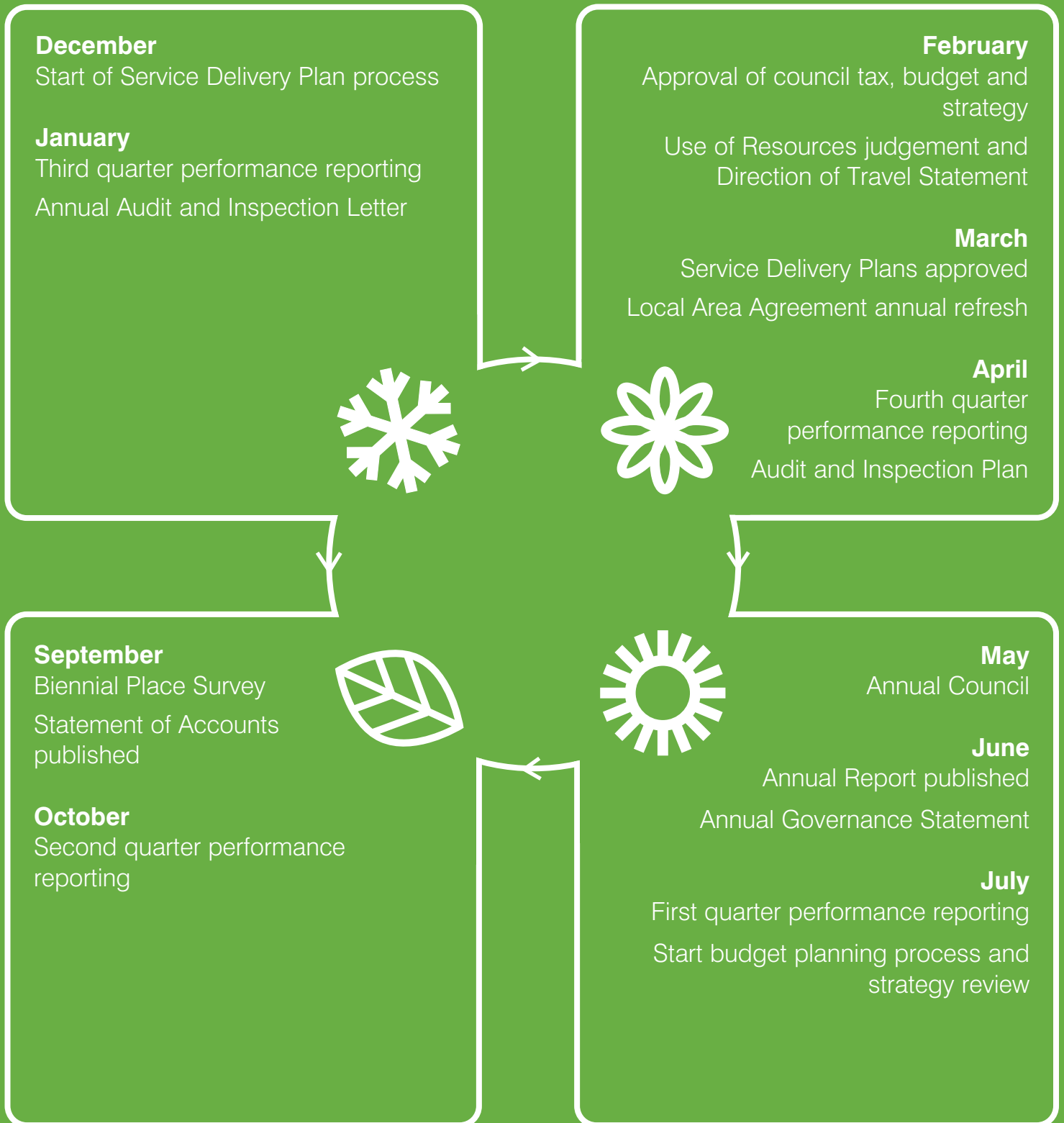
Our priorities are underpinned by five-year goals, which express in more specific terms the outcomes we're seeking to achieve that will make life better for people. For example reducing crime, reducing health inequalities and increasing the availability of affordable, decent housing. Our goals (shown in bold, orange type) and promises for 2008/09 are set out on pages 24 - 32.

The new National Indicators will be among the measures of success we use to track our progress with delivering the five-year goals.

The timetable opposite shows our annual strategy and financial planning processes and how we manage and report on our performance throughout the year.

<sup>1</sup>Results of SIMALTO budget consultation are available on our website at [www.wychavon.gov.uk/consultation](http://www.wychavon.gov.uk/consultation)

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# Safer: Communities that are safe and feel safe

In five years' time we will have achieved this priority with our partners if crime reduces by a further 5% and 75% of people feel safe after dark. There will be fewer reports of anti-social behaviour and more diversionary activities for young people.

## **To reduce crime and the fear of crime**

Benefit 25% more at risk residents through the safe and sound security scheme and advise and reassure at least 500 residents through our community wardens service.

Adopt and publish advice on designing out crime as part of supplementary planning guidance on the design of residential development.

## **To tackle anti-social behaviour and disorder**

Review and relocate static and mobile CCTV cameras in response to reported anti-social behaviour and crime.

Run programmes on anti-bullying, hate crime, alcohol and drugs education in four high schools.

“I found being burgled much harder than I imagined. The security measures that you gave me really helped me to feel secure in my home once more”

**Evesham resident March 2008**



Monitoring our CCTV 24 hours a day



# Greener: A better environment - for today and tomorrow

In five years we will have achieved this priority if the district's eco-footprint, which measures the environmental impact of our area, has decreased by at least 5%. We will be recycling 45% of all household waste. We will have agreed a clear plan for future growth that successfully balances new development with protecting the district's environment and character.

## **To minimise waste and increase recycling**

Increase household recycling to 28% by rolling out the new waste and recycling service to all residents.

Introduce a new garden waste composting service to 7,500 homes.

Explain the benefits of waste reduction and recycling through at least 5 landfill site open days and at least 20 road shows.

## **To balance new development with protecting the district's natural and built environment**

Publish the South Worcestershire Joint Core Strategy preferred options paper setting out a framework for new development.

Set up Community Stewardship schemes at Stoulton Woodland and Avon Meadows.

## **To create a clean environment**

Expand street cleaning to a monthly service in the villages, carry out more frequent mechanical cleaning of major rural roads and increase street cleaning in the town centres.

Take action against people who litter and tackle the top 5 fly tipping hot spots.

## **To reduce the impacts of climate change and household energy consumption**

Through our warmer homes programme use thermal imaging information to target the least efficient homes and people on low incomes with energy advice and grants.

## **To aid recovery from flooding and reduce the impact of future floods**

Make sure all priority ditches are cleared and take enforcement action where necessary.

Implement our remaining flood alleviation schemes at Harvington and North Littleton, and subject to feasibility being proven, at Bishampton, Tibberton and Queensmead in Bredon.

Produce flood action plans for those parishes that are susceptible to flooding and raise awareness amongst those that are not.

# Healthier: Improving health and well-being

In five years' time we will have achieved this priority if we continue to see public health improvements and further increases in life expectancy in Wychavon. We'll know the interventions we and partners make that have an impact. We will be targeting our work on health equalities on the people and areas that need it most.

## **To contribute to reducing the incidence of coronary heart disease, cancer, obesity and diabetes**

Increase the use of leisure centres by 25,000 visits through working with Wychavon Leisure and targeting non users through promotions.

"Prescribe" exercise through the NHS to Pershore Leisure Centre pilot and evaluate the health benefits.

Work with all caterers to encourage healthier menu options through campaigns and guidance.

## **To reduce health inequalities in Wychavon**

Work with 61 schools to promote healthy diet and deliver an increase in exercise in line with the national target.

Run a 10 week national MEND programme in Droitwich targeting overweight children and their families and assess the benefits in health and fitness.

“Whilst there is a vast range of health improvement initiatives underway, there remains more to be done to identify and support local people who are not taking these up”



157  
marathon



Migrant workers in the Vale of Evesham

# Stronger: Vibrant and inclusive communities with a strong economy

In five years' time we will have achieved this priority if we have reduced the gap between housing need and supply. Young people across the district will have activities that they value. Unemployment levels will continue to be low and the local economy will remain strong with quality jobs. There will be more leisure and cultural activities on offer.

## **To increase the availability of affordable, decent housing**

Develop a First Time Buyers Scheme with partners and achieve planning permission stage on a pilot site.

Work with a Housing Association to pilot 3 shared houses for young people in Droitwich.

Deliver 40 additional affordable homes.

## **Improve activities/ facilities for young people**

Work with the voluntary sector and county council to provide more youth activities in rural areas.

Invest £40,000 for the next 3 years in youth sports coaching to deliver over 30,000 visits per year.

## **To support local businesses and village services**

Campaign to maintain post office services in key locations.

Support our food and farming businesses by investing an additional £30,000 in the promotion of local foods through special events and a local food directory.

Use our land at Vale Park to deliver 60 small business units and attract lorry generating food companies out of the villages such as in the Vale of Evesham.

## **Build vibrant and tolerant communities where people get on well together**

Work with the media and high schools to promote the positive contributions of migrant workers.

Build relationships with all ethnic minorities through training, a DVD of services and community events.

## **To increase leisure and cultural activities**

Begin the new section of the Droitwich Canal from Hanbury Wharf to Droitwich town centre.

Run 42 rural performances by professional touring companies attracting over 2,500 people.

Develop a programme of over 300 arts workshops for children and young people.

# Successful: Delivering excellent and value for money services

In five years' time we will have achieved this priority if we remain one of the most successful district councils locally and nationally. We will have performed well in future area based assessments and maintained high Use of Resources judgements. We will still limit council tax increases to 2.5%. Staff will feel motivated and enjoy working here and Members will be easily accessible and playing an active role in their communities.

## **To provide high performing services that meet customers' needs**

Set out a new customer charter and increase response times to letters, calls and emails.

Build a better understanding of our customers needs through sharing information across services so we can target the right services to the right people.

## **To increase efficiency and access to services**

Exceed new tougher Government efficiency targets in order to keep council tax increase down to 2.5% for 9th year running.

Increase the number of services delivered at first point of contact – phone, in person or online.

## **To keep staff and Members developed and motivated**

Deliver a 'beyond excellence' programme for all staff and Members to develop skills of our people to drive further improvements.

Develop and implement the action plan arising from our top 5 position in the Times best councils to work for survey.

“The Council has taken an innovative and creative approach to meeting local needs aided by strong financial capacity”



Droitwich Spa Community Contact Centre

With plans at the new Evesham Leisure Centre site



Starting work on the restoration of Droitwich Canals

With another year over, we are hoping this year will be a drier one! Work is already underway on building a new Leisure Centre in Evesham and on the restoration of the Droitwich Canals in partnership with British Waterways, Droitwich Canals Trust, Worcestershire County Council and The Waterways Trust - two projects costing around £11m each. Later this year we will be introducing an alternate weekly waste collection to increase recycling rates and waste minimisation.

These are just some of the things we are doing to make residents' lives healthier, greener and stronger, in addition to making Wychavon a safer and more successful place to live and work.

You can find out more about what we have achieved in 2007/08 and what we plan to do in 2008/09, by logging on to our website at [www.wychavon.gov.uk](http://www.wychavon.gov.uk).

**If you prefer to visit us in person, you can do just that at any of the following:**

**Pershore Civic Centre**

Queen Elizabeth Drive  
01386 565000  
Mon – Fri: 9am to 5pm  
Sat: 9am to 12.30pm

**Droitwich Community Contact Centre**

High Street  
01905 794272  
Mon – Fri: 9am to 5pm  
Sat: 9am to 12.30pm

**Evesham Community Contact Centre**

Abbey Road  
01386 443322  
Mon – Fri: 8am to 8pm  
Sat: 9am to 5pm  
Sun: 10am to 4pm

**Or you can phone us on:**

|   |              |
|---|--------------|
| General Enquiries                               | 01386 565000 |
| Planning Enquiries                              | 01386 565565 |
| Benefit / Council Tax / Business Rate Enquiries | 01386 565130 |
| Waste and Recycling                             | 01386 565018 |
| Environmental Crime Hotline                     | 01386 565656 |

We would like to thank everyone who has helped in the making of this report. Special thanks to our Performance and Consultation Officer, Alan Smith for writing it, Spencer Winnett and Andy Davies for their keen eye for a photo, Helen Keegan for doing all the design and Cherrie Mansfield and Fiona Narburgh for their contributions.

For more copies of this report, or to request a copy in larger print, Braille or on CD please call Alan Smith, Performance & Consultation Officer on 01386 565333.

If you need help with understanding this report in your own language please contact Ethnic Access Link on 01905 25121.

এই দলিলটি বুঝতে আপনার সাহায্যের দরকার হলে দয়া করে এই নম্বরে ফোন করুন: 01905 25121

اگر آپ کو اس دستاویز سے متعلق مدد درکار ہو تو براہ مہربانی 01905 25121 پر فون کریں۔

如果你在明白這份文件方面需要幫助的話，請致電 01905 25121。

नेकर उताठुं इस समतादेस घाते किसे मतादिता ची लेंद वै तां विरथा वरवे टैलीडेन नंबर 01905 25121 'ते संपरक वते।

Se con questo documento avete bisogno di aiuto pregasi telefonare a 01905 25121

Jeżeli potrzebujesz pomocy w zrozumieniu tego dokumentu, zadzwoń pod nr tel.: 01905 25121

Civic Centre,  
Queen Elizabeth Drive, Pershore,  
Worcestershire, WR10 1PT

[www.wychavon.gov.uk](http://www.wychavon.gov.uk)

**WYCHAVON**  
DISTRICT COUNCIL  
*good services, good value*

**LGC**  
**AWARDS**  
THE NATIONAL AWARDS FOR  
LOCAL GOVERNMENT 2007  
COUNCIL OF THE YEAR

**THE TIMES**  
**BEST**  
COUNCIL  
TO WORK FOR  
2007



June 2008