

# Colour Supplement



## Executive Committee

Tue 6 Mar  
2018  
7.00 pm

Committee Room Two  
Town Hall  
Redditch

**REDDITCH** BOROUGH COUNCIL

*making  
a  
difference*

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

**If you have any queries on this Agenda please contact  
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# Executive

Tuesday, 6th March, 2018

7.00 pm

Committee Room 2 Town Hall

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## Agenda

### Membership:

Cllrs:	Bill Hartnett (Chair)	Brandon Clayton
	Greg Chance (Vice-Chair)	John Fisher
	Joe Baker	Mark Shurmer
	Juliet Brunner	Pat Witherspoon
	Debbie Chance	

## 10. Performance Update Report (Pages 1 - 14)

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**REDDITCH BOROUGH COUNCIL****EXECUTIVE  
COMMITTEE**6<sup>th</sup> March 2018**CORPORATE PERFORMANCE REPORT**

Relevant Portfolio Holder	Councillor J Fisher, Portfolio Holder for Corporate Management
Portfolio Holder Consulted	Yes
Relevant Head of Service	Deb Poole, Head of Transformation & OD
Ward(s) Affected	All wards
Ward Councillor(s) Consulted	N/A
Key Decision / Non-Key Decision	No

**1. SUMMARY OF PROPOSALS**

To review performance information relating to a set of key corporate measures and the strategic purpose 'Keep my place safe and looking good'.

**2. RECOMMENDATIONS**

The Executive Committee is asked to note the contents of the report and associated appendix (Appendix 1).

**3. KEY ISSUES****Financial Implications**

- 3.1 Effective performance management will enable the Council to use limited resources in a more targeted manner, maximising the value of Council services and allowing the Council to be even more responsive to our customers' needs.

**Legal Implications**

- 3.2 There are no legal implications arising from this report.

**Service / Operational Implications**

- 3.3 Using performance data enables the Council to understand if it is working towards the strategic purposes and delivering the priority actions set out in the Council Plan.

**Customer / Equalities and Diversity Implications**

- 3.4 The strategic purposes are from a customers' perspective, so relevant and robust performance data will enable the Council to understand if it is delivering what matters to customers, as identified through the Council Plan.

**EXECUTIVE  
COMMITTEE****6<sup>th</sup> March 2018**

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- 3.5 There are no equality and diversity implications arising directly from this report; however, the importance of understanding how the Council performs for all residents is important.

**4. RISK MANAGEMENT**

- 4.1 Using data to ensure the Council meets the strategic purposes and delivers on the priority actions in the Council Plan will support the management of risks identified around the delivery of those strategic purposes. The reviewing of performance data also contributes to a robust and effective decision making process.

**5. APPENDICES**

Appendix 1 - Corporate Performance Report (Keep My Place Safe and Looking Good) March 2018

**AUTHOR OF REPORT**

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email: [tracy.beech@bromsgroveandredditch.gov.uk](mailto:tracy.beech@bromsgroveandredditch.gov.uk)  
Tel.: 01527 548247

**REDDITCH BOROUGH COUNCIL****CORPORATE PERFORMANCE REPORT: 'KEEP MY PLACE SAFE  
AND LOOKING GOOD' – 6th MARCH 2018****1. INTRODUCTION**

- 1.1 This bi-monthly report highlights the key areas for the strategic purpose 'keep my place safe and looking good'.
- 1.2 This report also contains key organisational measures and performance towards the outcomes identified in the Council Plan. It will complement the use of the Corporate Measures Dashboard, the tool used for understanding and reporting our measures.

**2. MARCH 2018 – AREA OF FOCUS**

- 2.1 There is no specific area of focus for this period for 'keep my place safe and looking good'.

**Strategic Measures**

- 2.2 The following strategic measures are currently used to understand the purpose 'keep my place safe and looking good':

# anti-social behaviour incidents (all ASB from April 2015)

# anti-social behaviour incidents by area (all ASB from April 2015)

Environmental Services: Top 5 high profile demands & bulky collections (Place 1)

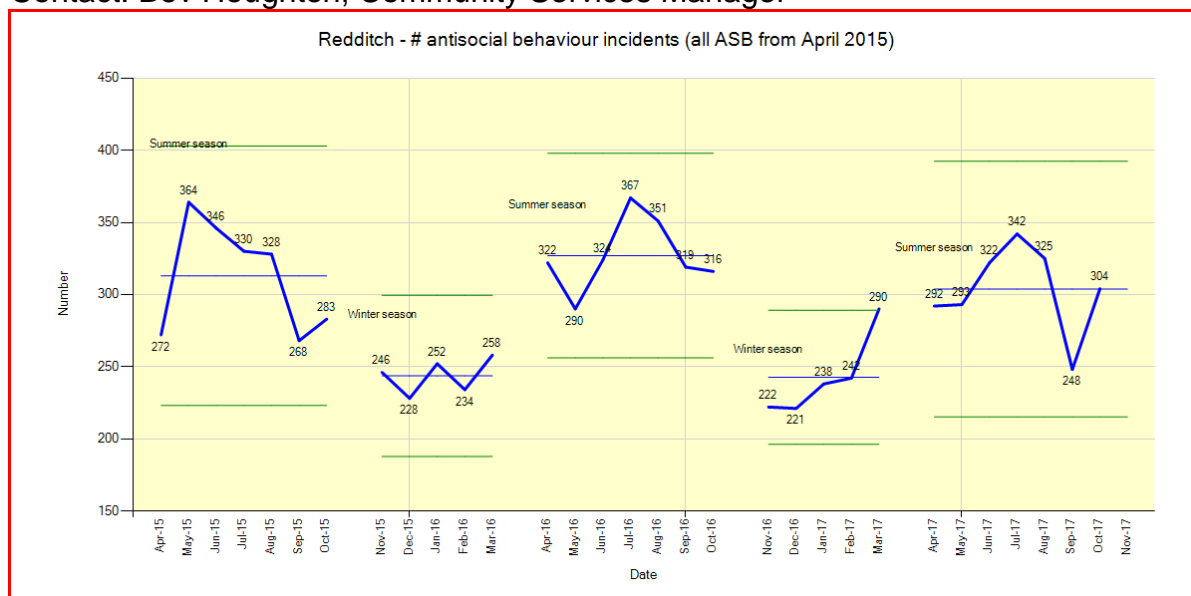
Environmental Services: Top 5 high profile demands & bulky collections (Place 2)

Environmental Services: Top 5 high profile demands & bulky collections (Place 3)

**2.3 Community Safety Strategic Measures Charts**

# anti-social behaviour incidents (all ASB from April 2015)

Contact: Bev Houghton, Community Services Manager



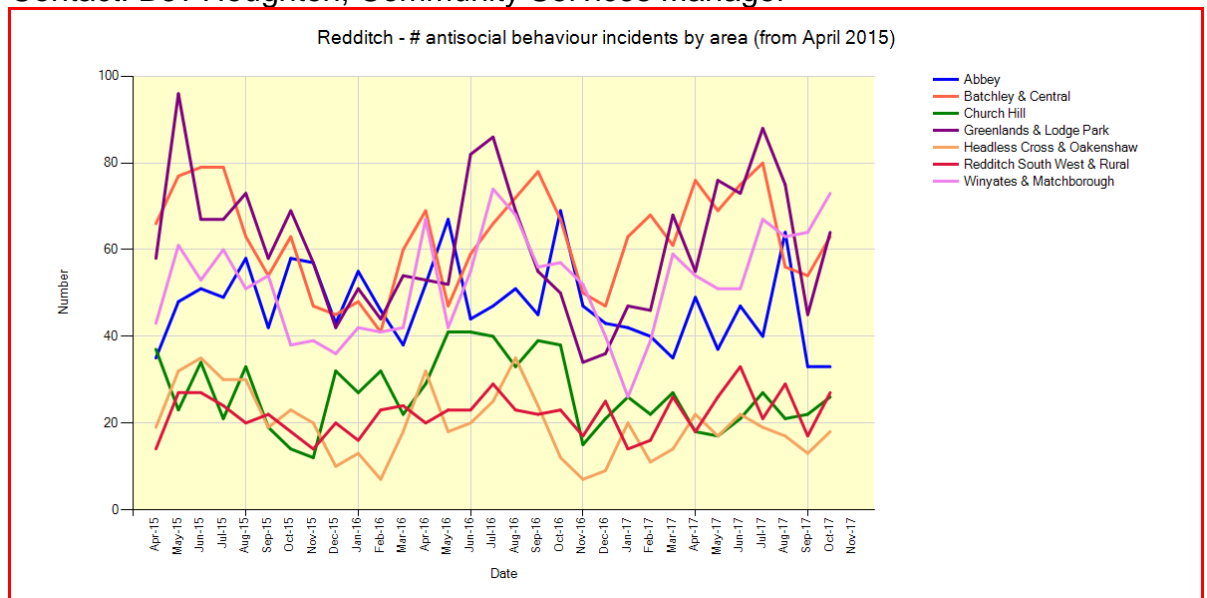
2.3.1 The ASB chart is split seasonally as there is a marked and fairly regular difference in the numbers of incidents recorded during the summer and winter months. Splitting the chart causes the upper and lower control limits to more accurately identify unpredictable variation, and as such, where further investigation may be required.

2.3.2 The most likely cause for the spike in March 2017 was due to:

- a) Two incidents recorded at the same address on consecutive days. Once incident was classified as 'nuisance ASB' and the second as 'personal ASB'.
- b) An unusually high number of incidents recorded on Sunday 26 March. Six of these incidents were linked to the town centre night time economy and occurred very early in the morning. Four of the incidents related to persons fighting outdoors. Two of the fights were reported to the police by our CCTV operators.

# anti-social behaviour incidents by area (all ASB from April 2015)

Contact: Bev Houghton, Community Services Manager



2.3.3 Police.uk collates data for the following 'policing areas' within Redditch which contain the Borough Electoral Wards indicated in brackets below:

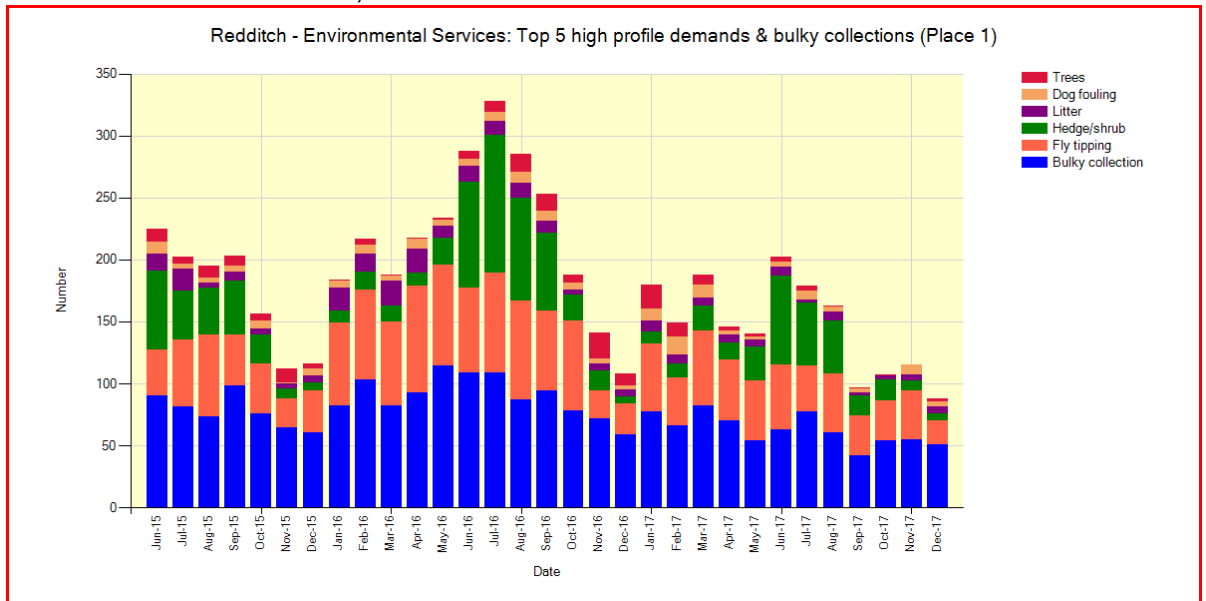
- Abbey (Abbey)
- Batchley & Central (Batchley & Brockhill and Central)
- Church Hill (Church Hill)
- Greenlands & Lodge Park (Greenlands and Lodge Park)
- Headless Cross & Oakenshaw (Headless Cross and Oakenshaw)
- Winyates & Matchborough (Winyates and Matchborough)
- Redditch South West & Rural (Crabbs Cross, West and Astwood Bank & Feckenham)

2.3.4 The data used for these measures is collected by West Mercia Police and is processed by the Home Office and Ministry of Justice before publication. This creates a lag in receiving the data of 2 months.

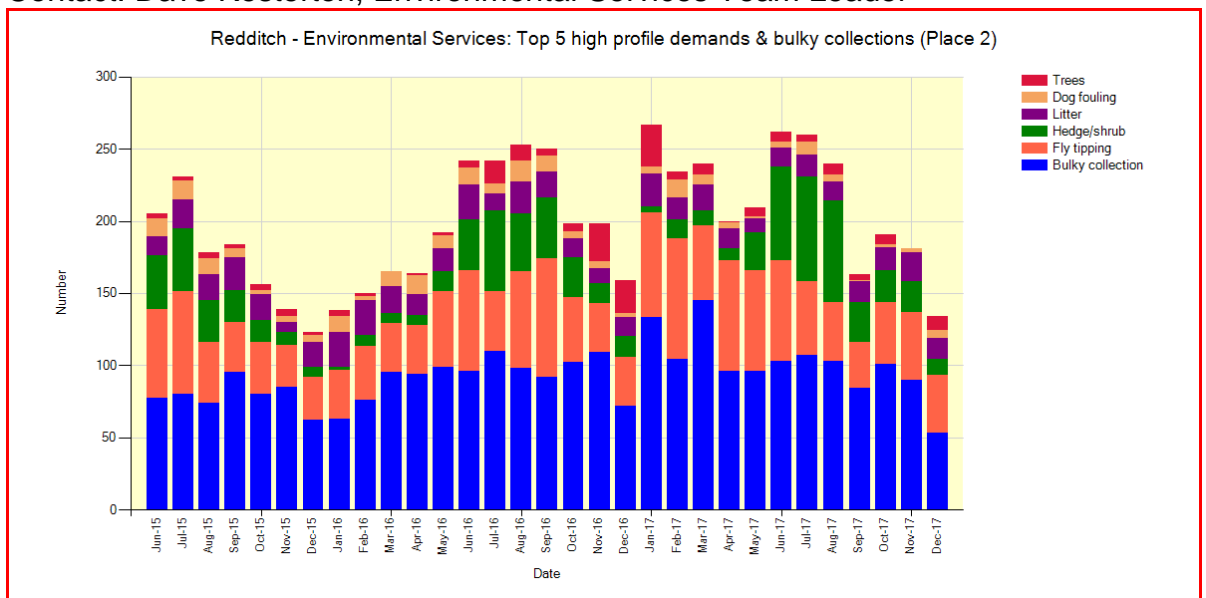


2.4 Environmental Services Strategic Measures Charts

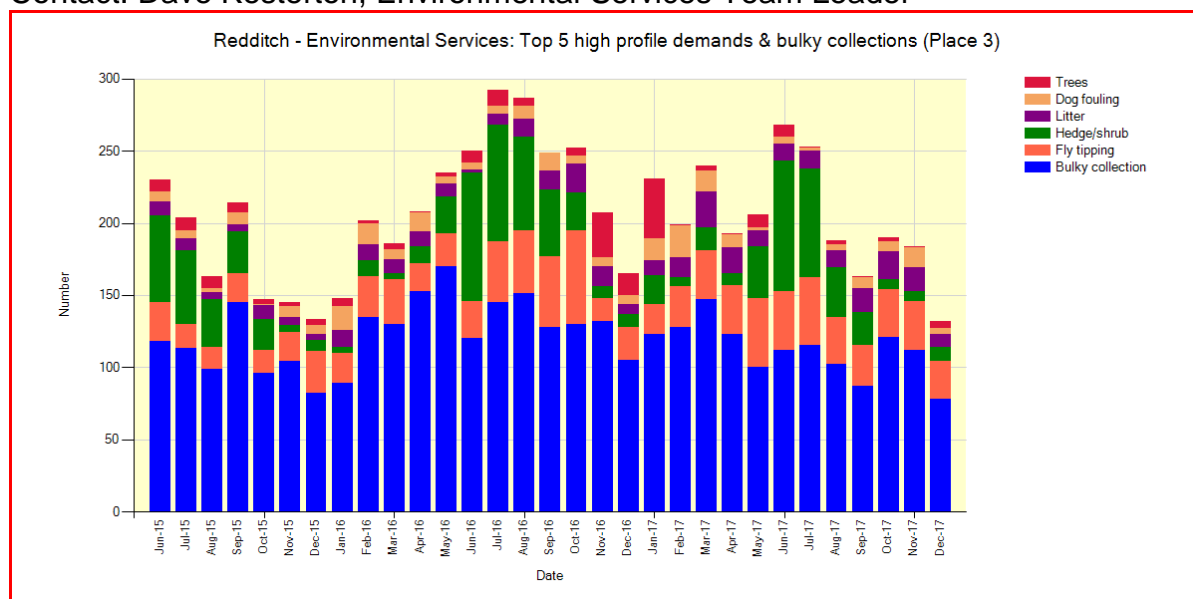
Environmental Services: Top 5 high profile demands & bulky collections (Place 1)  
Contact: Dave Kesterton, Environmental Services Team Leader



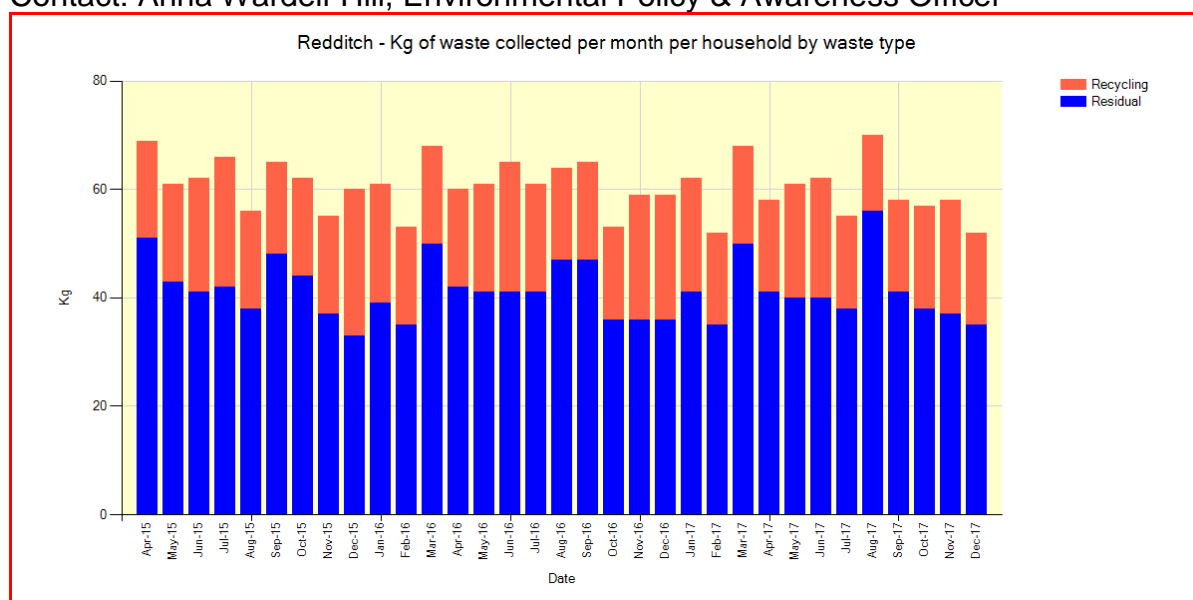
Environmental Services: Top 5 high profile demands & bulky collections (Place 2)  
Contact: Dave Kesterton, Environmental Services Team Leader



Environmental Services: Top 5 high profile demands & bulky collections (Place 3)  
Contact: Dave Kesterton, Environmental Services Team Leader



Kg of waste collected per month per household by waste type  
Contact: Anna Wardell-Hill, Environmental Policy & Awareness Officer



## Context

### 2.5 Community Safety

2.5.1 Redditch Borough Council is a member of the North Worcestershire Community Safety Partnership. This partnership consists of three operational groups; Safer Redditch, Safer Bromsgrove and Safer Wyre Forest.

2.5.2 Safer Redditch is one of the operational groups that exist to ensure local issues and concerns remain at the centre of the Partnership's priorities, projects and campaigns. At a local level the group deals with community safety issues and anti-social behaviour. The group is responsible for delivering local actions from the Partnership Plan.

- 2.5.3 The group discusses community safety issues brought to their attention and use a problem solving approach to identify short term actions to address these and allocate resources accordingly. In addition they also promote public reassurance and engage with media on different aspects of community safety.

## 2.6 Place Teams

- 2.6.1 Environmental Services undertook a full restructure that came in to effect in June 2015. One of the significant changes made was to move away from traditional operational service provision, and to adopt Place Team working principles whereby we divided the town in to three Place areas based on current ward boundaries.
- 2.6.2 At the end of the spring/summer season in 2016 it became clear that there was an imbalance in workloads over the three areas. Analysis of the demand was carried out and as a result the areas were realigned so as to balance the workload in a more even fashion - as shown below.
- 2.6.3 The results of the changes would not become apparent until the end of the 2017 season when the demand could be measured against the previous year.
- 2.6.4 The table below shows that as a result of the changes the demand on each Place area is now more even than it was in 2016. This has been a successful process that has been welcomed by the Place Teams who have been fully committed to continuous service improvement by managing what we do and understanding what our customers want.

	Original split		After area changes	
	All demand/ tasks 01/04/16 - 28/11/16	% of total	All demand/ tasks 01/04/17 - 28/11/17	% of total
Place Team 1	752	41	387	29
Place Team 2	486	26	521	38
Place Team 3	614	33	446	33

## 2.7 Waste and Recycling

- 2.7.1 The measures selected to reflect the success of the household waste collection service have been chosen so that they are indicating per household what is being disposed of month by month. These measures are more useful than recycling rate and tonnage alone as increasing household numbers will undoubtedly increase overall waste. Increasing tonnage in recycling can also be masked by increasing residual tonnage when focusing on a recycling rate. By normalising the statistics in this manner, it is easier to identify which elements of the waste stream require additional attention.
- 2.7.2 An increase in residual kilograms per household is not favourable. Whilst an increase in recyclable or garden waste is preferable, this must also be balanced with the requirement to reduce waste by as far as possible (Please note, garden waste will feature in these measures from March 2018).
- 2.7.3 Planned changes include targeting communal bin users to focus on recycling by providing storage for recycling within the home and also assisting housing to render for more suitable storage solutions for communal bin residencies.

- 2.7.4 Crew briefings and increased vigilance with tagging for unacceptable recycling bins took place in September. Further initiatives using bins tags to target and educate individual householders are planned to move weight for the residual bin into the recycling bins.
- 2.7.5 Current recycling rate stands at around 29.8% for April-December 2017. It is important to concentrate on the quality of the recycling being collected. Sampling at the sorting facility has identified the last 6 months an average 14.46% of waste sampled from Redditch residents was incorrect.
- 2.7.6 Currently Worcester County Council (WCC) are running a waste minimisation scheme using reward points for Redditch Borough Council residents. Residents can earn points when they register they have taken part in waste reduction activities. WCC hope to reduce weight in residual bins by the end of the project in September 2018.

### **Engagement/Research**

- 2.8 A survey of the Redditch Community Panel was undertaken in November 2017. The survey was sent to 531 panel members either electronically or through a postal survey. The response rate for the survey was 42.7%. This survey included questions relating to 'keep my place safe and looking good'.

Examples:

I feel safe outside in my local area...:

	... during daylight	... after dark
I agree strongly	27.5%	9.3%
I agree	58.5%	40.2%
I neither agree nor disagree	10.1%	16.2%
I disagree	3.4%	26.5%
I disagree strongly	0.5%	7.8%

I understand what I can place in my green recycling bin:

I agree strongly	33.8%
I agree	53.0%
I neither agree nor disagree	6.4%
I disagree	5.9%
I disagree strongly	0.9%

- 2.9 A tenant's survey was also undertaken of Redditch Borough Council tenants between 3rd July 2017 and 1st September 2017. There were 217 valid responses received. Two of the questions from the survey have been included in this report due to their relevance to the stated strategic purpose 'keep my place safe and looking good'. Further analysis of the survey data is due to be undertaken and will be issued to relevant officers and Members in due course.

Examples:

Have you, at any time in the last 12 months, been affected by any of the following during the day or after dark within your neighbourhood?

- Noisy neighbours our loud parties	Daylight hours	Night time
A very big problem	6.6%	10.0%
A fairly big problem	10.0%	9.0%
A small problem	19.0%	32.4%
Not a problem at all	63.5%	47.1%
Don't know/no opinion	0.9%	1.4%

Thinking about your neighbourhood, how much of a problem do you think each of the following are?

- Rubbish or litter lying around	
A very big problem	15.2%
A fairly big problem	19.5%
A small problem	36.7%
Not a problem at all	27.6%
Don't know/no opinion	1.0%

### 3. **KEY CORPORATE MEASURES SUITE**

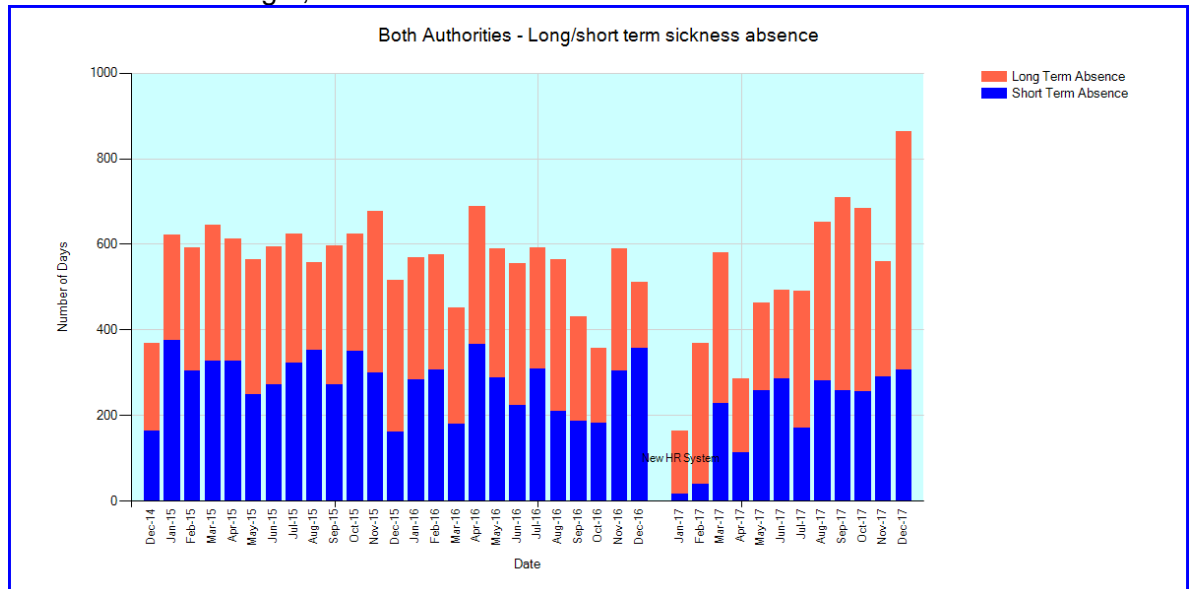
- 3.1 The following key measures are currently used by the organisation to better understand the corporate picture.

#### Sickness Data

- 3.1.1 It has been recognised that there has historically been an issue with the recording of sickness absence, this could be due to information being handed off and potentially lost.
- 3.1.2 A new system was introduced in January 2017 which allowed managers to input sickness directly into the payroll system; there was an initial lack of information however, with training the recording of sickness has improved.
- 3.1.3 However we appreciate there is still work to be done in respect of how sickness is monitored, recorded and reported. Therefore as part of the HR Strategy and HR Project Plan, work is being undertaken to review the Sickness Absence Policy & Procedures by working with staff and managers, looking at best practice and benchmarking exercises. The 2016/17 figure was 8.01 days per FTE (full time equivalent); the figure for 2017/18 will not be available until April 2018. In comparison the national figures, according to 'Xpert HR' is 9.1 days per FTE in public sector and 5.1 days FTE in private sector.

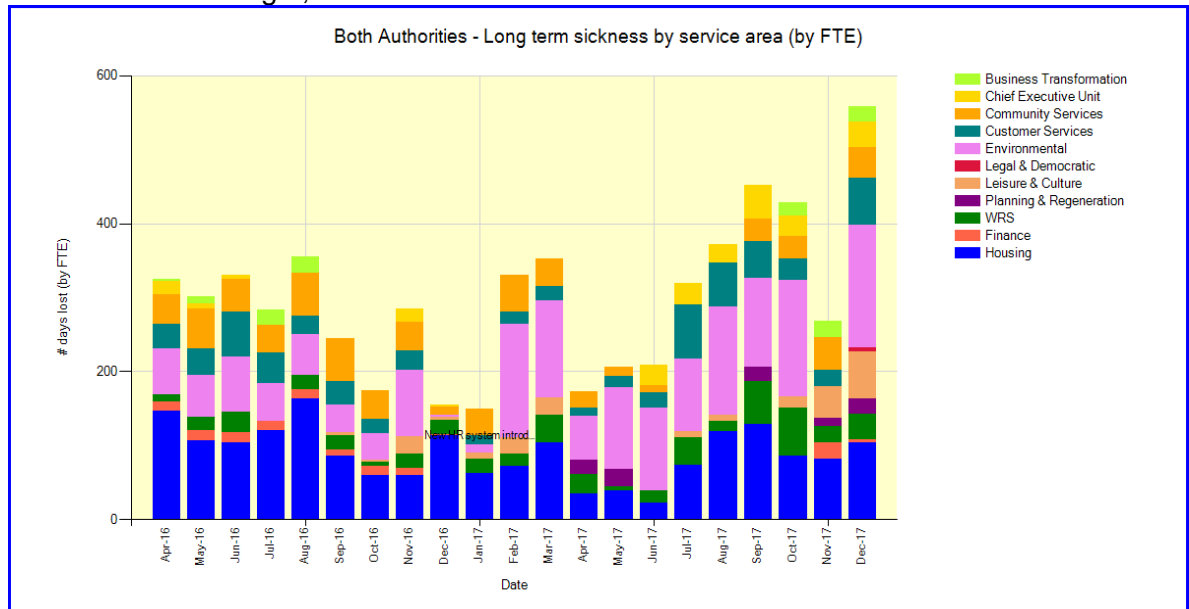
## Long/Short Term Sickness Absence

Contact: Nicola Wright, Assistant HR &amp; OD Advisor



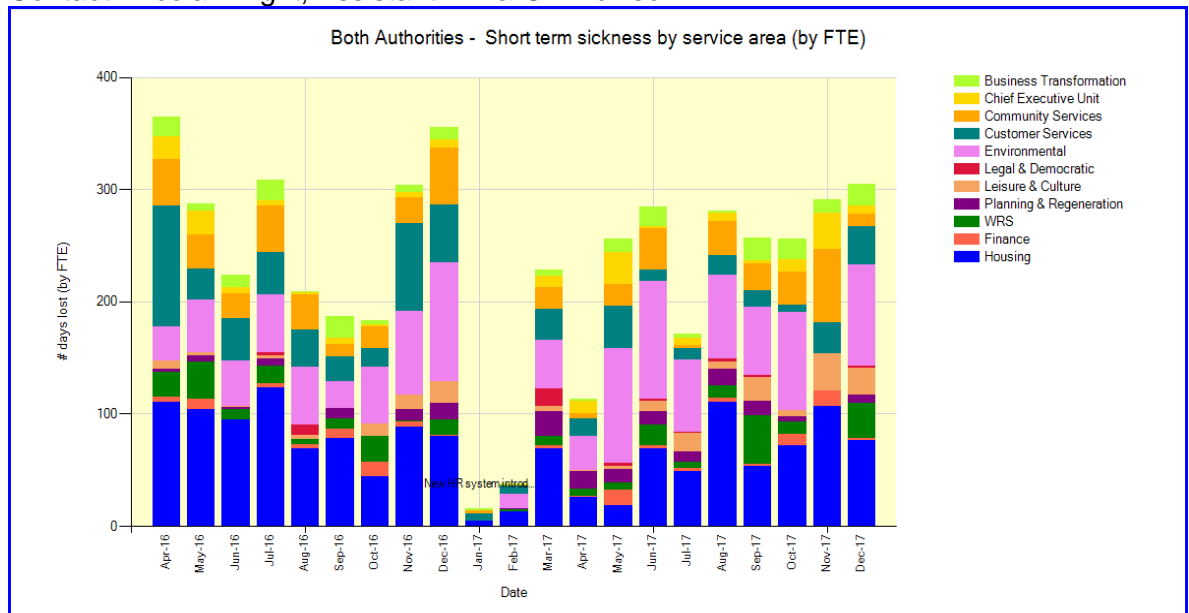
## Long Term Sickness Absence by service area (by FTE)

Contact: Nicola Wright, Assistant HR &amp; OD Advisor



## Short Term Sickness Absence by service area

Contact: Nicola Wright, Assistant HR &amp; OD Advisor



Sickness – Percentage by Service Area

2015-16	Short%	Long%	Total%
Bus T	1.6%	1.7%	3.3%
CEX	0.8%	0.0%	0.8%
Comm S	1.9%	3.3%	5.1%
Cust	2.9%	7.2%	3.6%
Envi	1.5%	1.5%	3.0%
Legal & D	0.6%	1.1%	1.8%
L&C	1.4%	0.7%	2.1%
HSG	3.1%	4.4%	7.5%
Plan & R	5.8%	3.0%	8.7%
Fin	0.7%	0.0%	0.7%
WRS	0.9%	0.5%	1.4%

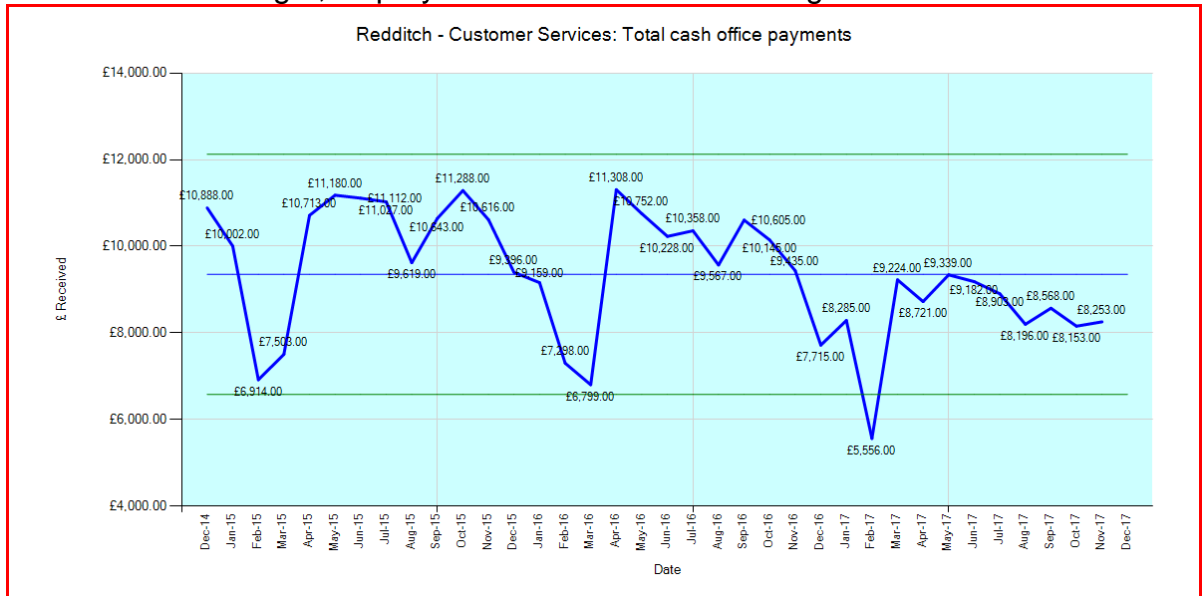
2016-17	Short%	Long%	Total%
Bus T	1.2%	0.7%	1.9%
CEX	1.3%	0.9%	2.2%
Comm S	1.6%	2.7%	4.2%
Cust	2.6%	1.9%	4.5%
Envi	1.2%	1.7%	2.9%
Legal & D	0.6%	0.0%	0.7%
L&C	0.4%	0.6%	1.0%
HSG	3.3%	4.5%	7.8%
Plan & R	0.7%	0.0%	0.7%
Fin	1.0%	2.0%	3.1%
WRS	1.1%	1.7%	2.8%

2017-18	Short%	Long%	Total%
Bus T	1.3%	0.8%	2.0%
CEX	1.8%	3.1%	4.7%
Comm S	1.5%	1.3%	2.6%
Cust	1.2%	2.3%	3.2%
Envi	1.4%	2.2%	3.4%
Legal & D	0.3%	0.1%	0.4%
L&C	0.8%	1.0%	1.7%
HSG	2.2%	2.6%	5.0%
Plan & R	1.0%	1.0%	1.9%
Fin	1.2%	0.6%	1.8%
WRS	1.1%	2.2%	3.2%

Payments and Collection Data

Customer Services: Total cash office payments

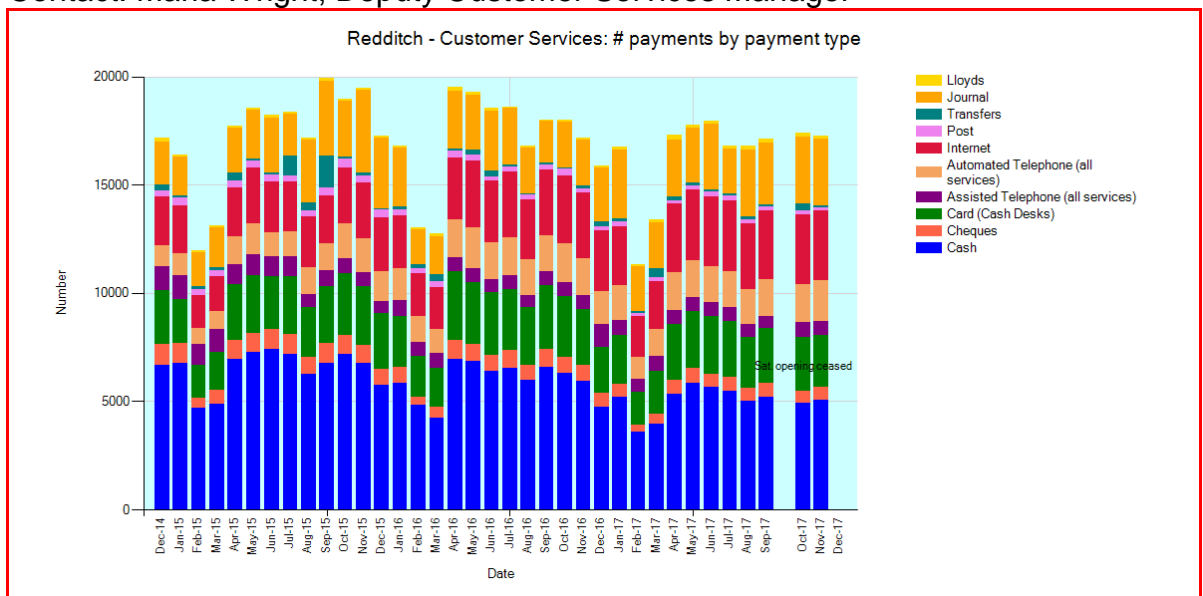
Contact: Maria Wright, Deputy Customer Services Manager



- 3.1.4 We have seen the number and value of payments taken at our cash offices drop over time. Since April 2016, there has been a gradual decline in cash office payments as other payment methods (e.g. Direct Debit, Automated Telephone Payments) are being taken up by customers. A fall in December 2017 is due to the Christmas closure and rent-free week. We anticipate falling numbers over the new few months as customer's council tax payments will reduce.

Customer Services: # payments by payment type

Contact: Maria Wright, Deputy Customer Services Manager

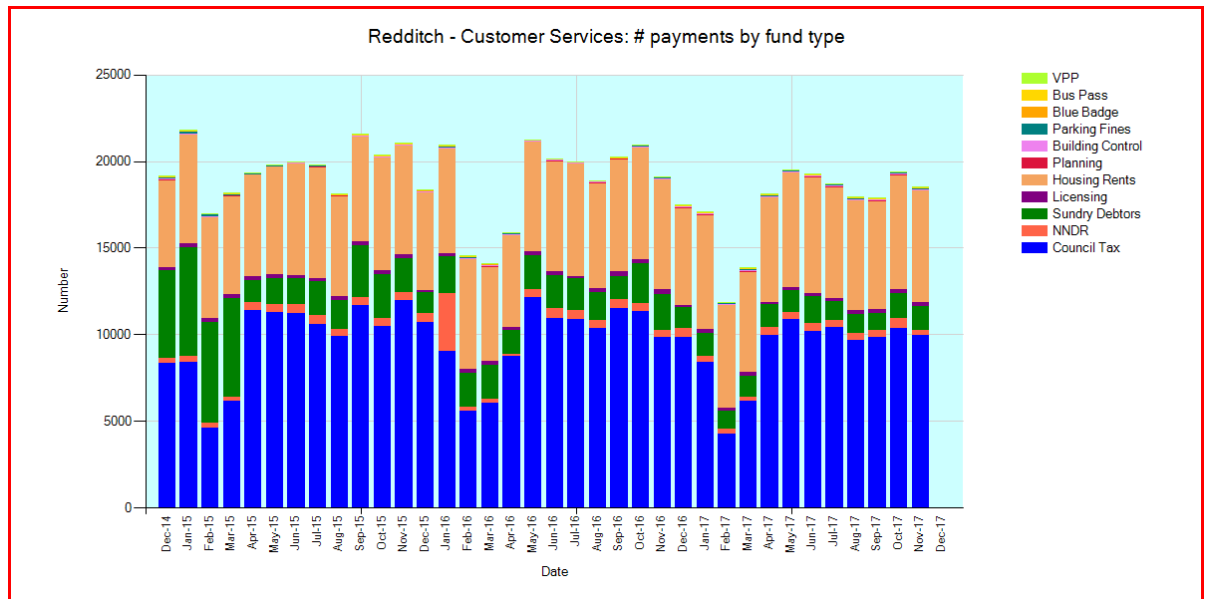


- 3.1.5 This chart shows how customers make their payments across all payment types. Saturday closure of the Town Hall in October 2017 has had little impact on the types of payments being made. Cash payments account for 30% of all transactions made in December 2017, compared to 39% in December 2014



Customer Services: # payments by fund type

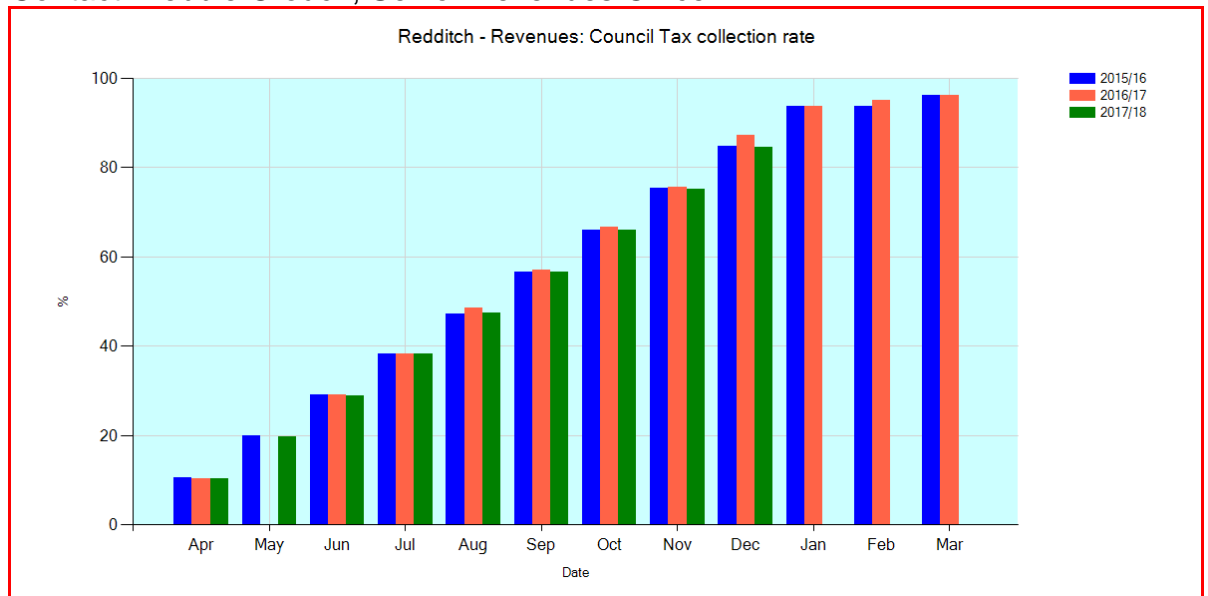
Contact: Maria Wright, Deputy Customer Services Manager



- 3.1.6 Council tax payments remain the highest demand on the cash offices, followed by housing rents. A campaign to improve usage of on-line and direct debit should reduce the amount of council tax transactions made at the cash offices over the coming year.

Revenues: Council tax collection rate

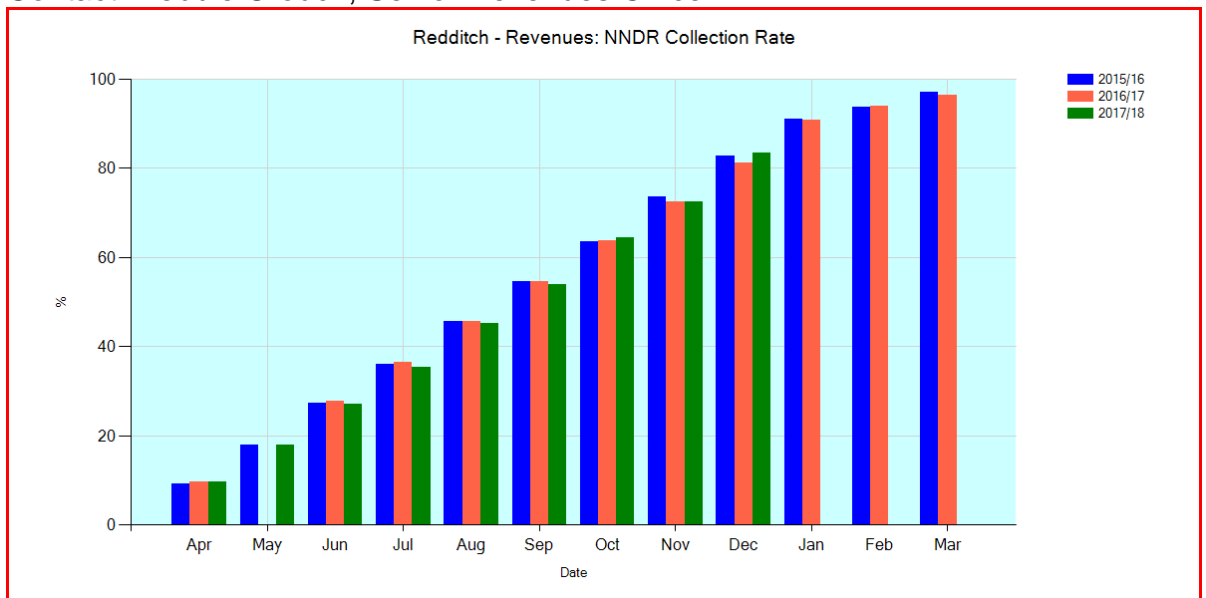
Contact: Debbie Crouch, Senior Revenues Officer



- 3.1.7 Although we have been consistent with the running of recovery processes, we have seen a very slight dip in the collection rate for this financial year. At this stage the reasons for this are unclear.

Revenues: NNDR collection rate

Contact: Debbie Crouch, Senior Revenues Officer



3.1.8 Despite a very slight dip in collection of NDR earlier in 2017/18, we are now seeing collection overtake that of last year.