



Executive Committee

Tue 6 Dec
2022
6.30 pm

Council Chamber,
Redditch Town Hall,
Walter Stranz Square
Redditch
B98 8AH

REDDITCH BOROUGH COUNCIL

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**If you have any queries on this Agenda please contact
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At the current time, seating at the meeting will be placed in such a way as to achieve as much space as possible for social distancing to help protect meeting participants.

Please note that this is a public meeting.

If you have any questions regarding the agenda or attached papers, please do not hesitate to contact the officer named above.

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Notes:

Although this is a public meeting, there are circumstances when Council might have to move into closed session to consider exempt or confidential information. For agenda items that are exempt, the public are excluded.

Executive

Tuesday, 6th December, 2022

6.30 pm

Council Chamber Town Hall

Agenda

Membership:

| | | |
|--------|------------------------------|----------------|
| Cllrs: | Matthew Dormer (Chair) | Lucy Harrison |
| | Nyear Nazir (Vice- Chair) | Anthony Lovell |
| | Karen Ashley | Emma Marshall |
| | Joanne Beecham | Craig Warhurst |
| | Peter Fleming | |

1. Apologies

2. Declarations of Interest

To invite Councillors to declare any Disclosable Pecuniary Interests and / or Other Disclosable Interests they may have in items on the agenda, and to confirm the nature of those interests.

3. Leader's Announcements

4. Minutes (Pages 1 - 20)

5. HR and Organisational Development / People Strategy (Pages 21 - 36)

6. Introduction of Virtual parking Permits for Redditch and off street parking order for staff car parks (Pages 37 - 62)

7. Improvements to Vehicular Entry and Exit Arrangements, Arrow Valley Car Park, Battens Drive (Pages 63 - 70)

8. Financial and Performance Monitoring Report - Quarter 2 2022-23 (Pages 71 - 130)

9. Medium Term Financial Plan 2023/24 to 2025/26 - Update (Pages 131 - 144)

10. Recommendation from the Audit, Governance and Standards Committee (Pages 145 - 148)

11. Overview and Scrutiny Committee

12. Minutes / Referrals - Overview and Scrutiny Committee, Executive Panels etc.

To receive and consider any outstanding minutes or referrals from the Overview and Scrutiny Committee, Executive Panels etc. since the last meeting of the Executive Committee, other than as detailed in the items above.

13. Advisory Panels - update report

Members are invited to provide verbal updates, if any, in respect of the following bodies:

- a) Climate Change Cross-Party Working Group – Chair, Councillor Anthony Lovell;
- b) Constitutional Review Working Panel – Chair, Councillor Matthew Dormer;
- c) Corporate Parenting Board – Council Representative, Councillor Nyear Nazir;
- d) Member Support Steering Group – Chair, Councillor Matthew Dormer; and
- e) Planning Advisory Panel – Chair, Councillor Matthew Dormer.

14. To consider any urgent business, details of which have been notified to the Head of Legal, Democratic and Property Services prior to the commencement of the meeting and which the Chair, by reason of special circumstances, considers to be of so urgent a nature that it cannot wait until the next meeting



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Tuesday, 25th October,
2022

MINUTES

Present:

Councillor Matthew Dormer (Chair), Councillor Nyear Nazir (Vice-Chair) and Councillors Karen Ashley, Joanne Beecham, Peter Fleming, Lucy Harrison, Anthony Lovell and Emma Marshall

Officers:

Ruth Bamford, Peter Carpenter, Jonathan Cochrane, Amanda Delahunty, Claire Felton, Sue Hanley, Michelle Howell, Ishrat Karimi-Fini, Guy Revans and Judith Willis

Principal Democratic Services Officer:

Jess Bayley-Hill

64. APOLOGIES

An apology for absence was received on behalf of Councillor Craig Warhurst.

65. DECLARATIONS OF INTEREST

There were no declarations of interest.

66. LEADER'S ANNOUNCEMENTS

The Leader advised that due to the length of the Leisure Strategy, he had agreed that paper copies of the full length report should not be issued to every Member. However, paper copies were placed in each of the group rooms and the full report in the Additional Papers 1 pack had been made available to access on the Council's website and on the modern.gov app. The Leader also suggested that, in line with the Council's commitment to reduce carbon emissions and to support action on the green thread, Members should increasingly refer to electronic copies of agenda packs rather than using paper copies.

Chair

Members were asked to note that at the meeting of the Overview and Scrutiny Committee held on Thursday 20th October 2022, Members had pre-scrutinised the Leisure Strategy, the Climate Change Strategy, the Voluntary Bodies Scheme and the Asset Strategy, which were due to be debated at the Executive Committee meeting. The Committee had made recommendations on all of these items which he urged the Executive Committee to refer to during the meeting.

67. MINUTES

RESOLVED that

the minutes of the meeting of the Executive Committee held on Monday 10th October 2022 be approved as a true and correct record and signed by the Chair.

68. LOCAL LETTINGS PLANS

The Housing Strategy and Enabling Manager presented a report on the subject of the Local Lettings Plan Policy.

The Executive Committee was informed that the Council had a Housing Allocations Policy, which informed decisions about social housing allocation in the Borough. Local Lettings Plans could be utilised by Councils to vary the allocations scheme, which might be considered desirable by the local authority for a variety of reasons, including to ensure a greater mix of social housing in local developments or to address Anti Social Behaviour. Social housing landlords would be consulted on the plans, including Redditch Borough Council as a social housing provider. Relevant partners, including West Mercia Police and the Community Safety team, had been consulted in developing the policy to ensure that the process could meet the community's needs.

An Equality Impact Assessment (EIA) had been produced when developing the Local Lettings Policy and this would remain a live, working document. Additional EIAs would need to be developed for each Local Lettings Plan as and when these were proposed in the future.

RESOLVED that

- 1) **the Local Lettings Plan Policy be approved; and**
- 2) **authority be delegated to the Head of Community and Housing Services, following consultation with the Portfolio Holder for Housing and Procurement, to agree and adopt future local lettings policies.**

69. LEISURE STRATEGY

The Head of Planning, Regeneration and Leisure Services presented the Leisure and Cultural Strategy for the Executive Committee's consideration.

The Executive Committee was advised that external consultants had been commissioned to work on the Leisure Strategy. The Leisure Strategy was designed to provide strategic direction for the Council's approach to delivering and supporting leisure and cultural activities and services in the Borough up to 2032. The strategy comprised a number of different parts, including the main Leisure and Cultural Strategy and two other strategies which underpinned this document, including the Arts and Culture Strategy and the Parks and Open Spaces Strategy. Two further leisure strategies were due to be presented for the consideration of the Executive Committee in 2023 on the subjects of built facilities strategy and playing pitches strategy.

In developing the Leisure Strategy, Officers and the consultants had identified a number of actions that could be taken within budget to enhance leisure and cultural service provision in the Borough. These actions were the subject of recommendations detailed in a table within the Leisure Strategy. Any actions that would require additional financial expenditure would need to be outlined in business cases and presented for Members' consideration.

The vision of the Leisure and Cultural Strategy was to ensure that communities were physically active and connected to leisure and cultural spaces in the Borough. There was the potential for participation in Leisure and Cultural activities to have a positive impact on people's health and wellbeing.

During consideration of this item, Members noted that at the meeting of the Overview and Scrutiny Committee held on 20th

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October 2022, Members had pre-scrutinised this report. At the end of the debate, Members had proposed the following recommendation on the Leisure Strategy:

“O&S to advise the executive on Social Prescribing as there is no mention in the strategy of the Council working with the NHS, CCG and Rubicon. Other Councils (e.g. Cannock Chase) have such arrangements where patients who have recently been discharged from hospital with e.g. Stroke/ Heart Conditions can greatly benefit from gentle exercise. I think this strategy has missed an opportunity and I ask executive to consider including such a strategy. The benefits are many to individuals and the costs are low to the NHS.”

The Executive Committee considered this recommendation and in doing so noted that there would be some benefit to making reference to social prescribing in the Leisure Strategy. However, Members concurred that the recommendation from the Overview and Scrutiny Committee in its current wording would be difficult to implement. With that in mind, the Executive Committee agreed that an amendment should instead be made to the end of paragraph 1.7 of the Leisure Strategy, as detailed below:

“The priority of Improved Health and Wellbeing is key to this Leisure and Culture Strategy. The addendum to the Council Plan 2019-2024 states that Redditch Borough Council will work with communities to help them identify and develop their strengths. We will look at ways to encourage physical movement into people’s everyday routines. We will prioritise aligning leisure and culture services with the emerging Integrated Care System (ICS) in order to best achieve this including the role that social prescribing can play to support health and wellbeing.”

Members subsequently discussed the recommendations detailed in the table within the Leisure and Culture Strategy in detail. Questions were raised about the seventh recommendation, which referred to the planning development process and Members queried how the Leisure Strategy could shape the planning process. The Executive Committee was advised that, in relation to planning and heritage matters, there were limits to the amount of influence that the Leisure Strategy could have on the planning development process. The Council’s Local Plan also had implications in this context and Members could influence the

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content of the Local Plan, including through attendance at meetings of the Planning Advisory Panel.

Reference was made to plans to develop a partnership with the National Trust, working on the 8 Hills Project and Members questioned what this would entail. Officers explained that the National Trust had received funding from the Government to create a regional park in eight relatively local hills, including the Clent Hills and Lickey Hills. Research suggested that residents in the region, including in Redditch, would be more likely to visit these hills should the area be designated as a regional park and this could have a positive impact on their health and wellbeing.

Consideration was also given to progress that was being achieved by the Council in working towards green flag status for parks in the Borough. The Executive Committee advised that work was being undertaken to enable four parks in the Borough to achieve green flag status over the following five year period. The first park that the Council would aim to help to achieve green flag status would be Morton Stanley Park, which had been subject to a number of changes in recent years, including the introduction of a new café in the park. A submission would be made in the green flag process in January 2023 and it was likely that the outcome of this submission would be confirmed in September 2023.

Members also noted that the sixteenth recommendation referred to a feasibility study being undertaken in respect of the allotments and Officers were asked to confirm when this would take place and whether allotment holders would be consulted as part of the process. Officers advised that at a corporate level there was already work ongoing to review the allotments, taking into account the approach in place at other local authorities. Consideration would subsequently be given to a pilot project.

RESOLVED that

- 1) subject to amending paragraph 1.7 to add the line “including the role that social prescribing can play to support health and wellbeing”, the Leisure and Culture Strategy and its supporting documentation, the Arts and Culture Strategy and the Parks and Open Spaces Strategy, are endorsed; and**

- 2) **that delegated authority is given to the Head of Planning, Regeneration and Leisure Services, following consultation with the Portfolio Holder for Leisure services, to implement the following Recommendations 1, 2,8,9,10,11,12 13,15,16,17,20,22,24,25, 40,41, 42,43,44,45,46 and 47 as set out in the Leisure and Culture Strategy.**

70. CLIMATE CHANGE STRATEGY

The Head of Community and Housing Services presented the Climate Change Strategy / Carbon Reduction Implementation Plan for Members' consideration.

The Executive Committee was informed that the strategy would apply over the following three year period, although would be considered twice a year by the Climate Change Cross Party Working Group and would be reviewed annually. The strategy detailed how the Council was aiming to achieve net zero by 2040.

Following the presentation of the report, Members discussed the content and in doing so commented that the strategy was necessary in a context in which the country was increasingly experiencing extreme weather patterns and other impacts of climate change. Reference was made to recent work undertaken by Members who were also serving as County Councillors, in which Worcestershire County Council had been benchmarking its progress in tackling climate change and it was suggested that Redditch Borough Council was performing well compared to other local authorities in the country. Members also welcomed the transparency of the report, in terms of highlighting both action taken to date and forthcoming challenges.

During consideration of this item, reference was made to the Overview and Scrutiny Committee's pre-scrutiny of the report at a meeting held on 20th October 2022. At the meeting, reference had been made to actions, such as the installation of solar panels, which could help to reduce climate emissions. Members were asked to note that this would require action in relation to the Council's planning process which could be investigated further through work on the Local Plan. The Overview and Scrutiny Committee had concluded by endorsing the Climate Change

Strategy and Action Plan and Members thanked the Committee for their contribution.

RECOMMENDED that

the Council's Carbon Reduction Strategy and Action Plan be endorsed and adopted.

71. VOLUNTARY BODIES SCHEME

The Head of Community and Housing Services presented a report on the subject of the Voluntary Bodies Scheme for Members' consideration.

The Executive Committee was advised that the Council's existing Voluntary Sector grants scheme was due to expire in March 2023. For the new scheme, Officers were proposing that the concessionary rents element of the existing scheme should be removed and that there should be a budget of £100,000 from which Voluntary and Community Sector (VCS) groups could apply for funding, together with a £50,000 grant for Financial Advice and Problem Solving. In addition, it was suggested that the income from the community lottery scheme should be allocated to the VCS grants budget.

A consultation exercise had been undertaken with VCS groups. In the feedback received from VCS organisations, it had been consistently reported that groups needed funding to help cover both core costs and the costs of delivering new projects. Four options had been identified for the VCS grants scheme moving forward and the feedback from VCS groups had indicated that the second option would be appreciated the most by the sector. This would entail implementing the proposed changes to the scheme, together with allowing two types of application to be submitted; the first for smaller grants valued at between £500 and £2,000 and the second for larger grants valued at over £2,000 up to £10,000.

During consideration of this item, reference was made to the Overview and Scrutiny Committee meeting held on 20th October 2022 at which the report had been pre-scrutinised. The Committee had concluded by recommending that the Council should adopt the second option. The Executive Committee discussed this recommendation and in doing so noted that this corresponded with

the feedback that had been received from VCS organisations. Taking this into account, the value of the work delivered by VCS groups in the local community, and the potential additional flexibility that would be created from offering two different types of application, the Executive Committee also agreed to support the second option in the report.

RECOMMENDED that

- 1) the funding for the VCS Grants Scheme be agreed for a further three year period in line with option 2**

RESOLVED that

- 2) delegated authority be given to the Head of Community and Housing Services, following consultation with the Leader of the Council and Portfolio Holder for Planning, Economic Development, Commercialism and Partnerships, to agree a revised VCS Grants Policy in accordance with the proposals within this report.**

72. ASSET STRATEGY

The Head of Legal, Democratic and Property Services presented a report on the subject of the Council's Asset Disposal Strategy.

Members were advised that the Council needed to manage a range of assets in a way that supported the authority's strategic purposes and also achieved best value. Whilst the Energy Performance Regulations 2012 currently required all non-domestic rental buildings to have an Energy Performance Certificate (EPC) rating of E, by 2026 the Council would need to ensure all assets had an EPC rating of at least C and by 2030 they would need to achieve a B rating. Work was being undertaken by the Council to improve the EPC ratings of Council assets that were rented out. However, the financial costs and other wider considerations, such as the value of those assets, needed to be taken into account when determining how the assets should be managed and whether disposal would be appropriate.

During consideration of this item, Members noted that the Overview and Scrutiny Committee had pre-scrutinised the report at a meeting that took place on 20th October 2022. Members had endorsed the

recommendation detailed in the report. In addition, a request had also been made by some Members of the Committee for all reports concerning the potential disposal of assets to be scrutinised by the Overview and Scrutiny Committee prior to a decision being taken by the Executive Committee. Members discussed this suggestion and in doing so noted that all of the business due to be transacted at meetings of the Executive Committee was advertised in advance on the Executive Committee's Work Programme, copies of which were considered at every meeting of the Overview and Scrutiny Committee. Members of the Overview and Scrutiny Committee could therefore identify items for pre-scrutiny, which could include items proposing the disposal of assets, on an ongoing basis.

Members subsequently discussed the content of the report and in doing so commented that the Council had a responsibility to ensure that the authority's assets were managed effectively. The condition of assets needed to be monitored and Members commented that if the condition deteriorated this could impact on the value of those assets.

RESOLVED that

the Asset Disposal Strategy be approved for implementation.

**73. MEDIUM TERM FINANCIAL PLAN 2023/24 TO 2025/26 -
UPDATE**

The Interim Section 151 Officer presented an update on the Medium Term Financial Plan (MTFP) 2023/24 to 2025/26.

The Executive Committee was advised that the Council would run the MTFP process in two tranches in the build up to setting the budget in February 2023. The Council set an MTFP every year, which covered a three-year period, with the final Council Tax Resolutions being approved by Council in February.

Work on the budget was being undertaken in a challenging context, due to the following factors:

- Starting the process from an initial deficit position from the 2022/23 MTFP.
- This being the first year that the Government would start to pay for the Covid-19 pandemic.

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- The cost of living crisis.
- Changes at a national level, in respect of the Prime Minister and Cabinet.
- The Council having limited Reserves and Balances.

As such, it was considered prudent to split the budget process into two tranches. The initial tranche would seek to close as much of the deficit as possible using information known as at the end of September 2022 and seeking approval for those savings to be implemented at Council in January 2023. The second tranche would be considered after the Christmas break, which would be approved in February 2023. This would take into account the Local Government Settlement, the final detail for which was not due to be known until early January 2023.

The starting position for the 2023/24 MTFP, was to consider the three year “gap” that needed to be bridged for the Council’s budget to come back into a balanced sustainable position. The revised gap was because the MTFP had been rolled on a year to include 2025/26. During the period, the gap was expected to increase from £949,000 in 2023/24 to £1.04 million in 2025/26. In addition, there were unallocated savings in the existing MTFP. These would need to be addressed as part of the ongoing 2022/23 budget setting process and would be set out in the Q2 Finance and Performance Report.

The emerging national picture, including the expected settlement dates, remained unclear by the date of the Executive Committee meeting. There was the potential that clarity would be provided in the Chancellor’s statement on the 31st October 2022. Should this proceed on this date, it was likely that the Local Government Financial Settlement would be confirmed in the final week before Christmas, like previous years. There was also uncertainty about whether Councils would be offered a single year settlement or multiple year settlement. However, in the current national context, it was suggested that it might be better for Councils to have a single year settlement.

In reviewing the initial tranche, Officers had made a number of base assumptions, including the following:

- That Council Tax would increase by the maximum 1.99 per cent possible without triggering a local referendum and that

there would be the ability to increase this by £104,000 from 2024/25.

- An assumption that there would be no growth in the business rates base. Members were asked to note that this was being reviewed in light of the post Covid-19 environment.
- An assumption that the Council would receive no New Homes Bonus (NHB) funding from 2023/24 onwards.
- An assumption there would be no local services grant from 2023/24 onwards
- Assumptions about the Local Government Pension Fund for Worcestershire, taking account of the latest triennial valuation which was received in September 2022.
- The severe impact of increasing inflation on Council budgets including:
 - the £1,925 proposed increase to staff wages, which would cost the Council an additional £928,000.
 - 10% inflation on contracts and transport, which would cost an additional £251,000.
 - An assumption that there would be at least a 200 per cent increase on utilities costs, representing an extra £1.14 million.
- Assumptions regarding increases to fees and charges of 10 per cent, with some exceptions, to cover increasing costs due to inflation.

From a strategic perspective, the Council had come into the 2023/24 budget process with a number of conflicting issues. These included:

- An ongoing budget deficit position from the 2022/23 MTFP of £1.0 million.
- Significant inflationary increases due to the cost of living crisis.
- Limited reserves to call on to reduce any deficit (the existing MTFP general fund balances were due to fall to £0.228 million by 2025/26 should no action be taken). Earmarked reserves were valued at just under £7 million.
- Increases in Council Tax had to be limited to 1.99 per cent or £5, which was significantly lower than the rate of inflation.

The Council needed to move to financial sustainability over the timescale of the next MTFP. Given the magnitude of the savings to be made, Members were informed that it was not prudent to expect the movement to sustainability to happen by 2023/24. However, the level of reserves and balances presently held suggested that

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moving to sustainability by 2025/26 would be too late and would leave inadequate resources for any emergency situations. As such, the strategy needed to move the Council to financial sustainability by the 2024/25 financial year.

To get to this position, there would be the need for investment and possibly the requirement to fund redundancies (both from reserves and balances). For both these requirements, there would be outputs from the Council having to implement changes to the way it operated in order to continue to be a viable entity going forward and this would take 18 months to implement fully.

Tranche two of the budget would adjust for any funding that the Government would provide and also look at other options to close any deficit should the Government settlement not bridge any resultant gap. Initiatives that would be assessed in tranche two, for which more time was required to analyse the individual options, included:

- Ensuring grants were maximised.
- Ensuring agency work reflected the income provided for its delivery.
- Minimisation of Bed and Breakfast temporary accommodation costs.
- Reviewing the effectiveness of the Council's largest contracts.
- Maximising the efficiency of the Council's refuse fleet.
- Reviewing the location and effectiveness of the Council's depot.
- Assessing the Council's leisure and cultural strategy in terms of affordability.
- Reviewing recharging mechanisms between Redditch Borough and Bromsgrove District Councils for appropriateness.
- Rationalisation of back office services as the Council increasingly made use of additional technology for service delivery.

Many of these initiatives would require investment, for which the only source of funding was reserves. Key areas of investment would be documentation of processes, investment in automation and robotic processes as well as possible redundancy costs arising from restructures.

For tranche one, overall, the Council had identified £1.5 million of savings. This more than offset the £1.0 million budget deficit. However, when inflationary pressures, not including utilities costs, were added to the calculations, the Council moved to a deficit position of £599,000 which reduced to £125,000 over the three-year period. Officers were reviewing utilities costs separately, due to the potential for significant Government support to be made available in future. Should this not materialise, then the overall deficit position would increase to £1.7 million and then reduce to £1.3 million on present working assumptions.

The existing MTFP had anticipated that general fund balances would reduce from £2.292 million to £228,000 by 2024/25, should no action be taken to address the budget gap. However, this was not a sustainable level of general fund reserves and Members were advised that a level of 5 per cent of gross budget was usually advised, representing £2.5 million for Redditch Borough Council.

The Council also had earmarked reserves which were held for specific purposes. These earmarked reserves were valued at £6.666 million in total. All reserves would be reviewed for their ongoing applicability.

The Council, over a number of years, had not spent its capital programme allocations in year. A review had therefore been launched of all schemes that had not started, both from 2022/23 and from previous years, as well as schemes that had yet to start. This would assess deliverability and links to the Council's revised strategic purposes. Any scheme that had not yet started, unless this was grant funded or in receipt of S106 funding, would be required to rebid for funds as part of the 2023/24 budget process. There would be the need to add items to the capital programme (which would be finalised over the following couple of weeks) to include sums for ICT hardware, such as laptops and property maintenance budgets, and significant work was required to ensure energy efficiency compliance.

The priority in the capital programme was for the Council to spend its grant funding. By the date of the Executive Committee meeting, the Council was in receipt of the following capital grant funding:

- Towns Funding of £17.2 million.
- UK Shared Prosperity Funding (UKSPF) of £2.4 million.

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- A bid had been submitted for Levelling Up Funding of £20 million for the redevelopment of Matchborough and Winyates District Centres.

This funding was time limited, and all needed to be spent by 2026, except for funding for the UKSPF, which needed to be spent by 2025. Therefore, consideration needed to be given to what resources would be available to manage any significant capital spend above these schemes.

In terms of the robustness statement for the Council, the MTFP highlighted that the current financial position was untenable without some form of intervention. Whilst a balanced budget for 2022/23 was approved with the use of reserves and balances in February 2022, the Council was forecasting a £1.7 million overspend in 2023/24, due to the additional demands placed on the authority by the present rates of inflation, which in turn would require the Council to utilise the remaining available reserves and balances to fund these pressures unless other action was taken.

Given all the uncertainty, Officers had made assumptions based on the best available information to the Council at the time. Work would continue in validating all assumptions, robustly challenging estimates and ensuring the delivery of existing saving plans. Updates would also be included in tranche two of the MTFP and balanced budget setting process.

Following the presentation of the report, Members discussed the content and as part of this process commented that developments at a national level were clearly having a significant impact on the Council's financial position as well as the potential to plan for the future. The Executive Committee noted that it was the collective responsibility of all Portfolio Holders to work closely with their lead Heads of Service to identify further savings that could be made. Members also concurred that, given the number of variables and the level of uncertainty, a one year settlement from the Government would be preferable at this time.

RESOLVED

- 1) that the inputs into the Council's Medium Term Financial Plan as at the start of October 2022, and the associated risks and opportunities, be endorsed;**

- 2) to note that these inputs have been used, along with the 2022/23-24/25 Medium Term Financial Plan agreed by Council in February 2022, to project an initial “gap” to be closed;
- 3) to note that an initial tranche of savings proposals, as set out in the associated Savings Proposal Document, was published on the 16th October and any feedback will be considered by Executive Committee in December 2022 and at Council in January 2023; and
- 4) to note that tranche two of this process will add further information such as the Local Government Settlement to give a final financial position for the Council.

74. FEES AND CHARGES 2023/24

The Interim Section 151 Officer presented the Fees and Charges 2023/24 report for the Executive Committee’s consideration.

Members were informed that the MTFP was being prepared on the basis that additional income would be generated from fees and charges. The process being followed for the review of income to be realised from 1st April 2023 included an assessment of each fee to identify how it met the Council’s strategic purposes and the level of increase that was proposed as well as taking account of present economic conditions, including inflation running at over 10 per cent. The levels of increase had been based on a robust estimate of the impact of cost increases and demand within the services and the Council’s overall financial position. This included assessing the affordability of any of these increases to residents and customers.

The Council’s proposal was to increase all fees and charges by 10 per cent, with some exceptions. The 10 per cent increase had been applied to contributions and fees and charges budgets and not to Income from Service Level Agreements (SLAs), not to the Lifeline Service, where charges were set statutorily, and not to Regulatory Services, where a 5 per cent increase to fees had been proposed for all Councils forming part of Worcestershire Regulatory Services (WRS) to ensure consistency across the county. In addition, higher increases were proposed for Dial a Ride and Shopmobility, at 35 per cent.

The estimated growth in income generated from the proposed increases would rise from £339,000 in 2022/23 to £342,000 in 2025/26. Should these increases be agreed, these figures would be incorporated into the first tranche of the MTFP. Increases did not apply to the Housing Revenue Account (HRA) Rents, which would be addressed in a separate report later in the municipal year.

Following the presentation of the report, Members discussed the proposal to increase fees and charges in general by 10 per cent, with a few exceptions. Members commented that there was the potential in some cases that a 10 per cent increase might not cover the Council's costs involved in delivering those services, given the potential impact of inflation. Officers were urged to review fees and charges carefully on an ongoing basis and to report back to Members should further increases to fees be required.

RECOMMENDED that

all of the proposed fees and charges for 2023/24 be approved.

75. QUARTERLY RISK UPDATE

The Interim Section 151 Officer presented the Quarterly Risk Update report for Members' consideration.

The Executive Committee was informed that progress had been made in relation to the initial action plan for risk management that had been considered by the Audit, Governance and Standards and the Executive Committees in July. This included:

- An initial Officer Risk Board meeting had taken place on 8th April 2022 and two further meetings had taken place on 22nd June and the 21st September, helping to embed the process.
- Each department had nominated a representative to a Council Risk Board. These representatives met on a quarterly basis and reported back to their management teams.
- Each department was due to complete an updated Risk Register by April. This report would be the second update of the Risk Register, following initial re-baselining in April 2022.
- The Audit, Governance and Standards Committee, at a meeting in April 2022, had received a verbal update on progress. Subsequently, the Committee had reviewed the Risk

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Register in July 2022 and was due to receive a further update in October. These reports had also been presented for the consideration of the Executive Committee.

- The Corporate Management Team (CMT) had been updated at a meeting on 13th April 2022 on progress and were presented with an initial draft Corporate Risk Register.
- The Officer Group was updating the Risk Register and formally reporting to CMT on this subject on a quarterly basis. These quarterly updates had happened on the 29th June and the 28th September 2022.

The total number of departmental risks had reduced from 96, as reported previously, to 83 by the end of September 2022. There remained some risks that were considered to be more concerning. This included:

- Performance data for the Revenues team was not considered to be robust.
- Failure to identify, maintain and test adequate disaster recovery arrangements for IT software.
- The system functionality for managing records from an ICT perspective.
- Within Housing, a failure to meet Care Quality Commission (CQC) requirements at St David's House.

All the items on the Risk Register had been reviewed by the risk champions and respective Departmental Management Teams in each Service Area, as required by the Risk Board. Risks were being reviewed departmentally on a monthly basis across all services (with one exception in August 2022). Service representatives continued to challenge individual items to ensure that all controls and assurances were properly monitored and assured.

The Officer Risk Board had reviewed risks using a new definition of what constituted a corporate risk. These corporate risks had also been reviewed by CMT, and one extra corporate risk had been added since the previous review of the risk register. This related to risks involved in the delivery of the Levelling Up, UKSPF and Town's Fund projects within the timescales set by the Government. Members were asked to note that many Councils were competing for the same contractors to deliver these works in tight timescales and this could impact on the feasibility of meeting those deadlines.

Members welcomed the report and the work that had been undertaken by the Council in respect of risk management during the year. Reference was made to the availability of contractors to work on large infrastructure projects and Members suggested that demand had potentially peaked and was even starting to decline, which might make it easier for the Council to secure contractors to deliver works in the timescales required by the Government.

RESOLVED that

- 1) **the present list of Corporate Risks be approved; and**
- 2) **the progress made on the Action Plan approved by CMT on the 16th March 2022 be noted.**

76. OVERVIEW AND SCRUTINY COMMITTEE

The Executive Committee was advised that there were no minutes from the Overview and Scrutiny Committee for consideration on this occasion.

77. MINUTES / REFERRALS - OVERVIEW AND SCRUTINY COMMITTEE, EXECUTIVE PANELS ETC.

The Chair confirmed that there were no referrals from either the Overview and Scrutiny Committee or any of the Executive Advisory Panels on this occasion.

78. ADVISORY PANELS - UPDATE REPORT

The following verbal updates were provided on the Executive Advisory Panels and other groups:

- a) Climate Change Cross Party Working Group – Chair, Councillor Anthony Lovell

Councillor Lovell explained that he was hoping to arrange for a meeting of the Climate Change Cross Party Working Group to take place shortly. During this meeting, Members would be invited to consider further information about the climate change implications of the planning process.

Executive Committee

Tuesday, 25th October, 2022

- b) Constitutional Review Working Party – Chair, Councillor Matthew Dormer

The Executive Committee was advised that a meeting of the Constitutional Review Working Party was in the process of being organised and it was likely that this would take place in November 2022.

- c) Corporate Parenting Board – Council Representative, Councillor Nyear Nazir

Councillor Nazir confirmed that there were no updates from the Corporate Parenting Board on this occasion.

- d) Member Support Steering Group – Chair, Councillor Matthew Dormer

Councillor Dormer explained that the latest meeting of the Member Support Steering Group had had to be rescheduled as it had not been quorate on 13th October 2022. The meeting was now due to take place on 3rd November 2022.

- e) Planning Advisory Panel – Chair, Councillor Matthew Dormer

Members were informed that there had been no meetings of the Planning Advisory Panel since the previous meeting of the Executive Committee.

The Meeting commenced at 6.30 pm
and closed at 7.41 pm

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Executive6th December 2022**Workforce Strategy**

| | |
|--|--|
| Relevant Portfolio Holder | Councillor K Ashley |
| Portfolio Holder Consulted | Yes |
| Relevant Head of Service | Deb Poole – Head of Transformation, OD & Digital |
| Report Author | Job Title: HR & OD Manager Contact email:becky.talbot@bromsgroveandredditch.gov.uk Contact Tel:01527 64252 |
| Wards Affected | N/A |
| Ward Councillor(s) consulted | N/A |
| Relevant Strategic Purpose(s) | Enabling |
| Key Decision / Non-Key Decision | |
| If you have any questions about this report, please contact the report author in advance of the meeting. | |

1. RECOMMENDATIONS: -**1.1 The Executive Committee is asked to RESOLVE that**

The approach taken by the Chief Executive, as Head of Paid Service, to address the Workforce Strategy be endorsed.

2. BACKGROUND

- 2.1 The Council's Workforce Strategy has been developed by taking into consideration our Council Plan and by focusing on ensuring we have a workforce that is fit for the future. The strategy links to and supports the Council's strategic priorities by identifying what the workforce needs to look like and how it needs to operate to deliver better outcomes for our communities.
- 2.2 The strategy helps provide direction to ensure that the organisation has the right people, with the right skills, in the right place, at the right level and at the right cost. The Workforce Strategy also aligns with our Customer and Digital Strategy and our Agile Policy to ensure the workforce has the tools to do their jobs effectively, can work flexibly and be responsive to customer needs.

Executive6th December 2022

- 2.3 The Workforce Strategy is essential in making sure the organisation can deliver the Council Plan and Strategic Priorities.
- 2.4 In order to deliver the direction needed, the strategy highlights the following three key themes:
- **Workforce Planning and Talent Management** - the way we secure and retain the workforce that we need now and in the future, whilst achieving an increasingly diverse workforce where everyone's contribution is recognised and valued.
 - **Engagement** - the ways employees are motivated and engaged in the delivery of the Councils' Strategic Purposes.
 - **Health, Safety and Wellbeing** – the health, safety and wellbeing of our staff is important, and we will strive to provide a safe and healthy working environment that promotes everyone's wellbeing. We will focus on helping staff to make better choices, change behaviours and better manage their overall wellbeing.

3. OPERATIONAL ISSUES

The strategy will ensure we have a clear approach to how we will manage and develop our current and future workforce.

4. FINANCIAL IMPLICATIONS

There are no financial implications other than those that may relate to specific activities referred to in the strategy. Any additional budget requirements will be explored through budget bids or business cases at the appropriate time.

5. LEGAL IMPLICATIONS

There are no legal implications.

6. OTHER - IMPLICATIONS**Relevant Strategic Purpose**

- 6.1 The Workforce Strategy sets out the Council's vision and aspirations for its workforce, both now and in the future. In doing so it recognises the importance of our staff as a resource central to our success in delivering our strategic purposes and services to our communities.

Executive6th December 2022**Climate Change Implications**

- 6.2 As agile working becomes more commonplace and the use of digital technology more important, the council will need to be open to adopting new ways of working which may reduce the requirement for travel thus supporting the councils green agenda.

Equalities and Diversity Implications

As we implement the strategy due consideration will be given to equality and diversity implications. However, it is recognised that a diverse workforce is more likely to understand our customers' needs and support the development of innovative ideas to fulfil those needs.

7. RISK MANAGEMENT

- 7.1 N/A

8. APPENDICES and BACKGROUND PAPERS

Appendix One: The Workforce Strategy

9. REPORT SIGN OFF

| Department | Name and Job Title | Date |
|---------------------------------|---|-------------|
| Portfolio Holder | Cllr K. Ashley | 26/10/2022 |
| Lead Director / Head of Service | Deb Poole – Head of Transformation, OD & Digital | 19/10/22 |
| Financial Services | Michelle Howell – Head of Finance & Customer Services | 26/10/2022 |
| Legal Services | Mike Rowan Legal Services Manager | 26/10/2022 |

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Workforce Strategy 2022 to 2026

Redditch Borough Council



Date of Issue: November 2022
Review Date: 2026

REDDITCH BOROUGH COUNCIL

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Foreword

As we look to the future, we are actively embracing technology and innovation. We want to be an employer of choice, with a high performing, agile and diverse workforce. We believe that it is important that we have a clear approach to how we will develop our current and future workforce particularly in these times where our budgets are under more pressure than ever before.

Our Workforce Strategy sets out how we will develop the capacity and capability of our workforce to achieve our Strategic Priorities. Our aim is to create a high-performance culture that can drive the effectiveness and efficiency of our service delivery. The Council Plan sets out a clear vision for the outcomes the council wants to deliver for our residents. The Workforce Strategy describes the way we plan to develop our current and future workforce to ensure we have the right people with the right skills, to enable the council to deliver the council plan. The Strategy also signals a clear intent to better integrate workforce planning with financial and service planning processes.

The Strategy sets out our aims / plans for the next four years and demonstrates a commitment to our workforce. Our staff are our most valuable asset. We must ensure that all staff feel engaged and motivated so that they can deliver the best possible services to the residents.

We recognise that some of the things in this strategy will be challenging to deliver which is why it is imperative that staff feel they have a voice and can contribute to improving the way we do things. I would encourage you to embrace the strategy and play your part in helping us achieve the workforce of the future.

Kevin Dicks
Chief Executive

Introduction

Our refreshed Council Plan 2020 – 2024 sets out how we, as a council, will support the achievement of the vision for the borough / district through our strategic purposes. Our workforce is integral to delivering against Strategic Purposes.

**REDDITCH
BOROUGH
COUNCIL**

- **Run and grow a successful business**
- **Finding somewhere to live**
- **Aspiration, work and financial independence**
- **Living independent, active and healthy lives**
- **Communities that are safe, well-maintained, and green**

Our Workforce Strategy is essential in making sure we can deliver our Council Plans and our Strategic Priorities. It should be read in conjunction with service and corporate level business plans as the themes set out here are how we intend to support delivery of our Council Plans.

We recognise that the greatest asset the councils have is our workforce, who make such a positive difference to the quality of residents' lives. The Workforce Strategy demonstrates the value we place on our people, their energy, ideas, and innovation and sets out how we intend to demonstrate this.

As we move forward into a world where agile working becomes more commonplace and the use of digital technology more important to achieving high performance, we will need to adopt new ways of working and develop new and different skill sets and behaviours. While technology will become even more important in how we deliver services to our customers and, while we move to a more digital model of service delivery, we must not forget the importance of human interaction.

The continued financial challenges we face mean high performance and adopting new ways of working are even more important than before.

The Workforce Strategy builds on and expands the previous Human Resources & Organisation Development Strategy (2017) and sets out how we are going to achieve the workforce of the future.

The diagram below provides an overview of how the Workforce Strategy fits alongside the Council's other strategic plans.



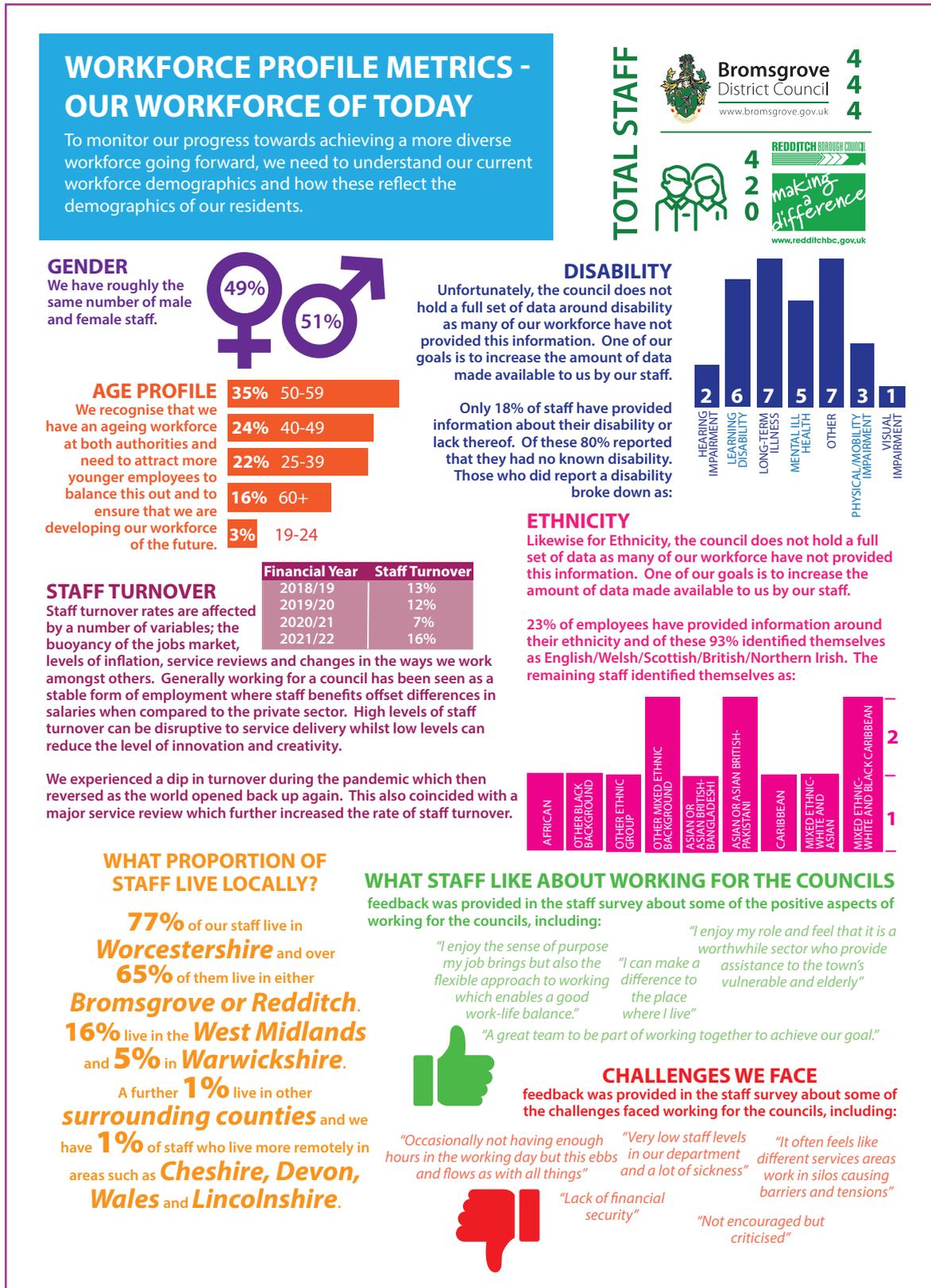
Other interlinking strategies – The Workforce Strategy has a direct link to other strategies and plans including the Customer & Digital Strategy, Equalities Strategy and Asset Strategy.

Purpose

The Workforce Strategy sets out the Council's vision and aspirations for its workforce, both now and in the future. In doing so it recognises the importance of our staff as a resource central to our success in delivering our strategic purposes.

Our Approach

Our starting point is understanding our current workforce. The infographic below provides an overview of where we are at present.



Our approach is practical and recognises that this is a corporate strategy, and everyone within the two councils has a role to play in its delivery. This strategy is supported by a detailed action plan setting out who will take the lead on which element, how we will measure our success and deliver our objectives to completion.

How will we monitor progress?

We will monitor progress and the difference we are making through a variety of ways, such as performance measures, surveys, and human resources data. In addition, regular progress reports will be provided to Corporate Management Team (CMT). A Workforce Strategy Group will have oversight and responsibility for the Strategy's implementation and will receive regular updates on progress from topic leads.

Our Vision for our workforce

- Develop a high-performing workforce which delivers the services our customers need
- Create a culture which drives employee engagement and open, two-way dialogue at all levels
- Find ways to ensure that our workforce is engaged, motivated and resilient
- Develop a workforce which is flexible, adaptable and innovative
- Provide an environment which is safe, healthy and supportive
- Ensure a diverse and inclusive workforce. See page 5 for our current workforce demographics
- Demonstrate our ongoing commitment to supporting our staff

We will achieve this by focusing on three themes:

1. **Workforce Planning and Talent Management** - the way we secure and retain the workforce that we need now and in the future, whilst achieving an increasingly diverse workforce where everyone's contribution is recognised and valued.
2. **Engagement** - the ways employees are motivated and engaged in the delivery of the Councils' Strategic Purposes.
3. **Health, Safety and Wellbeing** - the health, safety and wellbeing of our staff is important, and we will strive to provide a safe and healthy working environment that promotes everyone's wellbeing, and we will focus on helping staff to make better choices, change behaviours and better manage their overall wellbeing.

Progress Updates

We will keep staff up to date on progress, and key actions will be communicated to staff through the Chief Executive's Q&A sessions, Team Briefs and Oracle newsletters, and via updates on the Orb.

Getting Involved

There will be many ways for staff to get involved by providing their feedback, thoughts, and ideas. These will include team meetings, focus groups, one-to-ones and via Kevin's Q&A sessions. Individuals can participate in the training and development opportunities on offer, respond to staff surveys, look after their own health and wellbeing, and help ensure that their workplace is safe for themselves and others.

Workforce Planning and Talent Management

Aims:

- To implement a strategic and systematic approach to workforce planning to define, attract and grow our future workforce and leaders, creating our route map for the future
- To ensure Strategic Workforce Planning is linked and embedded in business planning.
- To attract, engage and retain the best talent from the widest pool and to ensure their on-going development, to maximise the contribution they make to the delivery of council services
- To safeguard the delivery of future council services by developing our future workforce internally including our future leaders
- To achieve a diverse workforce which is representative of the communities we serve
- To develop and retain high performing talent

Including:

- A systematic approach to workforce planning - understanding what our future business looks like, the skills, knowledge and behaviours that will enable us to deliver services now and, in the future
- Evidence based decision making supported by accurate workforce data and projection of future need.
- Ensuring there are sufficient mechanisms in place to get the best out of employees, be it through performance appraisal, one to one meetings, training and development and talent management programmes.
- Focus our development activities to increase leadership capability across the organisation
- Looking to introduce more creative ways of reaching potential candidates, using better ways of selecting the best talent for our organisation and recruiting for future potential
- Streamline our recruitment and selection process to enable us to select the best candidates and fill posts quickly
- To be a modern employer of choice, whereby our recruitment, development opportunities, reward and recognition align with our workforce plans.
- Provide wider opportunities through work experience and apprenticeships
- Make full use of the apprenticeships levy to support learning and development and career progression of current and future workforce.
- Review performance processes to ensure they are fit for purpose in an agile workforce
- Implementing learning and development programmes which fit both the organisation's needs and staff aspirations wherever possible
- Reviewing our approaches to retention, looking at keeping and developing talent within the organisation
- Continuing to build on our approach to performance management to reflect the changing environment in which we work, understanding what "good" looks like, providing staff with

recognition for good performance, and supporting staff if they struggle to achieve this.

- Reviewing the use of our temporary workforce to ensure that this is aligned to our permanent workforce strategies
- Maintaining accurate and up-to-date human resources analytics such as establishment, leavers, starters etc to support decision making, workforce planning, monitoring and reporting
- Ensuring that our pay and conditions are fair and consistently applied
- Providing staff benefits which meet requirements and provide support when staff need it such as making their money go further
- Implementing an agile working approach that is appropriate for our business

Engagement

Aims:

- To enable staff to be high performers by helping them see how their role fits into the bigger picture and to understand the value that they bring
- To help all staff to be committed to success
- To create a culture where staff are proud of what they do and are committed to supporting their customers
- To ensure that staff have timely and relevant information to enable them to deliver high levels of performance
- To seek staff input and participation in setting our direction and the delivery of Council services
- To recognise effort as well as achievement
- To have a culture of open and constructive communication

Including:

- Developing an organisation culture which reflects our values and supports our staff to be high performers
- Promoting our Principles as part of our employer brand and internal identity
- Carrying out staff surveys and audits, using the results to drive decision making
- Reviewing communications within the councils to ensure that they are timely, accurate, transparent, and two-way
- Looking at ways to involve staff in consultation around corporate projects and plans
- Establishing an induction process which meets the needs of our new starters and staff moving within the organisation, and allows them to rapidly become productive members of our workforce
- Improving leader visibility and ensure they are engaged and 'walk the talk' around wellbeing
- Exploring ways of improving and promoting staff wellbeing

- Ensuring our Equalities, Diversity and Inclusion policies are reflected in our processes, procedures, behaviours and culture
- Ensuring that Appraisals and One-to-Ones take place regularly and provide a safe place to hold two-way conversations around aspirations, performance, and achievements in an open, honest, and respectful manner
- Holding team meetings which provide an open forum for development, discussion and the exchange of information, views, and ideas

Health, Safety and Wellbeing

Aims:

- To provide a workplace that meets staff needs, both physical and mental
- To meet our legal obligations to staff health, safety and wellbeing
- To have a consistent and coordinated approach to wellbeing through effective leadership
- To make a significant shift from reactive to preventative approaches to wellbeing

Including:

- Supporting managers so that they understand and carry out their role in ensuring health, safety and wellbeing
- Managing risk by observing best practices in industry and through collaborating with staff and managers
- Providing training and awareness sessions around essential health, safety and wellbeing topics
- Providing Occupational Health & Employee Assistance Programmes (EAP), increasing staff awareness and understanding of the benefits of the EAP, Occupational Health interventions and any wellbeing initiatives which form part of the strategy
- Participating in local and national wellbeing initiatives where there is a benefit to our staff, supporting and learning from other organisations
- Providing access to services that are available to organisations in the public sector which support our wellbeing agenda
- Providing essential health surveillance and interventions where relevant to specific roles
- Engaging with HSE's Stress Management Standards throughout the Workforce Strategy to prevent stress-related illness as far as reasonably practicable, and to minimise the impact of stress-related issues on the workplace
- Developing wellbeing resources and toolkits to enable staff to better take responsibility for their own wellbeing
- Increasing the visibility and awareness of wellbeing, making it relevant and accessible by improving signposting to internal and external resources

Version Control

| | | | | |
|-------------------------|--|---------------------------|----------------------|---------------|
| Title | Redditch Borough Council Workforce Strategy 2022 to 2026 | | | |
| Description | | | | |
| Created By | Head of Transformation, OD & Digital Services | | | |
| Date Created | 2022 | | | |
| Maintained By | Head of Transformation, OD & Digital Services, Human Resources & Development Manager | | | |
| Next Review Date | 2026 | | | |
| Version Number | Modified By | Modifications Made | Date Modified | Status |
| | | | | |
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Executive Committee

06 December 2022

THE INTRODUCTION OF VIRTUAL PARKING PERMITS FOR RESIDENTS' PARKING SCHEMES AND STAFF CAR PARKS

| | |
|-------------------------------|---|
| Relevant Portfolio Holder | Councillor Peter Fleming |
| Portfolio Holder Consulted | Yes |
| Relevant Head of Service | Guy Revans - Head of Environmental and Housing Property Services |
| Report Author | Job Title: Senior Engineering Technician Contact email: matthew.mead@bromsgroveandredditch.gov.uk Contact Tel: 3345 |
| Wards Affected | All |
| Ward Councillor(s) consulted | No |
| Relevant Strategic Purpose(s) | Communities which are Safe, Well Maintained and Green |
| Key Decision | |

1. RECOMMENDATIONS

The Executive Committee is asked to RESOLVE that:-

the Council adopts a Virtual Parking Permit system for all Residents' Parking Schemes and Town Hall Staff Car Parks, including adding these latter car parks to the existing Off-Street Parking Order

2. BACKGROUND

- 2.1 Appendix 1 shows all the current Residents' Parking Schemes (RPS) that are in place within the Borough. The Council have operated RPS in various areas since 2009. It currently has a total of 547 No. properties included in the schemes, with an average of 550 No. resident and visitor permits issued each year. Wychavon District Council (WDC) administer the scheme on the Council's behalf. Staff car parks at the Town Hall, Trescott Road and the former Market Traders' car park are also shown.
- 2.2 Currently, applications and permits for RPS are posted or emailed, as there is a requirement to display the permit in the windscreen of the vehicle, so as to avoid being issued with a Penalty Charge Notice (PCN).
- 2.3 It is proposed that the scheme is made virtual to remove the need for printing, laminating and posting the actual permits, and to allow the residents to park without the need to continually display a permit. This

Executive Committee**06 December 2022**

will remove the single use plastics for the permit holders, remove the printing and laminating process and associated costs, and enabling the customer to manage their own permit using a designated system (MiPermit). Any changes to their permit, such as a new registration number for a different vehicle would be undertaken by the customer through the app, thereby avoiding the need for a replacement permit to be issued and posted, as previously required.

- 2.4 Virtual permit schemes are in operation across the Country and more locally are in place in Worcester City, Wyre Forest, Malvern Hills and Bromsgrove District Councils.
- 2.5 With the addition of the National Health Service (NHS) staff to the Town Hall, it is of course necessary to ensure that parking is available for both NHS, Council staff and Members in the appropriate allocated car parks at the Town Hall, Trescott Road the former Market Traders' car park. The introduction of a Virtual Permit system will achieve this aim, together with ensuring that suitable enforcement is operational. The current swipe card and barrier enforcement system can be removed.

3. FINANCIAL IMPLICATIONS

- 3.1 RPS permits currently cost £10 each per annum, with a maximum of three separate cars being registered at each property, together with one free of charge visitor permit. Currently WDC retain all income from the RPS to administer the scheme. It is proposed that these arrangements will continue, but WDC will be responsible for implementation of the virtual permit system.
- 3.2 The MiPermit virtual permit system has already proven successful with the season tickets, staff permits and member permits in Bromsgrove. The same system would be used to incorporate the Redditch Virtual Permit scheme. The set-up fees would cost £1,500, and be covered from existing budgets. Once the system is place, the running costs would be £1 per permit issued (this is for both visitor and resident permit).

4. LEGAL IMPLICATIONS

- 4.1 The existing Off-Street Parking Order will be required to be amended to include the Town Hall, Trescott Road the former Market Traders' car park.

Executive Committee06 December 2022

5. STRATEGIC PURPOSES - IMPLICATIONS**Relevant Strategic Purpose**

- 5.1 *Communities which are Safe, Well Maintained and Green* – the use of the MiPermit app will provide a more efficient system which will benefit both the customer and the Council alike.

Climate Change Implications

- 5.2 The current annual issue and use of printed, laminated permits and plastic holders for each vehicle will be no longer required. There will be no mail requirements for documents, thereby reducing the carbon footprint of the new system to virtually zero.

6. OTHER IMPLICATIONS**Equalities and Diversity Implications**

- 6.1 It is envisaged, subject to Member approval, that Virtual Permits will be available from 1 April 2023 for the staff car parks, with RPS being available from 1 April 2024. In the interim period, residents who qualify for the RPS will be provided with instructions on setting up their account in MiPermit, together with holding open evenings at the Town Hall, to invite residents if they feel they require additional assistance. Obviously, both WDC's Parking Team and MiPermit's Help Line can be readily contacted for assistance. The Equalities Impact Assessment is attached as Appendix 2.
- 6.2 The staff car parks for the Town Hall and Trescott Road will no longer require swipe cards, which can prove difficult for disability access, when trying to reach out from the vehicle to the swipe card.

Operational Implications

- 6.3 Patrols and enforcement will be required from the Civil Enforcement Officers for the Town Hall, Trescott Road and the former Market Traders' car park.

Barriers will no longer be required at these car parks, saving on running and replacement costs, when required.

Executive Committee**06 December 2022**

7. RISK MANAGEMENT

- 7.1 MiPermits conforms to all our required standards with regards to data storage.

8. APPENDICES and BACKGROUND PAPERS

Appendix 1 – Drawing showing location of Residents' Parking Schemes together with Town Hall, Trescott Road and the former Market Traders' car parks.

Appendix 2 - Equalities Impact Assessment.

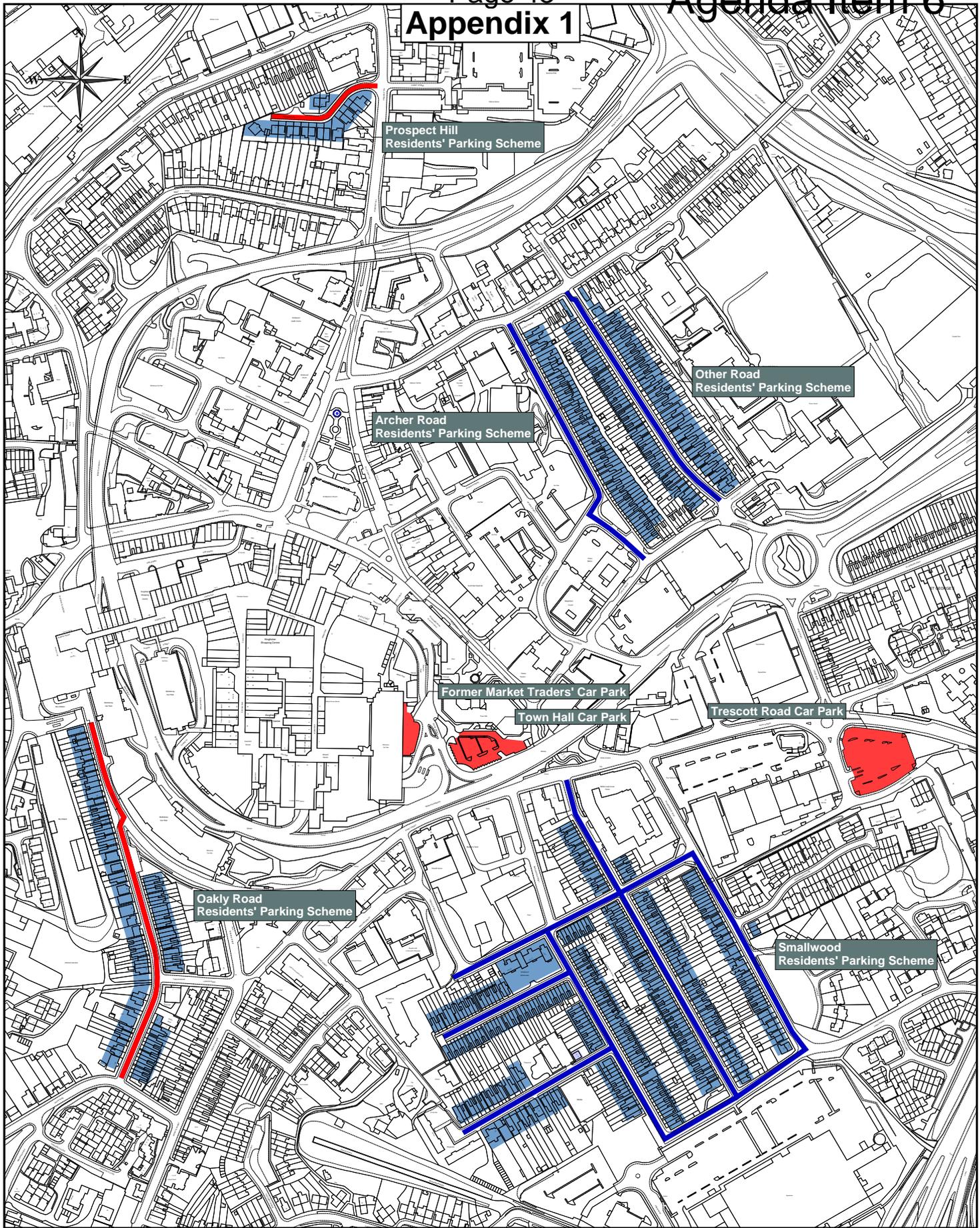
Appendix 3 - Car Parking Policy - Town Hall, Trescott Road and former Market Traders' car park.

Executive Committee**06 December 2022****9. REPORT SIGN OFF**

| Department | Name and Job Title | Date |
|-------------------------------|---|-------------|
| Portfolio Holder | Councillor Peter Fleming | 18/11/2022 |
| Lead Director/Head of Service | Guy Revans Head of Environmental and Housing Property Services | 16/11/2022 |
| Financial Services | Peter Carpenter Director of Finance | 03/11/2022 |
| Legal Services | Clare Flanagan Principal Solicitor | 22/08/2022 |
| Policy Team | Emily Payne Engagement and Equalities Advisor | 24/08/2022 |
| Climate Change Officers | Kath Manning - Climate Change and Energy Support Officer Anna Wardell-Hill Environmental Policy and Awareness Officer | 17/08/2022 |

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Appendix 1



REDDITCH BOROUGH COUNCIL

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Bromsgrove District Council

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Project: Virtual Permits

Drawn: PTL

Engineering and Design Services

Town Hall
Walter Stranz Square
Redditch
Worcs B98 8AH

Drawing: Appendix 1
Executive Committee
Report (06.12.2022)

Scale: 1/5,000
@ A4

Drawing No: P2070/35

Date: Nov 2022

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Ordnance Survey 100024252

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Equality Assessment - Guidance and Recording Form

1. Introduction

Redditch Borough Councils is committed to providing equality of access and recognises that discrimination does not need to be intentional for unfair treatment or adverse impact to occur. Our approach to equality recognises that the range of different groups in our society may have different needs and we seek to ensure that our services are fairly and equitably provided to all sections of the community.

We are **legally required** (The Equality Duty, The Equality Act 2010) to demonstrate that we have given 'due regard' to:

- eliminate unlawful discrimination, harassment and victimisation
- advance equality of opportunity between people who share a protected characteristic and those who do not
- foster good relations between people who share a protected characteristic and those who do not.

This means that equality considerations need to be evidenced in our decision-making processes and policies. This template will support you to evidence how the Duty has been taken into account. The Equality duty is to meet 'needs', rather than any desires or preferences for a particular treatment or service. Complying with the General Duty may involve treating some people better than others, as far as this is allowed by discrimination law. For example, it may involve making use of an exception or the positive actions provisions in order to provide a service in a way which is appropriate for a particular group. The General Duty also explicitly recognises that disabled people's needs are different from those of non-disabled people. In considering the requirements to meet the needs of disabled people, public bodies should therefore take account of disabled people's disabilities. This might mean making reasonable adjustments for them or treating them better than other people.

2. When is Equality Assessment required?

Any potential impact on equality should be considered **before any key decisions are made** and should be integrated into day-to-day policy-making, business planning and other decision-making arrangements. This is particularly relevant when making difficult financial decisions; if we are proposing to **stop, reduce or change a service** then we must have relevant equalities evidence to justify this.

Due regard means consciously thinking about the three aims of the General Duty as a part of the process of decision-making. This means that consideration of equality issues must influence the decisions we make, when:

- Developing, evaluating and reviewing policy
- Designing, delivering and changing services
- Commissioning and procuring from others

You must consider what evidence is available and whether any more information is needed. You cannot assume that a policy will benefit all service users without evidence to support that conclusion. It is not necessary in every instance, to have hard statistical data. We can also use more qualitative sources such as service user feedback or external sources, for example, information available from the Equality and Human Rights Commission, local or national representative groups etc. Local, regional or national statistical information and research may also be used if relevant.

3. How is the Equality Assessment to be carried out?

To assess a service or policy, consider and use any or all of the following options:

- Walk through the processes as a customer would, or as a member of staff and test it from their point of view - this can be done by the service manager or jointly with the team. Record this experience and make a record of any actions required as a result.
- Set up a customer test with volunteers from community or staff groups. Get them to access the service from start to finish, assess their experience and feedback. Make a record of what was discovered, who the group members were and any actions required as a result.
- Conduct statistical analysis from any service usage information available or customer satisfaction surveys looking for patterns of usage by defined equality groups and obvious gaps in usage.

If further evidence comes to light after the initial completion of this assessment, if possible, go back to the original assessment and update it. Equality Assessment should be seen as a living, on-going process rather than a one off exercise.

4. Who carries out the assessment?

The manager of the service is responsible for ensuring that the assessment is carried out and recorded on this form.

A list of every completed Equality Assessment will be published on the relevant Council's website. Any Elected Member or member of the public can ask for copies of the assessment and any information that has been used in the completion of the assessment.

For further information or assistance please contact:

Policy Team on 01527 548284 or 01527 881616 or equalities@bromsgroveandredditch.gov.uk

Useful documents:

[Redditch](#) Equality Strategy

Quick start guidance to the Equality Duty can be found [here](#)

Equality Assessment Record - Example

Please ensure the following:

- That the document is understandable to a reader who has not read any other documents, and explains (on its own) how the Public Sector Equality Duty is met. This does not need to be lengthy, but must be complete.
- That available support information and data is identified and where it can be found. Also be clear about highlighting gaps in existing data or evidence that you hold, and how you have sought to address these knowledge gaps.
- That the equality impacts are capable of aggregation with those of other EIAs to identify the cumulative impact of all service changes made by the council on different groups of people.

| | |
|---|------------------------------------|
| Title of Service, Policy, Procedure, Spending Review being Proposed | Virtual Permits for Parking |
| Name of Service Area | Environmental Services |
| Name of Officer completing this assessment | Matthew Mead |
| Date Assessment Started | 17/8/2022 |
| Name of Decision Maker (in relation to the change) | |
| Date Decision Made | |

Overview

Provide a clear overview of the aims of the service/policy/procedure and the proposed changes being made. Will the current service users' needs continue to be met? Why is the change being proposed? What needs or duties is it designed to meet?

Introduction off Virtual Parking permits to reduce waste and carbon emissions and make the system easier to use and with quicker response times no need to post documents resident able to change their own permit for example they change cars quickly on the day

| Who is the proposal likely to affect? | Yes | No |
|---------------------------------------|-------------------------------------|-------------------------------------|
| All residents | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Specific group(s) | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| All Council employees | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Specific group(s) of employees | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| Other – Provide more details below | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

Details

Outline who could be affected and how they could be affected by the proposal/service change. Include current service users and those who could benefit from but do not currently access the service.

The main group that will be negatively affected will be people who don't have access to the internet at present in the UK 96% of the population have internet access this fall to 80% when the resident is over 65 years old. Add information about population of Redditch.

The main advantage of the new system is your details can be updated quickly as the permit holder manages their own account. There is no need to visit council building or put documents in the post they can all be uploaded online this is easier for people with busy lives.

The system is now used in Bromsgrove and works well with no issues involving the residents scheme Bromsgrove has an older population on average than Redditch

Evidence and data used to inform your equality impact assessment

What data, research, or trend analysis have you used? Describe how you have got your information and what it tells you.

We used information from Office of National Statistics for Internet access based on 2020

Engagement and Consultation

What engagement and consultation have you undertaken about the proposal with current service users, potential users and other stakeholders? What is important to them regarding the current service? How does (or could) the service meet their needs? How will they be affected by the proposal? What potential impacts did they identify because of their protected characteristic(s)? Did they identify any potential barriers they may face in accessing services/other opportunities that meet their needs?

When we implement the scheme we will run a large publicity campaign to inform resident that the new system is being implemented including when we send out the renewal letters this will be the last off these we send. There will be drop in sessions at the town hall where we will have translation services available to help show residents how to use the new system and help deal with any issues.
There is a PC with internet access at the town hall and the Library for any residents without home internet access

Public Sector Equality Duty

Due regard must be given to the three aims of the Equality Duty. This means that you must consciously think about the three aims as part of the process of decision-making. Consider the current service and any proposed changes, thinking about what issues may arise.

| Equality Duty Aims | Evidence |
|--------------------|----------|
|--------------------|----------|

| | |
|---|--|
| <p>Eliminate unlawful discrimination, harassment and victimisation How does the proposal/service ensure that there is no barrier or disproportionate impact for anyone with a particular protected characteristic</p> | <p>Due to the lower amount of internet access to older people they are going to be affected by the proposal but currently according to office for National statistics these numbers are rising.</p> |
| <p>Advance equality of opportunity between different groups How does the proposal/service ensure that its intended outcomes promote equality of opportunity for users? Identify inequalities faced by those with specific protected characteristic(s).</p> | |
| <p>Foster good relations between different groups Does the service contribute to good relations or to broader community cohesion objectives? How does it achieve this aim?</p> | |

Is there evidence of actual or potential unfairness for the following equality groups?

- Does the proposal target or exclude a specific equality group or community?
 - Does it affect some equality groups or communities differently and can this be justified?
 - Is the proposal likely to be equally accessed by all equality groups and communities? If not, can this be justified?
- (It may be useful to consider other groups, not included in the Equality Act, especially if the proposal is specifically for them e.g. lone parents, refugees, unemployed people, carers)

Impact of proposal

Describe the likely impact of the proposal on people because of their protected characteristic and how they may be affected. How likely is it that people with this protected characteristic will be negatively affected? What are the barriers that might make access difficult or stop different groups or communities accessing the proposal? How great will that impact be on their well-being? Could the proposal promote equality and good relations between different groups? How?

If you have identified any area of actual or potential unfairness that cannot be justified, can you eliminate or minimise this?

What mitigating actions can be taken to reduce or remove this impact? (Include these in the action plan at the end of the assessment) Equal treatment does not always produce equal outcomes; sometimes you will have to take specific steps for particular groups to address an existing disadvantage or to meet differing needs.

| Protected Group | Impact of proposal | Justification for any actual or potential unfairness identified | If you have identified any area of actual or potential unfairness that cannot be justified, can you eliminate or minimise this? |
|--------------------------------|-------------------------|---|--|
| Age | Access to system | | <p>There is a PC at the Town hall so residents can renew their permits as time goes on the number of residents without internet access will drop many other council now use these systems. There be introduction days to show people how to use the system at the town hall with the parking team.</p> |
| Disability | None | | |
| Transgender | None | | |
| Marriage and Civil Partnership | None | | |
| Pregnancy and Maternity | None | | |
| Race | None | | |
| Religion or Belief | None | | |
| Sex (Male/ Female) | None | | |
| Sexual Orientation | None | | |

How will you monitor any changes identified?

You will need to ensure that monitoring systems are established to check for impact on the protected characteristics and human rights after the decision has been implemented. Describe the systems which are set up to:

- monitor impact (positive and negative, intended and unintended) for different groups
- monitor barriers for different groups
- enable open feedback and suggestions from different communities
- ensure that the EIA action plan (below) is delivered

The actions required to address these findings are set out below.

| Action Required | By Whom | By When | Completion Date |
|---|---------|---------|-----------------|
| Add rows as appropriate | | | |

| Sign off on completion | Name | Signature | Date |
|------------------------------------|------|-----------|------|
| Lead Officer completing assessment | | | |
| Equalities Officer | | | |

When you have completed this assessment, retain a copy and send an electronic copy to the Policy Team (Equalities) attaching any supporting evidence used to carry out the assessment.

Glossary

Direct discrimination

Treating someone less favourably than someone else in the same circumstances e.g.

- In employment, racist or sexist banter, derogatory comments and innuendo
- Failure to treat grievances seriously or to investigate effectively
- Unfairly denying access to employment, training or facilities and services

Indirect discrimination

Where a provision, criterion or practice is applied equally to all but has the effect excluding or reducing the access for a particular group and is not a proportionate means of achieving a legitimate aim. Even if this effect is unintentional, it can still be unlawful e.g.

- Unnecessary height restrictions for access to employment opportunities
- Refusing training for promotion to people who work part-time
- Requiring fluency in a language where this is not necessary
- Relying on word of mouth to recruit to employment or training opportunities

- Qualification requirements that are not justified for the level of the job.

Policy, Practices and Services

Refers to any activity the council does, be that a service we provide, an initiative we run, a policy we write or a procedure we observe.

- It may refer to the way we do things which are customary
- It may refer to activities we undertake such as meetings, focus groups or publications we produce.

Protected Characteristics

Age

Consider all age groups although legal protection only applies to people aged 18 or over

Disability

Consider all types of impairment, physical and mental, sensory, visible and hidden

- Learning disability
- Families and carers of disabled children
- Mobility impairments
- Wheelchair users
- Mental health needs/ disorders and psychological conditions
- HIV/ Aids
- Sensory impairments such as sight and hearing
- Cancer and long term progressive conditions such as MS

Gender

Refers to the physiological fact of being male or female. consider whether something has a different impact on men or women - particularly if it's more of an impact on women, consider the impact if they have caring responsibilities whether its childcare or other types of care

Gender re-assignment

Transgender (Gender Dysphoria) or the preferred term, Gender Confirmation. Consider all stages of re-assignment, before, during and after re-assignment treatment or gender confirmation surgery

Marriage and Civil Partnerships

It *only* covers those who are married or in a civil partnership (NB single status is not protected in the Equality Act)

Pregnancy and maternity

This includes physical state of pregnancy, on maternity leave or planning maternity leave or returned from maternity leave and includes breast feeding

Race

This includes race, colour, nationality, national or ethnic origin and caste (caste through case law, not explicitly referenced)

- Race is a generic overall term
- Colour refers to the colour of a person's skin
- Nationality applies to internationally recognised nationalities
- National Origin applies where you have changed your nationality in your life time or there is something about you that indicates that your parents or grandparents' origins were in another part of the world – e.g. name, religion
- Ethnic Origin applies where identifiable groups have established a unique and different ethnicity to the rest of the population – this currently applies to Jews, Gypsies, Sikhs Irish and Scottish Travellers
- Caste is the traditional organisation of South Asian, particularly Hindu, society into a hierarchy of hereditary groups.

Religion or Belief

All established religions and beliefs (and non-belief) including but not limited to the following:

- | | | |
|----------------|---------------------------|------------------|
| • Christianity | • Baha'i | • Rastafarianism |
| • Hinduism | • Buddhism | • Atheism |
| • Islam | • Jainism | • Agnosticism |
| • Judaism | • Paganism | • Humanism |
| • Sikhism | • Parsi or Zoroastrianism | |

Sexual orientation

- Gay – usually refers to men with sexual orientation towards other men although sometime refers to women with sexual orientation towards other women
- Lesbian – refers to women with sexual orientation towards other women
- Bisexual – refers to men and women with sexual orientation to either or both their own gender or the opposite gender
- Heterosexual refers to men and women with sexual orientation towards the opposite gender

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Car Parking Policy - Town Hall, Trafford Park and former Market Traders' Car Park

Redditch Borough Council and Bromsgrove District Council

Date of Issue: November 2022

Version 1.0

Contents

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1. Introduction

This policy is intended to clarify which members of staff can park on the Town Hall Car Park, Trafford Park and the former Market Traders' Car Park.

This policy applies to all employees of Redditch and Bromsgrove Councils. Its scope also extends to other potential users of the car parks.

Staff should be aware that parking at any of the Council's staff car parks will be at the employee's own risk.

The car parks are managed with a Virtual Permit system and will be strictly enforced.

A Parking Order will be in force, with resultant Penalty Charge Notices being issued for any parking contraventions. All appeals must go through the Wychavon District Council appeals process.

2. Responsibilities

It is the responsibility of the line manager to:

- Ensure that all employees understand the policy and procedures to be followed.

It is the responsibility of the individual employee to:

- Abide by the rules of the policy and ensure they only park where they are allowed to.

It is the responsibility of the Human Resources to:

- Advise and support line managers in a consistent and timely way, in cases where further action by the Line Manager may be required.
- Provide specialist advice and training to managers/supervisors to assist them to manage the car parking policy.
- Advise line managers and employees on the policy and procedure and how it should be applied.
- Provide line managers with advice on the application of the any relevant legislation and its relevance within this policy.

It is the responsibility of Directors/Heads of Service to:

- Ensure the fair, consistent and appropriate application of the Car Parking Policy.

3. The Car Parking Policy

a) Parking at the Town Hall

There is only limited space on the Town Hall car park, therefore access is restricted. Only the following employees and other potential users may park there during office hours: Monday - Friday, 9.00 am - 5.00 pm. (Please note that as spaces are limited, spaces cannot always be guaranteed).

When there is limited spaces available on the town hall priority will be given to blue badge holders and the pregnant.

b) Employees

- CMT
- Chief Executive
- Executive Directors/Director
- Heads of Service
- Employees with medical needs approved by HR/Occupational Health. (See below)
- Workforce undertaking work at Town Hall that need access to equipment in a vehicle
- Messenger's van (not the messenger's own car)
- Dial-a-Ride Buses
- Civil Enforcement Officers (Wychavon District Council)
- CCTV/Control Staff (where their shift will be worked 'out of hours')
- Pool Car
- Property Services' Vans
- Officers on Emergency Call
- Members Services' Officers on meeting days only

c) Non-employees who may use the car park

- Councillors
- Visitors - five pre-bookable spaces in allocated bays only
- Creche - in designated spaces
- Disabled/Blue Badge holders (could also be members of staff)
- NHS staff can park only in their allocated bays

d) Parking facilities for other employees

All other employees attending the Town Hall, whether as their normal place of work, or to attend training or meetings, should not park at the Town Hall car park during normal office hours.

Other employees may instead use the free car parking available at Trafford Park. **Please note that free car parking spaces cannot be guaranteed. Car parking is not a right.**

e) Parking outside normal office hours

Where employees are expected to work outside of normal office hours, they will be allowed to move their cars to the Town Hall Car Park.

Employees are expected to arrange their work, so they are not making unnecessary trips back and forth to the Town Hall.

f) Picking up and dropping equipment

Staff picking up/dropping off equipment or heavy items, can do so via the Town Hall car park. To access the car park, they should contact reception and book a visitors' space but move their car as soon as the equipment is unloaded.

g) Employees with medical disability and pregnancy

Employees with medical needs will still need to obtain permission to park at the Town Hall car park. Where it is identified that an employee's health requires them to park at the Town Hall, they will be authorised to do so. This will be authorised where it is evidenced that the employee is not fit enough to walk from any other employee car parking location. Every case will be considered on its own merits, and to ensure a fair and consistent approach, advice will be obtained from a qualified medical practitioner.

It is recognised that there could be a delay in obtaining medical advice. In these circumstances employees will be asked to continue to park as they have done until the guidance is obtained. Alternatively, where circumstances require, Town Hall parking may be authorised immediately by Human Resources, in conjunction with the parking team to change the permit, but only until such time as medical guidance is obtained.

Process:

- The employee must initially inform their line manager, who will make the request to Human Resources on their behalf.
- In order to ensure a fair and consistent approach the employee must confirm to their manager all of the following:
 - the nature of their medical condition
 - the reasons it is recommended they do not to walk from Trafford Park
 - whether they have had their own medical advice regarding parking for work
 - the period for which they expect to need access to Town Hall car parking
- The manager must then contact Human Resources, outlining the details of the request, as outlined above.
- The manager will be asked to also provide this information in writing or by email to the relevant HR Officer.
- occupational health guidance to be sought or for a letter to come from the employee's own GP, to support the request the occupational health guidance will be acted on this will need to be a clear decision if the member of staff needs parking at the town hall.
- If approved, by the 4th Tier manager then the permit will be set up that employee's access to the Town Hall car park. This will be done by enabling access on the employee's virtual permit.

Such authorised parking will normally be agreed for a fixed period, at the end of which the employee's Virtual Permit will be automatically removed, and permission

to park will end. Extensions, if needed, should therefore be sought, and agreed in plenty of time.

Please note, that as space is limited, parking spaces cannot be guaranteed. Employees and managers are therefore advised to have alternative arrangements in place to support staff with mobility issues in the event they are unable to park at the Town Hall on any given day (e.g. arrangements for the manager/colleagues to collect the employee from Trafford Park and then drop them at the Town Hall). The manager/colleague would then return and park at Trafford Park. Such an arrangement may also be useful where an employee in the main is able to walk from Trafford Park, but occasionally has difficulty in doing so.

The disabled bays will be strictly enforced. Parking without a Blue Badge will result in a Penalty Charge Notice being issued.

h) Parking in the former Market Traders' Car Park

The Market Traders' car park is now an overflow facility, where all staff with a Town Hall permit may park, together with staff who are Blue Badge holders.

This car park is therefore limited on space. Employees of the Council may park there, but only within the following provisions:

- If you are then advised that you may not, for any reason park there at that time, you will be expected to move your car.
- Civil Enforcement Officers will issue Penalty Charge Notices for any parking contraventions. All appeals must go through the Wychavon District Council appeals process.

FOR FURTHER INFORMATION ON THIS POLICY, PLEASE CONTACT YOUR HUMAN RESOURCES OFFICER.

Executive Committee

06 December 2022

**IMPROVEMENTS TO VEHICULAR ENTRY AND EXIT ARRANGEMENTS
ARROW VALLEY CAR PARK, BATTENS DRIVE**

| | |
|-------------------------------|---|
| Relevant Portfolio Holder | Councillors Peter Fleming and Joanne Beecham |
| Portfolio Holder Consulted | Yes |
| Relevant Heads of Service | Guy Revans - Head of Environmental and Housing Property Services Ruth Bamford - Head of Planning, Regeneration and Leisure Services |
| Report Author | Job Title: Engineering Team Leader Contact email: pete.liddington@bromsgroveandredditch.gov.uk Contact Tel: 534108 |
| Wards Affected | Winyates |
| Ward Councillor(s) consulted | No |
| Relevant Strategic Purpose(s) | Communities which are safe, well maintained and green |
| Non-Key Decision | |

1. RECOMMENDATIONS

The Executive Committee is asked to **RECOMMEND** that: -

- i) **A budget of £28.3k be added to the 2022/2023 Capital Programme to be funded from monies already received from Woodbine Group Ltd in order to pay for the improvement works set out in this report.**

2. BACKGROUND

- 2.1 The new Lidl retail store that is located on the former Health Club site, off Battens Drive, is accessed both for their customer and delivery use, via the existing vehicular access serving both the main Arrow Valley Park (AVP) car park and Countryside Centre. An agreement existed between the Council and the owners of the former Squash Centre (original use of the private site before changing to the Health Club), whereby vehicular access was permitted over this Council's owned access.
- 2.2 Discussions were held between Council Officers and the Consultants acting on behalf of Lidl during the Planning process, to try and come to an agreement on the proposed vehicular access arrangements. The Consultant's initial proposals were that the main access to the AVP car

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park/Countryside Centre should take secondary status, in that they are to be served off the access to their store, which would take primary status (refer to Appendix 1 showing extract from the Planning application drawing).

- 2.3 In addition to the demotion of the Council's main vehicular access to its premier leisure park, allowing access to a retail store to take preferential treatment, the existing position of the access and egress serving the Council's main car park was also considered unacceptable. During certain periods, there will be a continuous traffic flow utilising all facilities, creating a major conflict point for vehicles at this car park entry/exit point, particularly as its located so close to the junction with Battens Drive.
- 2.4 After discussions with Lidl's Consultant, they agreed to alter the access layout to accord with Appendix 2. However, they refused to close the existing access/entry to the AVP car park, and construct a new access at their expense, in the position shown, together with ancillary works. However, during the construction works period of the Lidl site, Woodbine Group discovered that they required an unplanned separate easement across Council owned land, for a new electricity service to be laid that served the new retail store. They obviously approached the Council requesting such an agreement, with the proviso that it was completed in haste, so as not to affect their programmed opening date. With this available opportunity, Officers granted such an easement, within the time period requested, in exchange for a financial payment equal to the estimated cost for completion of the outstanding car park access and exit works. Woodbine Group agreed, and consequently easement agreements were completed, with the required payment being made

3. FINANCIAL IMPLICATIONS

- 3.1 Payment of £28,300 received from the Woodbine Group Ltd.

4. LEGAL IMPLICATIONS

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

5. STRATEGIC PURPOSES - IMPLICATIONS**Relevant Strategic Purpose**

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- 5.1 **Communities which are safe, well maintained and green** – As highlighted within the report, the completion of the improvements to the vehicular entry and exit arrangements for the AVP car park, will significantly improve the highway safety aspect of the access road serving AVP car park, Countryside Centre and Lidl's retail store.

Climate Change Implications

- 5.2 There are no Climate Change implications arising from this report.

6. OTHER IMPLICATIONS**Equalities and Diversity Implications**

- 6.1 There are no equality and diversity implications arising from this report.

Operational Implications

- 6.2 There are no operational implications arising from this report.

7. RISK MANAGEMENT

- 7.1 If the works as described were not undertaken, and if vehicular collisions occurred, resulting in injuries to persons, then it would be of course the responsibility of the parties involved to settle any claims through their own Insurance Companies. This Council should not be involved in any such matters, albeit occurring on a Council owned site. However, depending on the severity of any resulting injuries to persons involved, the responsible Insurance company may take the view that the Council has a case to answer, due to the 'poor' engineering layout of the junction with the existing car park exit/entry. Consequently, the proposed improvements would eliminate any such legal possibilities.

8. APPENDICES and BACKGROUND PAPERS

Appendix 1 – Extract of Lidl Planning application drawing showing proposed vehicular access arrangements.

Appendix 2 – Proposals put forward by Council for required completed vehicular access arrangements.

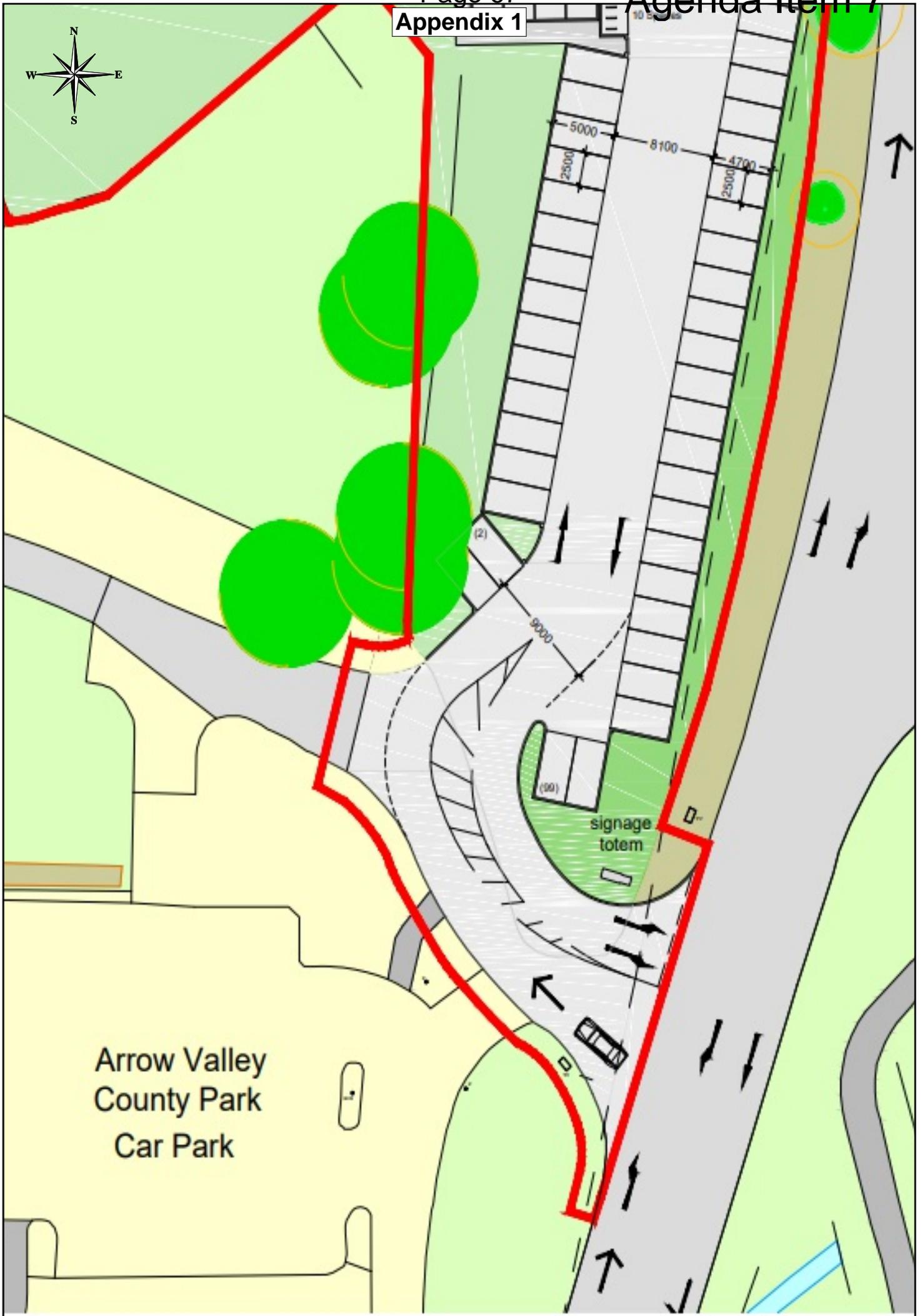
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9. REPORT SIGN OFF

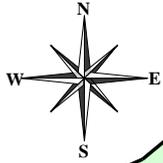
| Department | Name and Job Title | Date |
|--------------------------------|--|-------------|
| Portfolio Holders | Councillors Peter Fleming and Joanne Beecham | 17.10.2022 |
| Lead Director/Head of Services | Guy Revans - Head of Environmental and Housing Property Services Ruth Bamford - Head of Planning, Regeneration and Leisure Services | 17.10.2022 |
| Financial Services | Peter Carpenter Director of Finance | 22.09.2022 |
| Legal Services | Claire Felton - Head of Legal, Democratic and Property Services | 22.09.2022 |
| Policy Team | Emily Payne Engagement and Equalities Advisor | 22.09.2022 |
| Climate Change Officers | Kath Manning - Climate Change and Energy Support Officer Anna Wardell-Hill Environmental Policy and Awareness Officer | 22.09.2022 |

Appendix 1



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Appendix 2



New lay-by for high vehicles waiting to enter through height barrier

Existing height barrier replaced with new design

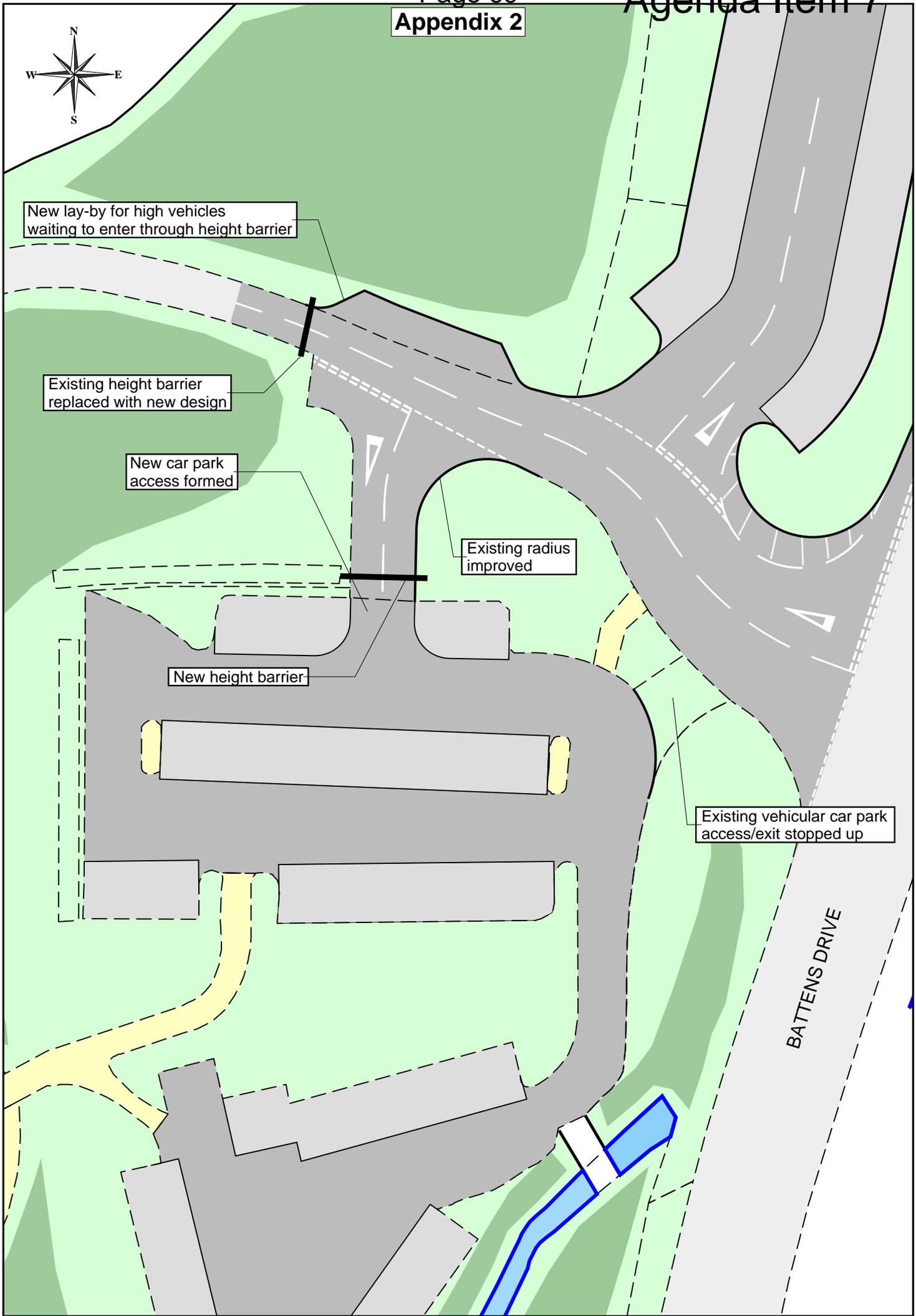
New car park access formed

Existing radius improved

New height barrier

Existing vehicular car park access/exit stopped up

BATTENS DRIVE



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2022**

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Quarter 2 2022-23 – Financial and Performance Report

| | |
|--|---|
| Relevant Portfolio Holder | Councillor Ashley – Portfolio Holder for Finance and Enabling |
| Portfolio Holder Consulted | Yes |
| Relevant Head of Service | Michelle Howell Deborah Poole |
| Report Authors | Head of Finance and Customer Services michelle.howell@bromsgroveandredditch.gov.uk Head of Business Transformation, Organisational Development and Digital Strategy d.poole@bromsgroveandredditch.gov.uk Contact Tel: |
| Wards Affected | All Wards |
| Ward Councillor(s) consulted | No |
| Relevant Strategic Purpose(s) | All |
| Key Decision | |
| If you have any questions about this report, please contact the report author in advance of the meeting. | |

1. RECOMMENDATIONS

The Executive Committee is asked to RESOLVE that:

- 1) The current financial position in relation to Revenue and Capital Budgets for the period July to September 2022 be noted;
and
- 2) The Q2 Performance data for the Period July to September 2022 be noted.
- 3) That £150,000 is allocated from the Financial Services Reserve to fund cross council improvements in HR and ICT.

2. BACKGROUND

- 2.1 This report presents at Quarter 2 (July - September) 2022/23:
 - the Council's forecast outturn revenue monitoring position for 2022/23 based on data to Quarter 2
 - An update on progress on the 2023/24 budget process
 - The organisations performance against the strategic priorities outlined in the Council Plan Addendum, including operational

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2022**

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measures to demonstrate how the council is delivering its services to customers.

3. DETAILED PERFORMANCE**Financial Performance**

- 3.1 As part of the monitoring process a detailed review has been undertaken to ensure that issues are considered, and significant savings and cost pressures are addressed. This report sets out, based on the position at the end of quarter 2, the projected revenue outturn position for the 2022/23 financial year and explains key variances against budget.
- 3.2 The £10.520m full year revenue budget included in the table below is the budget that was approved by Council in March 2022.
- 3.3 At quarter 1 of 2022/23, it was noted that the budget included £595,000 of organisational cross-cutting efficiency targets which had not been allocated to services. This target was offset by forecast underspends across other service areas predominantly due to vacancies. The 2022/23 budget has therefore been revised to reflect the allocation of the operational efficiency target to those areas. The projected outturn figure at Q2 is a £369k overspend, after the “absorption” of the £595k of non-allocated savings and efficiency targets.

| | 2022/23 Full Year Budget | 2022/23 Cross- cutting saving allocation | 2022/23 Revised Budget | 2022/23 Q2 Actuals | 2022/23 Adjusted Forecast Outturn | 2022/23 Adjusted Forecast Outturn Variance (Under) / Over spend |
|--|---|---|---------------------------------------|-----------------------------------|--|--|
| Regulatory Client | 391,190 | | 391,190 | 150,115 | 333,594 | (57,597) |
| Business Transformation & Organisational Development | 1,794,085 | (76,055) | 1,718,030 | 883,683 | 1,784,825 | 66,795 |
| Chief Executive | (1,934,525) | | (1,934,525) | 566,564 | (1,939,311) | (4,786) |
| Community & Housing GF Services | 1,578,076 | (154,853) | 1,423,223 | 649,080 | 1,685,768 | 262,544 |
| Environmental Services | 2,779,319 | | 2,779,319 | 422,217 | 2,963,582 | 184,264 |
| Financial & Customer Services | 1,905,007 | (244,943) | 1,660,064 | 9,067,146 | 1,683,401 | 23,337 |
| Legal, Democratic & Property Services | 2,238,105 | (184,457) | 2,053,648 | 849,054 | 2,099,985 | 46,338 |
| Planning, Regeneration & Leisure Services | 1,293,154 | (83,106) | 1,210,048 | 524,456 | 1,206,992 | (3,055) |
| Cross cutting savings and efficiency targets | (595,012) | 743,414 | 148,402 | 0 | 0 | (148,402) |

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| | | | | | | |
|--------------------|-------------------|----------|-------------------|-------------------|-------------------|----------------|
| RBC Rubicon Client | 1,070,604 | | 1,070,604 | 460,750 | 1,070,604 | 0 |
| Grand Total | 10,520,000 | 0 | 10,520,000 | 13,573,066 | 10,889,439 | 369,439 |

3.4 Budget Variances

The following paragraphs explain the forecast variances for each area against the 2022/23 revenue budgets (a more detailed analysis of which can be found at Appendix A). It is important to note that, at this stage in the financial year there are a number of instances where annual expenditure or accruals may distort the profiling as reflected in the Q2 actual; this has been reflected in the forecast outturn for each service area.

In addition to this, it is also important to note that the Council is yet to close its accounts for the 2020/21 and 2021/22 financial years. This could therefore result in adjustments to the actual expenditure/income and forecast outturn positions as reported in the table above. Further updates will be provided to Members throughout the financial year.

Business Transformation & Organisational Development – £67k overspend

Within Business Transformation & Organisational Development, the forecast overspend is predominantly due to purchases within the ICT service. This is after the absorption of £76k cross cutting efficiency savings targets based upon forecast underspends within Human Resources at quarter 1 due to vacancies within the service. Following the installation of a new HR software package, recruitment is underway to recruit to vacant posts within the service.

Chief Executive - £5k underspend

There is a small underspend forecast within the Chief Executive area.

Community and Housing General Fund Services - £263k overspend

Within Community and Housing General Fund Services there are two services in particular that have a significant variance against budget:

- Housing Options (£211k overspend) – This is predominantly as a result of increasing expenditure linked to increases in demand for housing support and temporary accommodation costs. It is important to note that, the present cost of living crisis may result

in increases in demand for council services, which at the point of writing cannot be fully quantified in this forecast.

- Community Transport (£65k underspend) – This is mainly as a result of a forecast reduction in income for the service.

This overall overspend forecast is after the absorption of cross cutting efficiency savings targets totalling £155k based upon forecast underspends within Housing Options and Community Safety/CCTV at quarter 1 due to vacancies within the service.

Environmental Services - £184k overspend

Within Environmental Services there are two service areas with significant forecast overspends against budget:

- Engineering & Design (£113k overspend) – the forecast overspend is mainly as a result of expenditure on non adopted highways due to health and safety works.
- Tree Management (£71k overspend) – The forecast overspend in this service is as a result of insurance claims.

This forecast overspend will be kept under review throughout 2022/23. In the event that efficiencies across other budgets are not identified during the latter part of the year, a proposal will be brought forward to seek approval to fund this pressure through earmarked reserves.

Finance & Customer Services - £23k overspend

Within Finance & Customer Services there is a forecast overspend totalling £23k, this is after the absorption of £245k cross cutting efficiency savings targets based upon forecast underspends at quarter 1. This will continue to be reviewed in light of pressures within the service, with further updates provided during 2022/23.

Legal, Democratic and Property Services - £46k overspend

Within Legal, Democratic and Property Services there are two service areas with significant forecast outturn variances against budget. Business Development (£18k underspend) is currently forecasting an underspend as a result of vacancies within the team. The underspend is offset by the forecast cost of Elections totalling £63k. The service overall has absorbed £184k cross cutting efficiency savings targets based upon forecast underspends at quarter 1.

Planning, Regeneration and Leisure Services - £3k underspend

There is a small forecast underspend totalling £3k within this service after the absorption of £83k cross cutting efficiency savings targets based upon forecast underspends at quarter 1.

Cross cutting savings and efficiency targets

Organisational efficiency targets totalling £595k have been allocated to service areas based upon forecast underspends as at quarter 1; predominantly linked to vacancies. This will be kept under review as we progress through the financial year.

Regulatory Client - £58k underspend

A £58k underspend on the Licencing Client is forecast due to increased General Licencing and Taxi licencing income.

- 3.5 Overall, the Council is currently forecasting a revenue overspend in the region of £369k for the 2022/23 financial year, after reflecting the absorption of cross-cutting savings targets. This position will continue to be reviewed particularly given the impact of the increasing costs linked to inflation and further updates will be provided to Members throughout 2022/23.
- 3.6 This in-year budget forecast reflects the best information available at the present time, however it is important to note that there are a number of key factors that may impact upon the financial position which are not yet reflected fully within the forecast, including:
- The present cost of living crisis and the impact that this may have upon demand for council services, including the impact of homelessness and the cost of bed and breakfast temporary accommodation costs.
 - Inflationary increases – general inflation has been running at 10% and will impact upon transport costs, utilities and contracts in particular.
 - Pay negotiations – the Employers have offered a 2022/23 pay award of £1,925 per pay point plus on costs which has been accepted. This equates to an additional £953k cost to the Council from its initial budget. We budgeted for a 2% increase in our base budget in the MTFS which was £180k. The Council will

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need to fund this additional pressure from reserves during 2022/23.

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Capital Monitoring

- 3.7 A capital programme of £4.1m was approved in the Budget for 2022/23 in March 2022.
- 3.8 However, in addition to this funding the Council also have the following Grant Funded Schemes which are being delivered in 2022/23:
- Towns Fund – Executive in June approved business cases for
 - The Digital Manufacturing and Innovation Centre of £10.5m. £8m of this funding will come from the Towns Fund with the remainder being applied for from the Greater Birmingham and Solihull LEP.
 - Improvements to the Town Centre Public Realm of £3.4m. £3m of this funding will come from the Towns Fund.
 - The business Case for the Library site was reviewed in September. There is £4.2m of Town Funding for this project if approved.
 - UK Shared Prosperity Fund - £294k of grant spend (although a significant amount will be revenue based).
- 3.9 The spend at quarter 2 is £1.5m of the overall 2022/23 capital budget totalling £4.1m as detailed in Appendix B.
- 3.10 Capital monitoring for 2021/22 was undertaken towards the end of the financial year (at period 11), and spending was only £1.3m which is substantially below the £9.9m programme. The main reason for this variance is no spending against the £4.3m Regeneration Fund although parts of it will be required for Council's obligations with Towns Fund delivery. Therefore circa £8m of spending will need to be assessed for reallocation into 2022/23. This will be addressed in the outturn reports to Executive.
- 3.11 Both Existing Capital Programmes (21/22 and 22/23) are set out in the Appendix B. Appendix B shows a number of budget lines where there is expenditure against lines with no budget. This will be rectified in the 2021/22 Outturn report where unspent funding on scheme in 2021/22 can be approved to be carried forward into the 2022/23 financial year. This is shown in the P11 2021/22 table where there is a column for budgets to be approved to be carried forward.

Application of Earmarked Reserves

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- 3.12 The position as reported to Council in February 2022 as per the 2022/23 – 2024/25 Medium Term Financial Plan is shown in Appendix C.
- 3.13 We have highlighted in the Tranche 1 2023-24 to 2025-26 Medium Term Financial Plan (MTFP) that went to Executive on the 25th October, that there was the requirement to invest in back office. In the MTFP Paper we talk about investment in updating processes in order to use technology like Robotics to Automate processes which will save costs and put less pressure on what a difficult recruitment market is already when positions become vacant or can only be filled by Agency staff which is expensive. In addition to this we also need to move through backlogs that have built up over the past 2 years, like the finance department are doing via the financial recovery process, to get up to date and ensure that going forward back-office functions are responsive and cost effective. The two sets of investment are in Human Resources and ICT and are set out in detail in Appendix D.
- For HR, the investment required is £150,000
 - For ICT, the investment required is £151,000
- 3.14 This investment would be split 50% Bromsgrove, 50% Redditch. The funding for this would come from the Financial Services Earmarked Reserve, which presently stands at £1.135m

HRA Position

- 3.15 The HRA budget totalling £25.4m was approved in March 2022 and funded from Rents and tenants' contributions. The approved capital programme for 2022/23 totals £14.2m.
- 3.16 As at Quarter 2 of 2022/23, it is currently forecast that the HRA will outturn with a surplus in the region of £141,000 which will be transferred to HRA Balances.
- 3.17 The main variances that have contributed to this surplus are:
- Repairs & Maintenance - Anticipated efficiency savings arising from improved work planning and timely delivery of works.
 - Supervision & Management - the variance is predominantly due to vacant posts pending the ongoing review of the Housing function and reduced professional and consultancy fees.
- 3.18 As at Quarter 2 of 2022/23, it is currently forecast that the HRA capital programme budget will outturn with a spend of £10.1m against a

£14.2m budget. The £4.1m underspend is primarily as a result of delays in project start dates and changes in assumptions regarding Housing 1 for 1 purchases. Contracts have been procured in areas where underspends are presently projected order to facilitate future delivery.

4. Update on Progress with the 2023/24 Budget

4.1 On 25th October 2022, Executive was presented with a report which detailed the process that Officers are following, and progress towards, balancing the Council's budget in 2023/24 and over the medium term. The report set out:

- The starting position for the 2023/24 MTFP.
- The emerging national picture including expected settlement dates.
- The Council's Base Assumptions including Inflation and Grants
- Fees and Charges update.
- Strategic Approach
- Tranche 1 set of pressures and savings proposals.
- Impact on Reserves and Balances.
- Capital Programme.
- Robustness Statement
- Consultation Details.

4.2 To summarise, in February 2022 the Council set a three year Medium Term Financial Plan 2022/23 to 2024/25. That plan had inherent budget deficits built into the plan with balances set to fall from £2.292m to £0.282m over the period.

4.3 The revised budget gap to be bridged, including the roll forward to include 2025/26, prior to any inflationary adjustments, increases from £0.949m in 2023/24 to £1.040m over the medium term.

4.4 During the first 6 months of the financial year, Officers have identified Tranche 1 savings proposals totalling £1.5m in 2023/24. These more than offset the £1. m budget deficit in that year. Further details are available in the Savings Proposal Document (Appendix A to Medium Term Financial Plan 2023/4 to 2025/6 – Tranche 1 report), which sets out the growth and savings proposals in more detail.

4.5 However, when adding in inflationary pressures (non-utilities) the deficit position moves to £599k which reduces to £125k over the three-year period.

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4.6 We have kept utilities separate at the moment at there is talk of significant Government support. If this were not to materialise then the overall deficit position increases to £1.7m, reducing to £1.3m on present working assumptions.

4.7 It is important to note that we are budgeting during a time of extreme uncertainty given the change of Prime Minister, Cabinet and Chancellor, inflationary pressures and operating in a post C-19 environment. Work will continue in validating all assumptions, robustly challenging estimates, ensuring the delivery of existing saving plans. Updates will be included in Tranche 2 of the MTFs and balanced budget setting process and will also include the outcome of the Local Government Finance Settlement. This report will be presented to Executive in January 2023.

5. Performance Report

5.1 The performance report sets out to provide data and information that links all activity back to the Council's strategic priorities as set out in the Council Plan and Council Plan Addendum. Whilst the report focuses primarily on corporate, strategic measures there is a section that provides some operational measures data to provide a general overview of service delivery.

5.2 Whilst the Council has an approved Council Plan in place it was completed before the Covid-19 outbreak. Recently the Council reviewed this plan to ensure it remains fit for purpose. As a result of this review, the Council developed the Council Plan Addendum to take any change in focus brought about by the pandemic, into consideration. The addendum document will sit alongside the current Council Plan for the next twelve months. It is designed to provide an intermediary position ahead of a full review of the Council's long term priorities in 2023. Currently the Council's key strategic priorities are:

- Economic Development and Regeneration
- Housing Growth
- Work and Financial Independence
- Improved Health and Wellbeing
- Community Safety and Anti-Social Behaviour
- Green Thread
- Financial Stability
- Organisational Sustainability
- High Quality Services

5.3 It is recognised that effective performance management will enable the Council to use its limited resources in a more targeted manner,

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maximising the value of Council services and allowing the Council to be even more responsive to customers' needs.

5.4 Appendix E sets out the Strategic Priorities and Performance Measures in detail. For the 9 priorities there is data contained in the Appendix on:

- The Performance Measure being used.
- An update on how it is being used.
- Where relevant, contextual information.

The Strategic Performance Measures and their respective outputs are set out below. Full context is given in Appendix E:

- Economic Development and Regeneration
 - Supporting businesses to start to Grow
 - Measure – Take up of Grants – **Table in Appendix E shows by year**
 - Regenerating our Infrastructure
 - Measure - % of empty shops – **First data in Q4**
 - Measure – Level of funding secured - **£15m**
- Housing Growth
 - Measure – Number of new Homes – total and affordable (Annual) - **132 and 19 (185 and 65)**
 - Measure – Number of new council houses (HRA) projected to be built during 2022/23 - **19 (19)**
 - Measure – Number of homeless approached - **Chart in Appendix E sets out by quarter and year**
 - Measure – number of threatened with homelessness preventions - **tbc**
 - Measure – Number of homeless applicants housed - **tbc**
 - Measure – Local housing affordability rate – **7.57 (7.57)**
- Work and Financial Independence
 - Measure – Number of Financial Independence Team client contacts - **Chart in Appendix E sets out by month and year**
 - Measure – Number of eligible children accessing nursery funding across the borough – **59% (59%)**
 - Measure – Number of energy rebate payments – **31,251 direct payments and 3,038 credit to council tax account (26,440)**
- Improved Health and Wellbeing
 - Measure – Number of Community Builders in post – **3 (3)**
 - Measure – Completion and implementation of the actions in the Leisure Strategy – **Strategy to be approved Oct 2022**
- Community Safety and Anti-Social Behaviour

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- Measure – Number of young people engaged through Detached/Outreach youth work – **51 (11)**
- Measure – Levels of crime – **chart sets out by type and year**
- Measure – Number of crime risk surveys carried out – **3 (2)**
- Measure - Number of positive outcomes because of Safer Streets Woodrow project – **18 outcomes detailed in Appendix E**
- Green Thread
 - Measure – Have an agreed and funded plan and capital replacement programme for the Council's fleet subject to any budget constraints – **EST reports to assist**
 - Measure – Have an agreed plan in place to deliver new requirements of national Resources and Waste Strategy and Environment Act – **WRAP funding for cross County feasibility study. Using Waste Board as a Task and Finish Group to examiner options to be agreed across Worcestershire.**
 - Measure - Introduce vegetable derived diesel into the Council's vehicles to reduce carbon emissions subject to any budget constraints – **Organisation now had first delivery of HVO**
 - Measure - Households supported by the Council's energy advice service – **New contract June 2022, data expected mid-late October**
- Financial Stability
 - Measure - Financial Performance – actuals consistent with budget – **via Finance Report**
 - Measure – Increased levels of General Fund Balances over the medium term – **via Finance Report**
 - Towns Fund Project delivered within budget – **via Finance Report**
- Organisational Sustainability
 - Measure – Number of corporate measures accessible through the dashboard – **43 (39)**
 - Measure - % of staff able to work in an agile way – **New, will be reported from Jan 23**
- High Quality Services
 - Measure - % of Personal Development Reviews undertaken each year - **tbc**
 - Measure - % of employees who undertake management training - **tbc**
 - Measure – Customer satisfaction with service delivery, measured through the Community Survey – **40.9% (40.9)**
 - Measure – Staff Turnover Rate – **16.6%**

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-
- 5.5 In addition, Appendix E sets out Operational Service Measures, these include:
- Sickness Absence Rates – **6.6 days**
 - Percentage of Household Waste sent for reuse, recycling and composting – Table by Month and year – **Sept 22 – 35.64% (June 28.16%)**
 - NI 191 – Residual Waste per household (Kg) **Sept 22 – 36.27kg (June 48.18kg)**
 - Fly Tips – **Sept 22 – 154 (June 137)**
 - Third Party Gas Audit Compliance (target 85%) – **Sept 22 91.25% (June 98.31)**
 - Average time to complete repairs to standard voids (target 20 calendar days) – **Sept 22 – 23 days (June 21.4 Days)**
 - Council Tax Collection Rate – **Sept 22 – 1.5% below target (June 1% below)**
 - Business Rates Collection Rate – **Sept 22 – 3.2% below target (June 2.8% below)**
 - Benefits Change of Circumstances turnaround – **9 Days**
 - Benefits New Claims Turnround – **20 days**
 - Customer Services calls by type – **Charts set out by department**
 - Customer Services Revenues calls – **Sept 2,977**
 - Customer Services Web Payments – **Sept 2,657**
 - Planning – Total number of applications determined in Q2 – **77 (63)**
 - Planning – Speed of decision making for major applications – **95% (94.7%)**
 - Planning – Speed of decision making for non-major applications – **82.6% (83.3%)**

6. FINANCIAL IMPLICATIONS

- 6.1 The financial implications are detailed in the body of the report.

7. LEGAL IMPLICATIONS

- 7.1 There are no direct legal implications arising as a result of this report.

8. STRATEGIC PURPOSES - IMPLICATIONS**Relevant Strategic Purpose**

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- 8.1 The Strategic purposes are included in the Council's corporate plan and guides the Council's approach to budget making ensuring we focus on the issues and what are most important for the borough and our communities. Our Financial monitoring and strategies are integrated within all of our Strategic Purposes.

Climate Change Implications

- 8.2 The green thread runs through the Council plan. The Financial monitoring report has implications on climate change and these will be addressed and reviewed when relevant by climate change officers to ensure the correct procedures have been followed to ensure any impacts on climate change are fully understood.

9. OTHER IMPLICATIONS**Equalities and Diversity Implications**

- 9.1 There are no direct equalities implications arising as a result of this report.

Operational Implications

- 9.2 Managers meet with finance officers to consider the current financial position and to ensure actions are in place to mitigate any overspends.

10. RISK MANAGEMENT

- 10.1 The financial monitoring is included in the corporate risk register for the authority.

11. APPENDICES and BACKGROUND PAPERS

Appendix A – Revenue Monitoring
Appendix B – Capital Monitoring
Appendix C – Earmarked Reserves
Appendix D – Application of Earmarked Reserves
Appendix E – Strategic Performance Measures
Appendix F – Operational Performance Measures

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APPENDIX A – 2022/23 Revenue Monitoring

| | 2022/23 Full Year Budget | 2022/23 Cross- cutting saving allocation | 2022/23 Revised Budget | 2022/23 Q2 Actuals | 2022/23 Adjusted Forecast Outturn | 2022/23 Adjusted Forecast Outturn Variance (Under) / Over spend |
|---|--------------------------------|--|------------------------------|-----------------------|--|---|
| Environmental Health / Protection / Enforcement | (253) | | (253) | (5,013) | (19,458) | (19,205) |
| Licenses (all) | (212,640) | | (212,640) | (146,107) | (259,653) | (47,013) |
| Pest & Dog control | (2,000) | | (2,000) | 0 | 0 | 2,000 |
| Regulatory Services client | 606,083 | | 606,083 | 301,234 | 612,705 | 6,622 |
| BDC Regulatory Client Total | 391,190 | | 391,190 | 150,115 | 333,594 | (57,597) |
| Corporate | 0 | | 0 | 0 | 0 | 0 |
| Equalities & Diversity | 14,977 | | 14,977 | 4,387 | 14,977 | 0 |
| Human Resources | 523,682 | (76,055) | 447,627 | 267,838 | 439,679 | (7,947) |
| ICT | 1,069,518 | | 1,069,518 | 565,033 | 1,144,260 | 74,743 |
| Policy | 57,494 | | 57,494 | 14,395 | 57,494 | 0 |
| Training & Organisational Development | 0 | | 0 | 0 | 0 | 0 |
| Transformation, Business process re-engineering & Lean Systems | 70,560 | | 70,560 | 17,573 | 70,560 | 0 |
| CMT - Business Transformation & Organisational Development | 57,855 | | 57,855 | 14,459 | 57,855 | 0 |
| Business Transformation & Organisational Development Total | 1,794,085 | (76,055) | 1,718,030 | 883,683 | 1,784,825 | 66,795 |
| Corporate | (2,600,420) | | (2,600,420) | 246,534 | (2,600,420) | 0 |
| SMT | 220,496 | | 220,496 | 103,223 | 220,496 | 0 |
| Central Post | 81,022 | | 81,022 | 80,691 | 100,960 | 19,937 |
| P A & Directorate Support | 136,373 | | 136,373 | 82,554 | 132,493 | (3,880) |
| Communications & Printing | 170,190 | | 170,190 | 56,514 | 149,346 | (20,844) |
| Partnerships | 57,814 | | 57,814 | (122,485) | 57,814 | 0 |
| Covid grants | 0 | | 0 | 119,532 | 0 | 0 |
| Chief Executive Total | (1,934,525) | | (1,934,525) | 566,564 | (1,939,311) | (4,786) |
| Climate Change / Energy Efficiency | 7,300 | | 7,300 | 1,630 | 7,300 | 0 |
| CMT - Community | 40,988 | | 40,988 | 60,585 | 38,042 | (2,945) |
| Community Safety | 394,465 | (60,818) | 333,647 | 405,403 | 326,624 | (7,023) |
| Community Transport | 176,351 | | 176,351 | 139,296 | 241,401 | 65,050 |
| Facilities Management | (1) | | (1) | 1,400 | (1) | 0 |
| Grants to voluntary bodies | 198,115 | | 198,115 | 83,779 | 198,115 | 0 |
| Housing Options | 639,517 | (94,035) | 545,482 | 256,809 | 756,856 | 211,374 |
| Housing Strategy & Enabling | 241,713 | | 241,713 | 59,604 | 243,574 | 1,861 |
| Lifeline | (88,371) | | (88,371) | (227,615) | (94,143) | (5,772) |
| Starting Well | (32,000) | | (32,000) | (131,812) | (32,000) | 0 |
| Community & Housing GF Services Total | 1,578,076 | (154,853) | 1,423,223 | 649,080 | 1,685,768 | 262,544 |
| Bereavement Services | (1,188,964) | | (1,188,964) | (609,701) | (1,188,964) | 0 |
| Car Parks / Civil Parking Enforcement | 29,009 | | 29,009 | (14,191) | 29,009 | 0 |
| Core Environmental Operations | 252,338 | | 252,338 | 35,374 | 257,780 | 5,442 |
| Engineering & Design | 333,744 | | 333,744 | 113,937 | 446,613 | 112,868 |
| Env Services Mgmt & Support | 443,306 | | 443,306 | 107,489 | 443,306 | 0 |
| Place Teams | 1,357,408 | | 1,357,408 | 240,367 | 1,364,239 | 6,831 |
| Stores & Depots | 0 | | 0 | (36,078) | 1,860 | 1,860 |
| Tree Management inc TPO's | 277,421 | | 277,421 | 196,435 | 348,238 | 70,817 |
| Waste Management | 1,289,802 | | 1,289,802 | 327,473 | 1,278,549 | (11,252) |
| CMT - Environment | (14,745) | | (14,745) | 61,112 | (17,049) | (2,303) |
| Environmental Services Total | 2,779,319 | | 2,779,319 | 422,217 | 2,963,582 | 184,264 |
| Accounts & Financial Management | 624,596 | | 624,596 | 1,401,377 | 707,916 | 83,320 |
| Benefits | 677,541 | | 677,541 | 405,674 | 632,683 | (44,858) |
| Benefits Subsidy | (333,912) | | (333,912) | 6,637,671 | (333,912) | 0 |
| Customer Services | 485,368 | (144,943) | 340,425 | 147,832 | 299,968 | (40,457) |
| Revenues | 428,822 | (100,000) | 328,822 | 454,694 | 344,398 | 15,576 |
| CMT - Finance | 22,592 | | 22,592 | 19,898 | 32,347 | 9,755 |
| Financial & Customer Services Total | 1,905,007 | (244,943) | 1,660,064 | 9,067,146 | 1,683,401 | 23,337 |
| Business Development | 188,264 | | 188,264 | 123,946 | 170,599 | (17,665) |
| Democratic Services & Member Support | 403,209 | | 403,209 | 157,270 | 396,855 | (6,354) |
| Election & Electoral Services, Periodic Electoral review | 258,938 | | 258,938 | 179,896 | 322,035 | 63,097 |
| Facilities Management | 1,052,802 | (184,457) | 868,345 | 289,076 | 875,604 | 7,259 |
| CMT - Legal | 57,937 | | 57,937 | 14,484 | 57,937 | 0 |
| Legal Advice & Services | 276,955 | | 276,955 | 84,381 | 276,955 | (0) |
| Legal, Democratic & Property Services Total | 2,238,105 | (184,457) | 2,053,648 | 849,054 | 2,099,985 | 46,338 |

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| | 2022/23 Full Year Budget | 2022/23 Cross- cutting saving allocation | 2022/23 Revised Budget | 2022/23 Q2 Actuals | 2022/23 Adjusted Forecast Outturn | 2022/23 Adjusted Forecast Outturn Variance (Under) / Over spend |
|--|--------------------------------|--|------------------------------|-----------------------|--|---|
| Development Services | 157,510 | (50,778) | 106,732 | 11,364 | 112,943 | 6,211 |
| Building Control | (2,766) | | (2,766) | (53,822) | (2,766) | 0 |
| Development Control | 135,340 | | 135,340 | (7,548) | 135,340 | 0 |
| Economic Development | 102,024 | | 102,024 | 32,390 | 102,024 | 0 |
| Emergency Planning / Business Continuity | 13,535 | | 13,535 | 632 | 13,535 | 0 |
| Non-Operational | 0 | | 0 | 0 | 0 | 0 |
| Parks, Open Spaces and Events | 418,237 | (32,328) | 385,909 | 185,292 | 379,610 | (6,299) |
| Planning Policy | 399,384 | | 399,384 | 53,053 | 399,384 | 0 |
| Town Centre Development | 10,000 | | 10,000 | 260,549 | 10,000 | 0 |
| CMT - Planning, Regeneration and Leisure | 59,890 | | 59,890 | 42,546 | 56,922 | (2,967) |
| Planning, Regeneration & Leisure Services Total | 1,293,154 | (83,106) | 1,210,048 | 524,456 | 1,206,992 | (3,055) |
| Business Development | 982,266 | | 982,266 | 326,693 | 982,266 | 0 |
| Cultural Services | 0 | | 0 | 51,217 | 0 | 0 |
| Parks and Events | 10,838 | | 10,838 | 21,076 | 10,838 | 0 |
| Sports Services | 77,500 | | 77,500 | 61,764 | 77,500 | 0 |
| RBC Rubicon Client Total | 1,070,604 | | 1,070,604 | 460,750 | 1,070,604 | 0 |
| Corporate Savings/Initiative | (595,012) | 743,414 | 148,402 | 0 | 0 | (148,402) |
| Cross cutting savings and efficiency targets Total | (595,012) | 743,414 | 148,402 | 0 | 0 | (148,402) |
| Net Expenditure before Corporate Financing | 10,520,000 | 0 | 10,520,000 | 13,573,066 | 10,889,439 | 369,439 |

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APPENDIX B – Capital Programme 2021/22 and 2022/23

2021/22 monitoring (as at period 11)

| Cap Proj | Description | Approved budget date | Original approved Budget | Duration (years) | Department | Budget 21/22 £ | reprofiling incl offbud £ | Budget increase incl revision | 2021/22 Total £ | Spent to Date | Slippage to be Agreed |
|----------|---|----------------------|--------------------------|------------------|---|----------------|---------------------------|-------------------------------|-----------------|---------------|-----------------------|
| C2000 | Home Repair Assistance | 21/22 | 40,000 | 4 | Community & Housing GF Services | 40,000 | | | 40,000 | 0 | 40,000 |
| C2001 | Disabled Facilities Grant | 21/22 | 839,000 | 4 | Community & Housing GF Services | | 1,156,847 | 839,000 | 1,995,847 | 765,269 | 1,230,578 |
| C2301 | HMO Grants | 21/22 | 25,000 | 4 | Community & Housing GF Services | | 29,515 | 25,000 | 54,515 | 0 | 54,515 |
| C2302 | Energy & Efficiency Install. | 21/22 | 110,000 | 1 | Community & Housing GF Services | | 50,065 | | 50,065 | 17,952 | 32,113 |
| C2315 | Camera Replacement programme | | | | Community & Housing GF Services | | | | 0 | | 0 |
| C2351 | New Digital Service | 2020/21 | 36,450 | | Community & Housing GF Services | 50,502 | 26,450 | | 76,952 | 16,636 | 60,316 |
| C2559 | Improvement Hally trear childrens centre | 2020/21 | 15,000 | | Community & Housing GF Services | | | | 0 | | 0 |
| NEW | 7kw electric vehicle charge point | 21/22 | 160,000 | 1 | Community & Housing GF Services | | | 160,000 | 160,000 | 0 | 160,000 |
| NEW | Greener Home | 20/21 | 150,000 | 2 | Community & Housing GF Services | | | 255,000 | 255,000 | -80,710 | 335,710 |
| C1302 | Improved Parking Scheme - Ashton Close, Headless Close | | | | Environmental Services | | | | 0 | | 0 |
| C1302 | Improved Parking Scheme - Cauparr Cottages - Feskenham | | | | Environmental Services | | 20,000 | | 20,000 | 0 | 20,000 |
| C1302 | Improved Parking Scheme - Lincon and Mandiford Close, Winyates | | | | Environmental Services | | | | 0 | | 0 |
| C1302 | Improved Parking Scheme - Patch Lane, Oakenshaw | | | | Environmental Services | | | | 0 | | 0 |
| C1302 | Improved Parking Scheme (includes Locality Funding) | | | | Environmental Services | 400,000 | | | 400,000 | -4,950 | 404,950 |
| C1305 | Locality Capital Projects - Green Lane, Studley | | | | Environmental Services | | 200,000 | | 200,000 | 0 | 200,000 |
| C2100 | New Rolling Road Brake Tester | 21/22 | 40,000 | 1 | Environmental Services | | | 40,000 | 40,000 | 0 | 40,000 |
| C2100 | Vehicle replacement | 21/22 | 698,000 | ongoing | Environmental Services | 1,927,000 | -1,611,500 | | 315,500 | 275,218 | 40,282 |
| C2100 | Vehicle replacement dial a ride | | | | Environmental Services | | | | 0 | | 0 |
| C2310 | Locality Capital Projects | | | | Environmental Services | | | | 0 | | 0 |
| C2310 | Locality Capital Projects - Woodrow Footpath Work | | | | Environmental Services | | | | 0 | | 0 |
| C2316 | Wheellie Bin purchase | | | | Environmental Services | 70,000 | 15,000 | | 85,000 | 88,093 | -3,093 |
| C2328 | Replacing 3 fuel pumps and upgrading tank monitoring equipment | | | | Environmental Services | | 25,000 | | 25,000 | 0 | 25,000 |
| C2329 | Replacing the fixed four part vehicle lift within the workshop with a mobile four column lift | | | | Environmental Services | | | | 0 | | 0 |
| C2330 | Car Park Maintenance | | | | Environmental Services | 25,000 | | | 25,000 | 0 | 25,000 |
| C2352 | Fleet Management Computer System | 2020/21 | 16,600 | 1 | Environmental Services | | 16,600 | | 16,600 | 0 | 16,600 |
| C2353 | Environmental Services Computer System | 2020/21 | 38,200 | 1 | Environmental Services | | 157,200 | | 157,200 | 84,535 | 72,665 |
| C2557 | Locality Capital Projects - Garage Condition Survey (Housing) | | | | Environmental Services | | | | 0 | | 0 |
| C2558 | Locality Capital Projects - Capital Landscape Improvement | | | | Environmental Services | | 1,825 | | 1,825 | 8,230 | -6,405 |
| | Arrou Valley Park Pay & Display Car Parking | | | | Environmental Services | | | 0 | 0 | | 0 |
| C1110 | Public Building | 2019/20 | 250,000 | 4 | Finance & Customer Services | 250,000 | | | 250,000 | 266,260 | -16,260 |
| C2245 | GF Arberbar | 2020/21 | 40,000 | 3 | Finance & Customer Services | 40,000 | 10,000 | | 50,000 | 83,272 | -33,272 |
| C2334 | New Finance Enterprise system | 2019/20 | 455,000 | 1 | Finance & Customer Services | | | | 0 | | 0 |
| C2349 | Regeneration Fund | | | | Finance & Customer Services | 2,000,000 | 2,354,670 | | 4,354,670 | 0 | 4,354,670 |
| NEW | Salix | 20/21 | 250,000 | 1 | Legal, Democratic and Property Services | | | | 0 | | 0 |
| C0071 | Spartan Contributions to support improvements to outdoor facilities at Terry Field | | | | Planning, Regeneration & Leisure Services | | | | 0 | | 0 |
| C0073 | Investment into Health and Fitness Facilities | | | | Planning, Regeneration & Leisure Services | | | | 0 | | 0 |
| C2321 | Arrou Valley Country Park - Play, Open Space and Sports Improvements | | | | Planning, Regeneration & Leisure Services | | | | 0 | | 0 |

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| Cap Proj | Description | Approved budget date | Original approved Budget | Duration (years) | Department | Budget 21/22 £ | reprofilinq incl clffud £ | Budget increase incl review | 2021/22 Total £ | Spent to Date | Slippage to be Agreed |
|------------------------------|---|----------------------|--------------------------|------------------|---|------------------|---------------------------|-----------------------------|------------------|------------------|-----------------------|
| O2322 | Arrau Valley Country Park - Play, Open Space and Sports Improvements | | | | Planning, Regeneration & Leisure Services | | 6,000 | | 6,000 | -1,297 | 7,297 |
| O2323 | Terrys Field - Sports Contribution to support existing approved funding | | | | Planning, Regeneration & Leisure Services | | 9,000 | | 9,000 | 19,503 | -10,503 |
| O2324 | Batchley Brook and Pond area - Open Space and Play Improvements | | | | Planning, Regeneration & Leisure Services | | | | 0 | | 0 |
| O2332 | Maintenance and improvements to playing pitches and sports facilities in Fockenhams Cricket ground | | | | Planning, Regeneration & Leisure Services | | | | 0 | | 0 |
| O2333 | Improvements at Business Centre | | | | Planning, Regeneration & Leisure Services | | 73,614 | | 73,614 | 88,957 | -15,343 |
| O2335 | Improvement to Marton Stanley -Play Area for toddler and junior play | | | | Planning, Regeneration & Leisure Services | | 79,686 | | 79,686 | 35,823 | 43,863 |
| O2336 | Improvement to Marton Stanley Open Space | | | | Planning, Regeneration & Leisure Services | | 25,633 | | 25,633 | 0 | 25,633 |
| O2337 | Improvement to Sports Pitcher infrastructure in Marton Stanley Park | | | | Planning, Regeneration & Leisure Services | | 98,535 | | 98,535 | 0 | 98,535 |
| O2338 | Improvement to Redditch Cricket Club Facilities | | | | Planning, Regeneration & Leisure Services | | | | 0 | | 0 |
| O2339 | Improvement to original Pump Track at AVCP | | | | Planning, Regeneration & Leisure Services | | 60,606 | | 60,606 | 0 | 60,606 |
| O2340 | Improvement of 'Green Parking' at Arrau Valley South | | | | Planning, Regeneration & Leisure Services | | | | 0 | | 0 |
| O2341 | Hedgerow Mitigation measures by restoration and hedge laying with associated fencing and gates at AVP SHM and AVP North | | | | Planning, Regeneration & Leisure Services | | 21,500 | | 21,500 | 0 | 21,500 |
| O2342 | Grazland Mitigation measures -re-creating and monitoring grazland habitat in MS and AVCP | | | | Planning, Regeneration & Leisure Services | | 146,590 | | 146,590 | 0 | 146,590 |
| O2343 | Pitch and sports facilities improvements at the Abbey Stadium | | | | Planning, Regeneration & Leisure Services | | | | 0 | | 0 |
| O2344 | POSI Play Improvements to Fargo Mill (24,528 POS and 26,700 Play) and Bardley Abbey Visitor Centre, Fl | | | | Planning, Regeneration & Leisure Services | | | | 0 | | 0 |
| O2345 | Maintenance works to existing tarmac pathways in Marton Stanley Park | | | | Planning, Regeneration & Leisure Services | | | | 0 | | 0 |
| O2346 | Removal of Sycamrs through Arrau Valley Park | | | | Planning, Regeneration & Leisure Services | | 437,000 | | 437,000 | 0 | 437,000 |
| O2347 | Marton Stanley Play, Sport and Open Space Improvements (General) | | | | Planning, Regeneration & Leisure Services | | 298,403 | | 298,403 | 204,091 | 94,312 |
| O2348 | Open space improvements - North Manor mast | | | | Planning, Regeneration & Leisure Services | | 3,000 | | 3,000 | 0 | 3,000 |
| O2354 | Cafe and Infrastructure Marton Stanley Park | 2020/21 | 100,000 | 1 | Planning, Regeneration & Leisure Services | | 100,000 | | 100,000 | 0 | 100,000 |
| NEW | Digital Screens | 2020/21 | 15,000 | 1 | Planning, Regeneration & Leisure Services | | | | 0 | | |
| NEW | Paving bay at main access AVCP | 2020/21 | 6,000 | 1 | Planning, Regeneration & Leisure Services | | | 24,700 | 24,700 | 12,000 | 12,700 |
| Total current Capital | | | | | | 4,302,502 | 3,311,239 | 1,242,700 | 9,957,441 | 1,378,882 | 8,078,559 |

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2022/23 monitoring (as at period 6)

| Capital Project Name | Approved Budget | Q2 Actuals | Budget Remaining |
|--|------------------------|-------------------|-------------------------|
| AVCP - Open Space and Sports Improvement | 0 | 2,269 | (2,269) |
| Car Park Maintenance | 25,000 | 17,837 | 7,163 |
| Disabled Facilities Grant | 839,000 | 301,159 | 537,841 |
| Energy & Efficiency Installation | 110,000 | 0 | 110,000 |
| GF Asbestos Programme | 40,000 | 1,475 | 38,525 |
| HMO Grants | 25,000 | 0 | 25,000 |
| Home Repairs Assistance | 40,000 | 0 | 40,000 |
| Improved Parking Scheme | 400,000 | 0 | 400,000 |
| Improvement of Morton Stanley Open Space | 0 | 255 | (255) |
| Improvement to Business Centres | 0 | 17,861 | (17,861) |
| Locality Capital Projects | 0 | 208,921 | (208,921) |
| Morton Stanley Park Sport and Open Spaces Improvements | 0 | 40,023 | (40,023) |
| New Finance Enterprise System | 0 | 53,345 | (53,345) |
| Public Building | 250,000 | 168,922 | 81,078 |
| Vehicle Replacement Programme | 1,504,000 | 29,350 | 1,474,650 |
| Arrow Valley Weir Works | 0 | 18,143 | (18,143) |
| Terry Field Outdoor Facilities Improvements | 0 | 951 | (951) |
| Wheelie Bin Purchase | 85,000 | 6,483 | 78,517 |
| New Digital Service | 50,502 | 41,881 | 8,621 |
| Environmental Services Computer System | 0 | 71,622 | (71,622) |
| Café and Infrastructure Morton Stanley Park | 0 | 61,464 | (61,464) |
| Salix Project | 0 | 431,967 | (431,967) |
| Widen access road to Arrow Valley Country park | 25,000 | 0 | 25,000 |
| Forge Mill and Bordelsey Open Space Improvements Draw down- S106 | 18,684 | 15,787 | 2,897 |
| Arrow Valley Entrance Improvements draw down - S106 | 10,000 | 0 | 10,000 |
| MUGA at Greenlands Sports Pitches draw down - S106 | 137,649 | 0 | 137,649 |
| Play Area I and POS improvements at Birchfield Road Rec Ground drawdown - S106 | 32,833 | 0 | 32,833 |
| Play Area and POS improvements at Batchley and Brockhill Park drawdown- S106 | 32,379 | 0 | 32,379 |
| Play Area improvements at Birchfield Road Headless X Rec drawdown- S106 | 7,575 | 0 | 7,575 |
| Play area, Open space and Sport improvements at Mayfields Park drawdown-S106 | 55,101 | 0 | 55,101 |

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| | | | |
|--|------------------|------------------|------------------|
| Play Area and POS improvements at Winyates drawdown- S106 | 40,449 | 0 | 40,449 |
| Cisco Network Update | 53,561 | 0 | 53,561 |
| Server Replacement Est (Exact known Q2 2022) | 83,250 | 0 | 83,250 |
| Laptop Refresh | 5,000 | 0 | 5,000 |
| Purchase a new ride on Scag Tiger Cat mower | 16,000 | 0 | 16,000 |
| Ipsley Church Lane Cemetery | 195,000 | 0 | 195,000 |
| Provide the Crossgate Depot site with a new and Compliant Diesel Fuel installation | 56,000 | 0 | 56,000 |
| Total | 4,136,983 | 1,489,715 | 2,647,268 |

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APPENDIX C – Earmarked Reserves

| Description | Balance b/fwd 1/4/2020 | C/fwd 31/3/2021 | Planned use for 2021/22 Budget | Estimated closing balance 2021/22 | Proposed release of reserves from RPP exercise | Planned use for 2022/23 Budget | Comment |
|---------------------------------|---------------------------|--------------------|--------------------------------------|--|---|--------------------------------------|--|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| GF Earmarked Reserves | | | | | | | |
| Community Development | (66) | (74) | 2 | (72) | 18 | 0 | To support the costs associated with community projects |
| Community Safety | (302) | (232) | 0 | (232) | 0 | 0 | External grant funding to be released over a number of years on Community Safety Projects ongoing |
| Corporate Services | (150) | (159) | 0 | (159) | 0 | 0 | Funding to support potential costs of future service reviews. |
| Customer Services | 0 | (93) | 0 | (93) | 0 | 0 | Funding to support potential costs of future service reviews. |
| Economic Growth Development | (330) | (330) | 200 | (130) | 0 | 0 | To fund the Economic Development opportunities across the Borough |
| Electoral Services | (44) | (49) | 0 | (49) | 25 | 0 | To support the delivery of individual electoral registration and to set aside a reserve for potential refunds to government |
| Environmental Services | 0 | (29) | 0 | (29) | 0 | 0 | To support the costs of the Environmental Services Vehicles |
| Equipment Replacement | (48) | (26) | 0 | (26) | 26 | 0 | ICT equipment reserve |
| Financial Services | (132) | (1,285) | 150 | (1,135) | 0 | 100 | Brexit reserve along with a transformational growth reserve and also funds to support the new enterprise system. The balance of the general Covid reserve received in 20-21 also within this figure. |
| Corporate Financing | (1,997) | (2,833) | 350 | (2,483) | 0 | 0 | The reserve has been created to offset the loss on Business rates collection and appeals in 2019/20. |
| Housing Benefits Implementation | (269) | (269) | 0 | (269) | 140 | 0 | Specific welfare reform grant received |
| Housing Support | (746) | (978) | 0 | (978) | 0 | 0 | Government Specific Grant - annual funding |
| Land charges | (9) | (9) | 0 | (9) | 9 | 0 | To fund potential litigation in relation to Land Charges |
| Land Drainage | (129) | (129) | 0 | (129) | 0 | 0 | To support costs associated with health and safety issues within the environment |
| Parks and Open spaces | (8) | (58) | 0 | (58) | 8 | 0 | To fund a review of the local allotments. |
| Planning | (669) | (520) | 0 | (520) | 0 | 0 | Custom build grant to provide support to the council towards expenditure lawfully incurred in relation to the provision and maintenance of a self-build register. Along with grants for One Public estates, Business Improvemnets district grant and Town deals grant. |
| Property | 0 | (221) | 0 | (221) | 0 | 0 | To fund the costs of repairs and maintenance costs for future years due to closure of sites due to the pandemic |
| Sports Development | (68) | (51) | 0 | (51) | 0 | 0 | Ringfenced grants for a number of sports development activities to improve Health and Wellbeing in the Borough |
| Town Centre | (2) | (7) | 0 | (7) | 0 | 0 | To support improvements in the Town Centre High Street |
| Warmer Homes | (12) | (16) | 0 | (16) | 12 | 0 | To support the costs associated with community projects (repair) |
| Totals | (4,981) | (7,368) | 702 | (6,666) | 238 | 100 | |
| HRA Capital Reserve | | | | | | | |
| Capital Reserve-HRA | (15,259) | (15,259) | 0 | 0 | 0 | | Reserve to enable the debt repayment on HRA, and future repairs and maintenance along with support for the Housing Growth Programme. |
| Totals | (15,259) | (15,259) | 0 | 0 | 0 | 0 | |

Appendix D – Application of Earmarked Reserves**Investing in HR for the short term
October 22**

We have made steps towards our Future Operating Model (FOM) however, the pace at which we can transition is limited due to resource capacity and presenting demand on the team. There are elements we need to undertake at the front end if we are to reduce the reactive demand placed on the team but finding space and capacity to priorities these areas is challenging.

The delivery of our corporate plan and business plans are reliant upon the capability, creativity, and discretionary effort of our workforce, therefore the role of HR moving forward needs to be focused greater on proactively partnering services, bringing together business planning, workforce planning and to work with them to deliver against purpose. However, this is only possible if we are to change how HR is positioned within the organisation at both a Corporate and Operational level, the reliance placed upon HR and the reactive nature of the current service needs to significantly reduce, to create capacity to add true value to services and the organisation as a whole.

Therefore, to support the organisation to deliver against Strategic Objectives we will need to review the service we provide to the organisation and the way in which it is delivered. It is imperative that the organisation is clear on the role HR will and won't play in supporting services and that this is clear throughout all levels within the organisation.

- Policy review is frequently pushed down the agenda as we prioritise reactive demand including Disciplinary's, Grievances, Service Reviews.
- In the last year we delivered training to support the recently reviewed policies however, this is limited to certain services and yet to be rolled out across the Council.
- HR analytics are, to a degree provided, as part of Corporate Measures data however, the level of analytics available and the analysis of the data is far more limited than we would wish to provide and need to provide if we are to add greater value both in terms of decision making business planning.
- Workforce Planning is in its infancy, we have made great steps towards introducing the organisation, with the support of the LGA, to the importance of workforce planning however, we cannot underestimate the journey we have ahead to implement and embed Workforce Planning into our business planning process.
- We have implemented Talentlink (recruitment platform) on the back of the challenges experienced with Tech One, this has been a huge step forward, but we are only at the initial roll out stage and therefore there is further work to do to embed the new way of working and establish

how this will impact on HR resource and capacity moving forward. This will be a huge step towards automating processes and ensuring services have access to live data. We have prioritised this project due to the challenges we are experiencing with recruitment both within our organisation and across the sector, whilst this is a positive step forward, we still have phase 2 of the project to implement thus impacting on available resource to focus on other areas of our business.

In order to address the issues outlined above HR will require four additional resources for a period of twelve months. The estimated cost for this additional resource would be approx. £150K. These costs have been estimated at Advisor level but it is likely that not all of the additional resource will need that level of skill. If that is the case this cost may well reduce in line with the reduced skill level.

With this additional resource we will:

- It is the intention that by front loading resource we will move to a position of invest to save. Current demand hinders our ability to progress time intense proactive work. It is therefore the intention to focus additional resource in particular areas to assist us to move to our FOM as quickly as possible.
- Update all HR processes and policies. With a focused resource we will be able to review and simplify processes both to remove a reliance on HR and speed up end to end activity. We currently have excess of 40 HR polices; capacity only allows for policies to be reviewed on an individual basis. We will undertake a full review of all policies during the 12 month period allowing a comprehensive review of policies ensuring they support the Corporate Workforce Strategy. Following the 12 month period we will be move to a position of knowing all polices are fit for purpose both for now and the short to medium terms, we can then schedule for appropriate review period dependent upon the nature of the policy.
- We will undertake a bespoke piece of work to ensure employment policies / process / documents/employee benefits etc are available on the Orb and easily accessible to all staff. If we are to transition to our FOM a review of the ORB is a critical piece of work. Following the 12 month period we will have an establish approach that can be maintained.
- The delay in the implementation of the ERP for HR has resulted in us continuing with a system that does not full support our FOM. As we continue to use Chris 21 in the short to medium term, we need to ensure investment of time and resource ensure the data within the system is clean and there are established approaches with Payroll and Finance to ensure the system supports effective and efficient service delivery. Resource will be invested to review the data held in the

system, review establishment management to ensure that for however long we continue to use the current system it supports more closely our transition to our FOM. A key element of our FOM requires us to move to a position whereby having clear data and metrics to understand our workforce data including, recruitment data, turnover, sickness etc thus enabling data to drive decisions and priorities. Workforce analytics is key to our FOM and will allow us to use data to create a more complete picture of our workforce, providing both CMT and services with critical information necessary to make decisions that drive business success. Following the investment of resources for 12 months, we will have established processes and clean data as we move back to our established structure. An evaluation will be taken forward to review appropriate Payroll / HR systems moving forward in the way of an options paper

- We need to monitor and assess if policies and processes are being applied and what challenges services are experiencing thus allowing us to determine the appropriate action, reviewing them more closely by taking on an auditing roll. This is far more than we would do or have the capacity to do currently. This would include sickness absence, establishment management and the use and cost of temporary staff across the organisation. This will be a specific focus for a 12 month period, taking on more of an auditing role to help build a picture of current state and to identify future priorities.
- Clear the administration and recruitment backlog completely. The review of processes during the 12 month period will ensure the backlog is both cleared and enable us to review how we direct demand to the relevant areas to ensure we do not build up backlogs in the future.
- Complete the rollout of phase two of the new recruitment module.
- Embed workforce planning fully with a suitable plan in place.
- Understand trends and data regarding Grievances and Disciplinary events and use that understanding to try to reduce the instances of these events.

The managerial approach, in part, needs to be enhanced with greater dialog and ownership between Managers and Employees. Managers have started to become more self-reliant in their use of self-service however, there is a reliance on HR and sometime a reluctance to manage low level issues that then escalate requiring HR input or more formal processes. We need to explore further to understand the demand within the service to identify how we move forward and embed the necessary cultural shift.

There is sometimes a discontent within the organisation regarding the role of HR, it is imperative that the organisation is clear on the role HR will play in supporting services and that this is clear throughout all levels within the organisation. This will be clearly outlined in the HR and OD Service Protocol.

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After 12 months, once the above issues have been resolved, the future operating model will redistribute resources to ensure sufficient support at the right levels and that staff resource is placed where it can most affect change in the organisation.

The future world of work is changing, the needs and expectations of our current and future employees are changing and HR needs to be able to support the organisation to change. Whilst the FOM for HR will evolve as we move forward, we need to move quickly, the additional resources will enable us to front load the changes and in turn not only add greater value but understand what and where HR resource needs to be positioned over the coming years.

Investing in ICT for the short term
October 2022

Project Management

ICT is currently leading on a project that will deliver efficiencies across the organisation by enabling the citizens of Bromsgrove and Redditch to self-serve many council functions. This will involve the creation of a web customer portal, implementation of a customer relationship management system (CRM), development of many electronic forms and their related automated workflow that will move information around the council. This is a complex set of tasks and will require the project team to engage with many departmental contact points to design the processes, ensure they work as required, and safeguard the investment in the new system. To assist with bringing this project to a faster conclusion the following resource is required.

To release ICT technical resource, who would otherwise be assigned the Project Manager role, an external project manager would be required one day a week for 12 months. **£31,000**

Outcomes

1. Project delivery will be quicker which should shorten the project timeline.
2. An experienced and qualified Prince 2 project manager will ensure the project is setup correctly from the start which will reduce the risk of the project failing.
3. An independent person to manage tasks across all departments will free the internal ICT resource to concentrate on delivering the technical tasks and changes.
4. Time and effort can be focused on the integration between systems to realise greater gains e.g. links for payments, mobile payments (e.g. bulky waste) etc

Technical building of the CRM, Portal and Forms

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Abavus (the vendor) to provide additional time to build several of the functions into the CRM, Portal and Forms system. **£20,000 (estimate waiting for supplier to confirm)**

Outcomes

5. Project delivery time is reduced by approximately 4 to 6 weeks.
6. Accuracy and speed of the development of electronic forms will increase due to the experience of the vendor having done this previously.
7. The vendor will have more time to support and train internal staff.
8. Specialists will allow for more functionality to be realised during the project cycle such as the self-serve of Taxi MOT scheduling.

Creating the API connections between the websites and portals.

API building is a specialist job and requires knowledge which is currently only available from ICT by reducing the priority for other projects. This project is a complex build, but delivery times could be reduced by having a dedicated person to assist. Additionally, this resource would allow us to build more automated functionality into the system, reducing manual intervention by teams when it goes live. This requires technical knowledge of how API's work and would require a Grade 7 post for **12 months £50,000**

Outcomes

9. Resource for other projects is freed up.
10. Specialist can help us include more automated functions which could reduce the need for resources in other service areas.

Assisting departments with their electronic forms, workflow and testing.

This requires administrative and system knowledge and would require a Grade 5 post for **12 months £35,000**

Outcomes

11. Departments will have additional help to deliver automated forms which is something they have not done before.
12. Resource impact on other service areas will be reduced, reducing impact on their service delivery to customers.

Network Implementation

ICT have requested a capital bid for replacing redundant equipment that will become a cyber security risk if it is not implemented in a timely manner. To assist with this year's implementation, additional resource could be purchased at a cost of **£15,000**

Outcomes

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13. Reduce the risk of cyber security breaches by having supported kit in place sooner.

14. Resource for other network projects is freed up.

| Item | Cost |
|---|-----------------|
| Project Management (for Abavus Project) | £31,000 |
| Technical building of the CRM, Portal and forms | £20,000 |
| Creating the API connections between the websites and portals | £50,000 |
| Assisting departments with their electronic forms, workflow and testing | £35,000 |
| Network Implementation | £15,000 |
| | |
| Total | £151,000 |

Long term impacts

The delivery of the projects outlined above provide greater opportunities for the organisation to increase the use of automation and self-serve. The Customer & Digital strategy sets out a vision for 'digital first' in which the council will:

- Make it as easy as possible for residents and citizens to access our services 24/7/365.
- Encourage as many people as possible to use online services.

In order to deliver this vision and affect the changes required to do so, technology needs to be fully embraced by all service areas across the council and harnessed effectively for our customers

It is anticipated that the technical changes brought about by these projects will enable greater access for our customers whilst also potentially reducing the need for some resources in certain services. These projects also open up other opportunities such as the use of chatbots which will further automate customer access. These technologies will also facilitate mobile payments which can speed up the taking of payments for services delivered 'out in the field'.

Appendix E Strategic Priorities and Performance Measures**1 Economic Development and Regeneration**

During 2022/23 we will set up a catalyst for local economic growth and strengthen two critical elements of our infrastructure and Redditch Town Centre.

Supporting businesses to start and grow**Performance measures:**

- Take-up of grants

Start-up grants

| Period | Number of Grants | Value of Grants |
|---------------|-------------------------|------------------------|
| 2020/21 | 8 | £7,330.50 |
| 2021/22 | 9 | £9,804.96 |

Grants to Established Businesses

| Period | Number of Grants | Value of Grants |
|---------------|-------------------------|------------------------|
| 2020/21 | 12 | £231,490.66 |
| 2021/22 | 12 | £273,583.14 |
| 2022/23 Q1 | 2 | £20,545.68 |
| 2022/23 Q2 | 1 | £16,496.00 |

Despite the UK's departure from the EU, businesses in the Borough are still able to access EU match-funded support schemes. This is due to agreements in place prior to the UK leaving. However, many of these programmes are coming to a close and consequently, the number and value of grants awarded are declining.

The EU Structural Funds will be replaced by the UK Shared Prosperity Fund (UK SPF) and the Council is currently waiting for approval of its Investment

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Plan. It is anticipated that UK SPF funded business support will begin delivery early in 2023.

Regenerating our Infrastructure

The past two years have emphasised the economic and wellbeing importance of local (a sense of place) and connection (information networks). To support this we have secured Town Investment Plan (TIP) funding for Redditch Town Centre.

Performance measure

- % Of empty shops.

Update

In terms of the percentage of empty shops, changes in data capture are being made so that officers will soon be able to present information to compare the percentage of empty shops in Redditch town centre year on year. This will show how TIP funding and other initiatives impact on the vitality and viability of Redditch Town Centre. The first data is expected in Q4 2022/23.

Performance measure

- Level of funding secured

Update

Approximately fifteen million pounds.

2. Housing Growth

During 2022/23 we will accelerate the pace of affordable housing development. We will deliver on the Housing Revenue Account (HRA) Housing Growth programme as a priority and, where possible, enable the building of market housing on our own land and the creation of additional income for the Council.

Performance measure

- Number of new homes - total and affordable (annual)

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| <p>New Homes Completed</p> <p>Latest Period: 2021-22</p> <p>Interval: Financial Year</p> <p>Contact: Mike Dunphy</p> | <p>Latest Period</p> <p style="font-size: 2em; text-align: center;">132</p> | <p>Total by Year</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>'14-15</td><td>270</td></tr> <tr><td>'15-16</td><td>161</td></tr> <tr><td>'16-17</td><td>129</td></tr> <tr><td>'17-18</td><td>359</td></tr> <tr><td>'18-19</td><td>301</td></tr> <tr><td>'19-20</td><td>267</td></tr> <tr><td>'20-21</td><td>185</td></tr> <tr><td>'21-22</td><td>132</td></tr> </tbody> </table> | Year | Value | '14-15 | 270 | '15-16 | 161 | '16-17 | 129 | '17-18 | 359 | '18-19 | 301 | '19-20 | 267 | '20-21 | 185 | '21-22 | 132 | <p>Analysis</p> <p>Latest Fin. Year: 132</p> <p>Prior Fin. Year: 185</p> <p>Change: -53</p> <p>% Change: ↓ -28.6%</p> |
|--|---|---|------|-------|--------|-----|--------|-----|--------|-----|--------|-----|--------|-----|--------|-----|--------|-----|--------|-----|---|
| Year | Value | | | | | | | | | | | | | | | | | | | | |
| '14-15 | 270 | | | | | | | | | | | | | | | | | | | | |
| '15-16 | 161 | | | | | | | | | | | | | | | | | | | | |
| '16-17 | 129 | | | | | | | | | | | | | | | | | | | | |
| '17-18 | 359 | | | | | | | | | | | | | | | | | | | | |
| '18-19 | 301 | | | | | | | | | | | | | | | | | | | | |
| '19-20 | 267 | | | | | | | | | | | | | | | | | | | | |
| '20-21 | 185 | | | | | | | | | | | | | | | | | | | | |
| '21-22 | 132 | | | | | | | | | | | | | | | | | | | | |
| <p>Affordable Homes Completed</p> <p>Latest Period: 2021-22</p> <p>Interval: Financial Year</p> <p>Contact: Mike Dunphy</p> | <p>Latest Period</p> <p style="font-size: 2em; text-align: center;">19</p> | <p>Total by Year</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>'14-15</td><td>168</td></tr> <tr><td>'15-16</td><td>55</td></tr> <tr><td>'16-17</td><td>73</td></tr> <tr><td>'17-18</td><td>81</td></tr> <tr><td>'18-19</td><td>123</td></tr> <tr><td>'19-20</td><td>64</td></tr> <tr><td>'20-21</td><td>65</td></tr> <tr><td>'21-22</td><td>19</td></tr> </tbody> </table> | Year | Value | '14-15 | 168 | '15-16 | 55 | '16-17 | 73 | '17-18 | 81 | '18-19 | 123 | '19-20 | 64 | '20-21 | 65 | '21-22 | 19 | <p>Analysis</p> <p>Latest Fin. Year: 19</p> <p>Prior Fin. Year: 65</p> <p>Change: -46</p> <p>% Change: ↓ -70.8%</p> |
| Year | Value | | | | | | | | | | | | | | | | | | | | |
| '14-15 | 168 | | | | | | | | | | | | | | | | | | | | |
| '15-16 | 55 | | | | | | | | | | | | | | | | | | | | |
| '16-17 | 73 | | | | | | | | | | | | | | | | | | | | |
| '17-18 | 81 | | | | | | | | | | | | | | | | | | | | |
| '18-19 | 123 | | | | | | | | | | | | | | | | | | | | |
| '19-20 | 64 | | | | | | | | | | | | | | | | | | | | |
| '20-21 | 65 | | | | | | | | | | | | | | | | | | | | |
| '21-22 | 19 | | | | | | | | | | | | | | | | | | | | |

Update

Housing completions which contribute towards meeting the Borough's housing requirement come from several sources including newly built properties, change of use to a dwelling from another use such as an office, conversions (for example from a barn to a dwelling) or sub-division (for example from a house to flats). In addition, dwellings are also either private for the open market or affordable for rent through Registered Providers, which meet the needs of those on the Council's housing waiting list. The supporting measure records all new build dwellings by size (number of bedrooms) but makes no distinction between tenure.

Performance measure

- Number of new council houses (HRA) projected to be built during 22/23.

Update

There are nineteen units projected to be built.

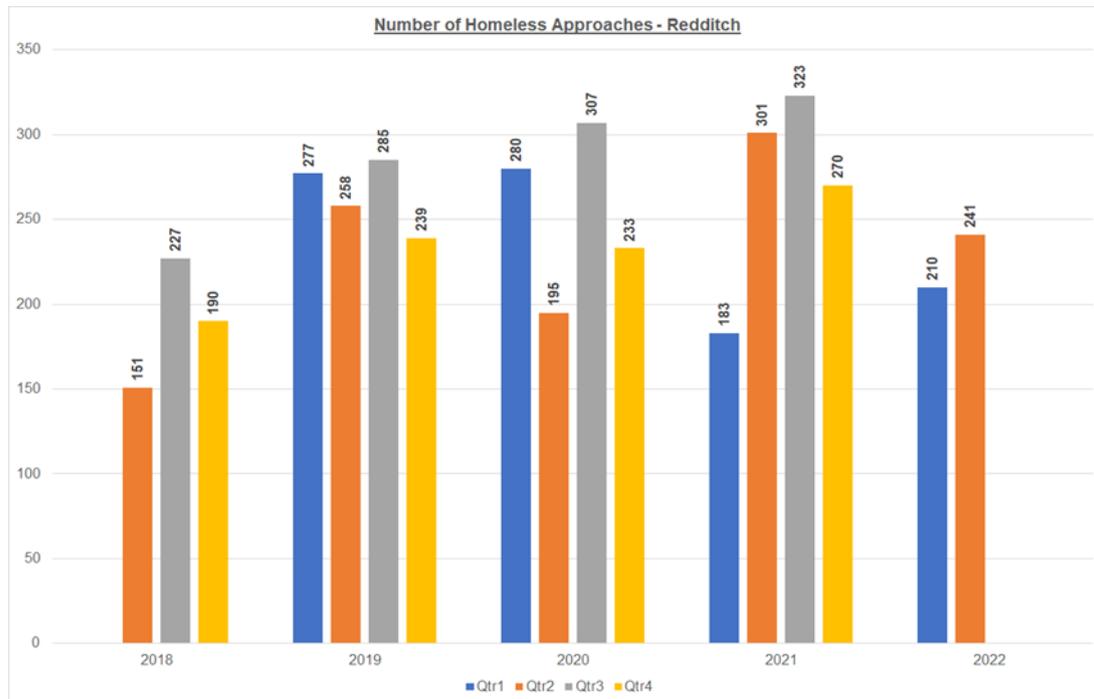
Performance measure

- Number of homeless approaches.

Update

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2018: The Homelessness Reduction Act came into force in October 2018. This would explain the sharp rise generally in 2019.

2019: From experience quarter 4 is traditionally the highest demand on homelessness services, after Christmas, however the trend is showing highest demand in quarter 3 and this could be due to the colder winter months setting in, Christmas, rough sleeping initiatives and increases in family / marital disputes and domestic abuse over this seasonal period. Quarter 4 was the last period before the pandemic really hit and the government began to implement the Coronavirus Act 2020, so you would expect to see some lag here into the next year, 2020

2020: Quarter 1 remained consistent with the same period in the previous year, presumably due to the lag in implementation of the Coronavirus Act. This is shown by a marked drop in approaches during quarter 2 as the government severely restricted mobility / movement in the housing market and mandated that notice periods for any possession action were six months rather than 2 for S21 notices in the PRS. In quarter 3 restrictions were lifted and we started letting properties again, there are also the economic and domestic abuse impacts to consider in the spike of quarter 3, before the country went into another lockdown and landlords were still struggling to take possession action unless in the most extreme cases of Anti-Social Behaviour (ASB) or rent arrears and then there was a significant backlog through the judicial system created.

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2021: Quarter 1 is low because of all the legislation of 2020 still being in place, until quarter 2 when things started to ease, and we experienced a rise in households approaching who had been served 2-month S21 notices by their landlords for no fault and at fault evictions after the restrictions and eviction bans were lifted. There was also a rise in reported domestic abuse cases as victims hidden by the legislation started to come to the fore after being locked down with abusive partners for over a year. Quarter 3 saw the publication of the Domestic Abuse Act on October, which has caused a significant spike in approaches and demand on services, and this endured into quarter 4 despite having a staffing crisis to contend with.

2022: Resource shortages in the homelessness team explain relatively low numbers of approaches being recorded as the team supported those most in need i.e., homeless and in priority need. The resource issues are now improving.

2022: Quarter 1 is relatively low as we were operating within the fallout of the Coronavirus Act and with acute staff shortages, due to high levels of long-term sickness absences and several resignations being tendered. This had a huge impact on who we could assist as we had to prioritise those who were most in need, i.e., presenting as homeless on the day, as we cleared a backlog of cases left by the absent officers. Due to these operating conditions, the maintenance of the Housing Register was also under resourced and those who made an application stating they were threatened with homelessness within 56 days were not always being picked up in time, as the staff we did have were unable to maintain the register and the daily duty phone and email system for enquires, which was a priority.

2022: Quarter 2: Saw a rise due to a marked increase in private sector landlords issuing with and without fault S.21 notices on their tenant, due to rent arrears or the sale of their portfolios. One local landlord is disposing of one hundred properties, which has and will continue to push demand onto the homelessness service and the supply of social housing in the Borough. Quarter 2 has also seen homelessness approaches as a result of the cost-of-living crisis and economic struggles; this is impacted by indecision regarding the banning of 'no fault' evictions by private landlords. Therefore, this upward trend is anticipated to be felt significantly in future quarters.

There have been severe staffing challenges throughout the first 2 quarters of the year which are slowly being resolved. It is hoped these changes will help the team to identify and assist people earlier and do more to prevent homelessness in the interim of a second review of the service to respond to the changing external environment and the challenges that will pose to the service.

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We have been prevented from or struggled to recruit to vacant posts with permanent staff members spread over both quarters, however, we now currently have two remaining permanent Homelessness Officers, with the four vacancies filled by good quality agency staff. The new Homelessness Manager is due to start on 15th November, further to the post being vacant since May and we have also just shortlisted five candidates for the permanent Advisor vacancy and the vacant Domestic Abuse Housing Advisor role. Three additional interim advisor grade posts have been authorised for creation, to provide a fourth Homelessness Advisor and two advisors dedicated to the Housing Register. This means that we will be able to identify and assist people earlier and do more to prevent homelessness in the interim of a second review of the service to respond to the changing external environment and the challenges that will pose to the service.

Performance measure

- Number of threatened with homelessness preventions

Update

Not currently available until the new housing IT system is implemented.

Performance measure

Number of homeless applicants housed

Update

Not currently available until the new housing IT system is implemented.

Performance measure

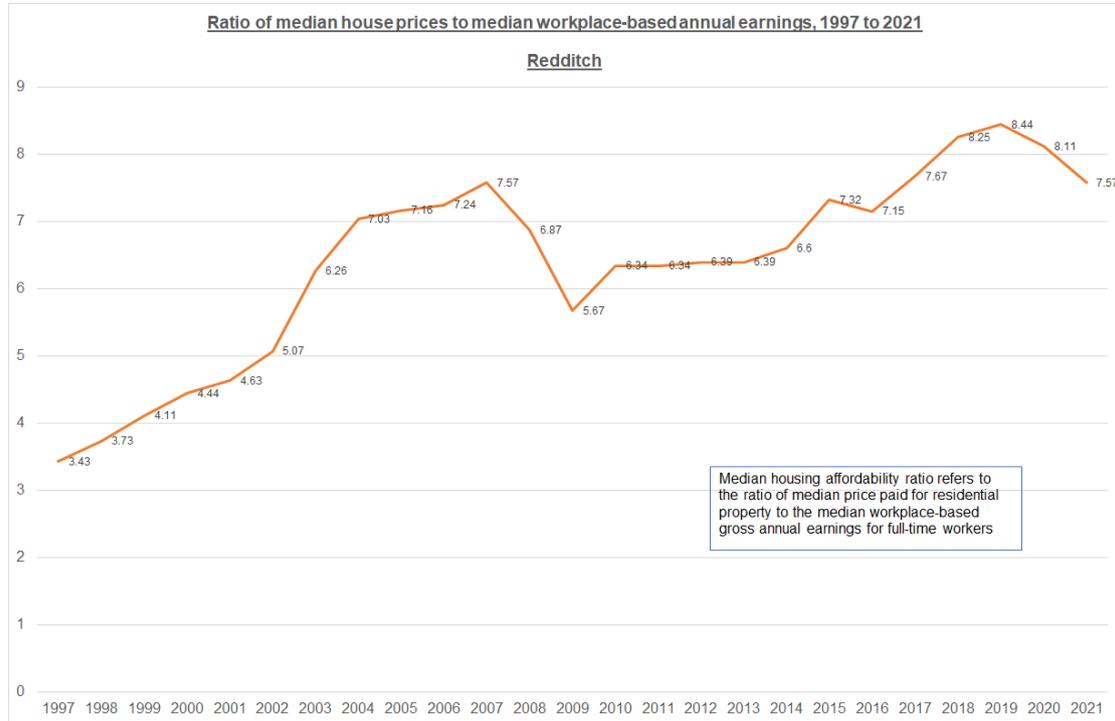
Local housing affordability rate.

Update

Data extracted from Officer for National Statistics (ONS) – House Price Statistics for Small Areas, Annual Survey of Hours, and Earnings.

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The affordability ratio in England is currently 9.05.

There are a number of affordability ratios and the above relates to workplace-based income so looking at the median earnings of those employed in Redditch. When looking at the data Redditch has a work based median at £31,693. The median income in Redditch rose significantly (£4,709) between 2020 to 2021. The median house price in Redditch is at £240,000. House prices over the last year have also risen well above the normal expected rate.

As the rate continues to rise this will push more households into needing affordable housing. We are working with developers to secure the maximum provision of affordable housing on developments and RP's to bring forward affordable housing. A Housing First policy with a local connection criterion is being presented to Council to ensure these discounted homes are provided for local applicants in the first instance.

3 Work and Financial Independence

In 2022/23, we will find ways to further support, engage, and empower our residents to maintain / achieve financial independence.

Our Financial Independence Team will continue to help residents to gain financial independence both through short and long-term solutions. This

Executive 2022

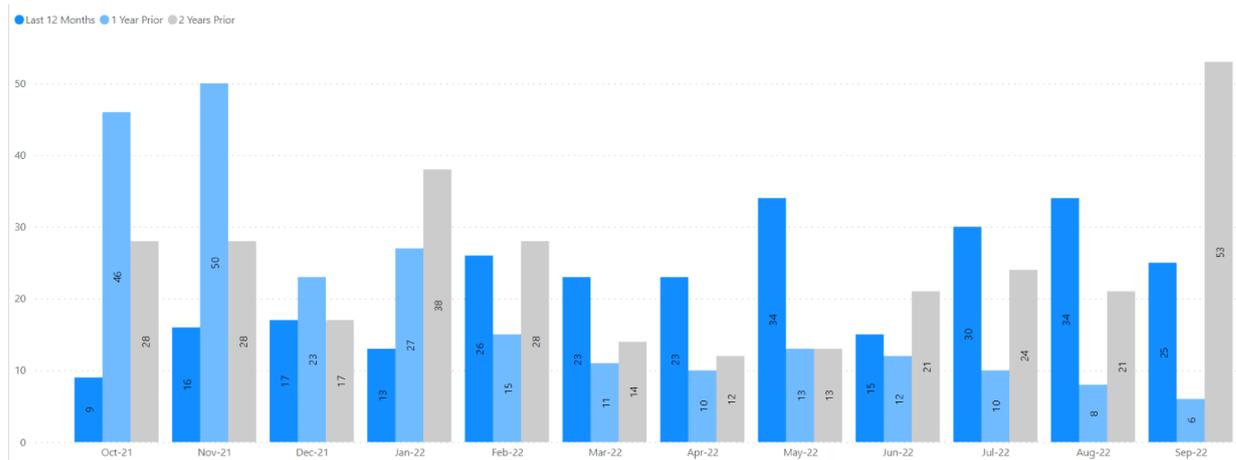
6 December

includes advising our residents on how to manage fuel and utility costs, maximise their income, manage their personal finances, and access other specialist agency support.

We will provide quality services that help to empower residents through good financial advice, the effective coordination and signposting of services, and partnership working.

Performance measure

- Number of Financial Independence Team client contacts. The chart relates to the number of FI Team cases opened. The top 3 referral reasons (where a value has been provided) for the last 12 months are:
 - 'Other' (70),
 - 'Physical Health Issues' (21) and
 - 'Debt' (18)

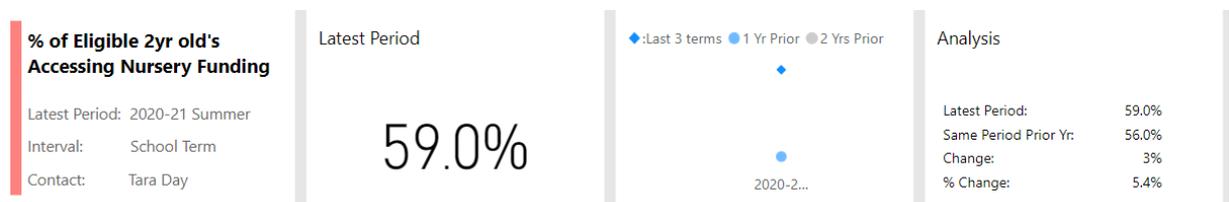


Performance measure

- Number of eligible children accessing nursery funding across the borough.

Update

Data is reported termly, although only summer term data is available at present. The take up of nursery places supports parents in being able to work.

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The County average was 65% and the national average for 2021 was 62%. The impact of COVID is still likely to be a cause; as well as there not being enough suitable childcare providers. Work has been undertaken within the Starting Well Partnership with nursery providers and Worcester's Childrens First (WCF) to look at this.

We used to receive a DWP list and would proactively contact all families with eligible children to encourage take up of the funding and support in signposting to suitable childcare providers – over the past year we have not received this list as there was a change made within the DfE and an issue around information sharing/data protection and WCF were unable to share the lists with us – during this time our Community Team held some Back to Work events in collaboration with our Job Centre colleagues; we have promoted the funding on social media and all events/health clinics. In the last few weeks, we have received the lists so once again we will be able to proactively contact families who are eligible. It must be noted some nurseries across the County have closed down in the past 6 months due to staffing numbers and not being able to recruit – this may impact once again on the number of appropriate childcare places available.

Performance measure

- Number of energy rebate payments.

Update

For the period from 1st April 2022 to 30th September 2022 a total of 31,251 direct payments of Council Tax Energy Rebates were made to customers; a further 3,038 customers received their payment by a credit to the council tax account.

The discretionary energy rebate scheme has provided direct payments to 2,864 customers.

4 Improved Health and Wellbeing

In 2022/23 we will work with communities to help them identify and develop their strengths. We will look at ways to encourage physical movement into

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part of people's normal routines. We will also look to catalyse an integrated approach to care.

Success measures:

- Number of Community Builders in post. There are 3 currently in post:
 - Abbeydale (started end of Jan 2022)
 - Woodrow (started end of Apr 2022)
 - Focussing on BAME (started mid-Jul 2022)

Asset Based Community Development (ABCD) is an approach built on tried and tested methods from sustainable community development practice. It is not a set formula that can be prescribed in a one size fits all manner. The aim of ABCD approaches is to create the conditions that will enable both place and people to flourish, reduce inequalities, improve quality of life that supports communities to thrive and to reduce or delay the need for long term care and support

ABCD does this through an approach which consists of:

- Community Builders - paid workers ideally hosted by neighbourhood organisations.
- Community Connectors - individuals living locally who may organise and support local activities.
- 'Small Sparks' grants - funds for groups and individuals to support hyper local activity.

A Bromsgrove and Redditch Shared Learning Network has been set up, supported by Public Health at Worcestershire County Council, which includes community builders, the voluntary and community sector hosts, relevant RBC and BDC officers and the relevant portfolio holders. The purpose of the Network is to provide a forum to support and encourage the development of ABCD good practice locally.

Community Builders are on fixed term contracts, and we believe there will be funding available to extend the posts until end of March 2024. Discussions are taking place to finalise a revised agreement with the County Council, including service specifications and reporting requirements. The longer-term aim is other areas will be covered if funding becomes available for additional Community Builders.

Performance measure

- Completion and implementation of the actions in the Leisure Strategy

Update

The Leisure Strategy will be going to Council in October 2022.

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5 Community Safety and Anti-Social Behaviour

Working with Community Safety partners we will implement crime prevention projects and promote community safety services to reduce the hazards and threats that result from the crime, violence, and anti-social behaviour. We will also promote and support victim services that are in place to help and encourage recovery from the effects of crime.

Performance measure

- Number of young people engaged through Detached/Outreach youth work. This is a new measure from April 2022.

Update

Youth workers conducted routine outreach patrols in reported locations across the borough. Youth workers engaged with small groups of young people at each location providing signposting to nearby youth provision and support services. Whilst on patrol, youth workers identified evidence of a large gathering at a local play area finding litter containing empty energy drink cans and discarded Nitrous Oxide cannisters. Intelligence reports were submitted to relevant agencies.

Performance measure

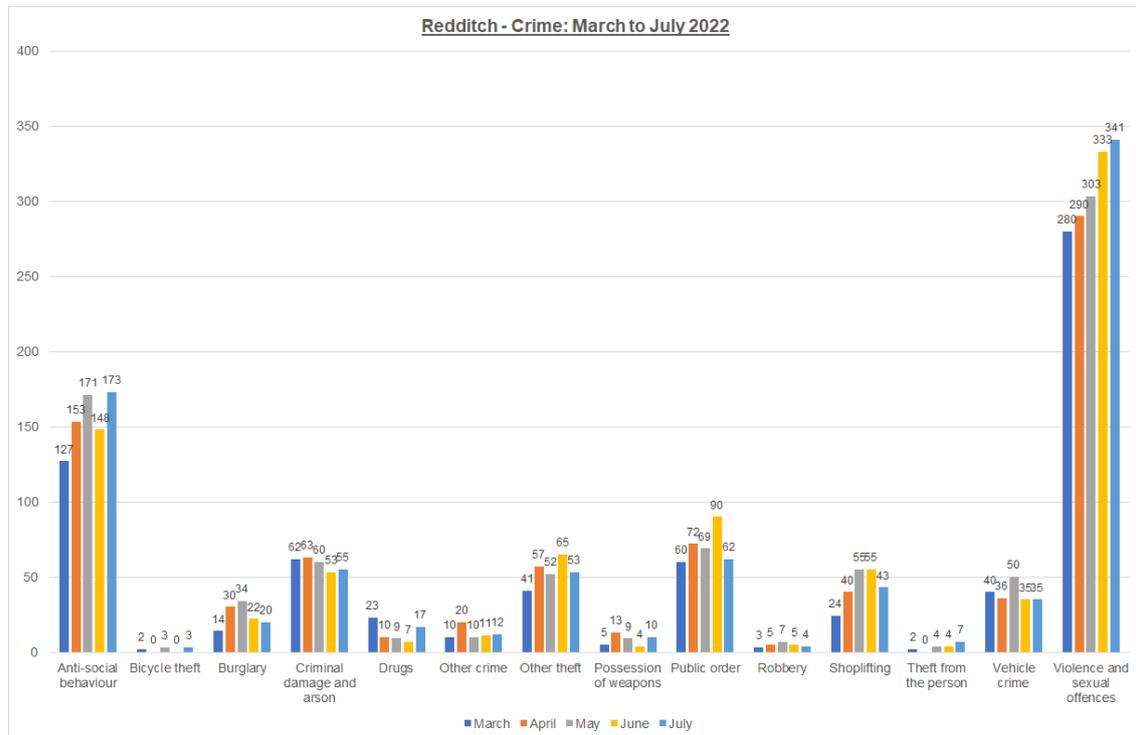
- Levels of crime.

Update

Data extracted from 'data.police.uk' below – as at 26/09/22

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In the 12 month period 1st Aug 2021 to 31st July 2022 total recorded crime in North Worcestershire peaked during May 2022 with the greatest volume of offences recorded (N=1,803) since pre-covid levels (N=1,807 in Jan 2020). This reflected an upward trend from Dec 2021 onwards. However data for June and July 2022 indicates a decrease and a return to a 3 year monthly average volume of N= 1,559. Also, whilst there was an increase in the volume of recorded offences from the beginning of the calendar year, from Feb 2022 there was a decrease in the associated harm (Severity Score) of these offences. The Crime Severity Score allows comparison of the harm caused by offences by giving more severe/harmful offences a higher weighting than those crimes with less associated harm caused.

With regard to crime types, violence without injury was the greatest volume offence type in North Worcestershire with 5,589 offences comprising 29% of all crime between 1 August 2021 and 31 July 2022. This was an increase of 8% (n=396) since 2019/20 (pre Covid). Offences primarily consisted of assault without injury, sending letters etc. with intent to cause distress or anxiety and harassment - without violence. Greenlands Ward comprised 17% of all violence without injury offences in Redditch Borough for Aug 2021/Jul 22 (n=337)

ASB – Between 1st Aug 2021 and 31st July 2022 ASB activity has decreased considerably since 2019, particularly from the end of the national Covid-19 restrictions in Jul 2021. There has been a change in police recording practices around public order offences and malicious communications

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offences which has had an impact on police ASB incident recording. These changes have driven further reductions in ASB recording during 2021/22 and 2022/23 because more incidents are now being recorded as crimes that would previously have been recorded as ASB. Therefore, the decrease in ASB recording cannot be attributed solely to fewer incidents, or initiatives implemented, but mainly to the change in recording practices. Within the overall decrease in ASB recordings, Abbey Ward had the highest number of ASB incidents recorded between Aug 2021 to Mar 22, which was consistent with previous years. However, current recordings for 1 April 2022 to 31 July 2022 puts Abbey as the Ward with second highest number of incidents, with Greenlands Ward recording the highest total with 124 incidents so far this financial year. The largest percentage decreases from 2020/2021 to 2021/2022 were observed in the wards of Church Hill, Crabbs Cross and West. ASB incident recording remains lower between 1 April and 31 July 2022 than in 2020/21 and 2021/22. Nuisance ASB is the most common incident type accounting for 79% of all ASB reports. Nuisance ASB is defined as – when a person causes trouble, annoyance or suffering to a community.

Performance measure

- Number of crime risk surveys carried out.

Update

This is a new measure from April 2022.



Surveys predominately related to providing Sanctuary assessments on properties identified by Housing Services as safe accommodation for victims and survivors of Domestic Abuse. A site survey was also conducted following a complaint of youth ASB in a residential area, reported via the Ward Member.

Performance measure

- Number of positive outcomes because of Safer Streets Woodrow project.

Update

This project has been finalised and the following lists the final outcomes:

- 26 new CCTV cameras in Woodrow Centre, connected to the 24/7 monitoring centre

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-
- 23 new high security 'PAS 24' doors replacing old wooden doors
 - 24 fire resistant doors in flats replacing old wooden doors
 - New secure doors and access control systems to flats in Ombersley and Rushock Close
 - New secure doors to storage areas in Ombersley and Rushock Close, replacing old wooden doors
 - Refurbished secure doors and access control system to flats in Woodrow Centre, providing all residents with working fobs
 - 5 new secure doors to meter cupboards in Woodrow Centre, replacing old wooden doors
 - 5 new garage doors fitted on previously boarded-up Rushock Close garages, bringing them back into use
 - New weld mesh fencing to balconies, anti-climb roller bars, and sloped coping stones to prevent access
 - Damage to walls and brickwork in the public realm repaired
 - 29 new LED Streetlights
 - Extensive new lighting scheme in Woodrow Centre, including flat balconies and car park area
 - Extensive new lighting scheme in Ombersley and Rushock Close flats, covering previously dark car park areas
 - 37 new Bridge Bedroom lights in Rushock and Ombersley Close
 - 31 new dusk-to-dawn lights in Rushock and Ombersley Close
 - Extensive landscaping and lighting improvements on footpaths for better visibility and community safety
 - New alley gates and new locks for existing gates
 - Community planting project in Woodrow Centre
 - 315 Smart Water Property Marking Kits and Home Security packs made available for every property in the target area

The Safer Streets Woodrow project was a one-off capital project. An e-booklet has been developed which details all of the crime prevention improvements and can be view on the Safer Streets – Woodrow page of Redditch Borough Council website ([link](#)).

6 Rubicon Leisure

There have been a number of issues gathering the data for Rubicon reporting for this quarter. It is expected these will be resolved in time for the next reporting period.

7 Green Thread

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There will be a renewed focus on innovation as we play our part in the response to climate change and biodiversity challenges. Working with partners across the region, including the LEPs and the Waste Partnership, we will explore the possibilities of bringing modern technologies to bear on our fleet but also how modern technology can help us deliver greener and more efficient systems internally. We also need to maintain work around waste minimisation and maximising recycling, particularly around recycling quality and the implications of the new Environment Bill.

Performance measure

- Have an agreed and funded plan and capital replacement programme for the Council's fleet subject to any budget constraints.

Update

We now have Environment Savings Trust (EST) reports giving information to assist with the future of the fleet.

Presentations regarding the EST reports and findings have been made to the Climate Change panel.

Money is allocated in the capital programme for consultant support regarding greening the fleet and the development of a revised capital programme.

Officers are currently working to procure a suitable consultant and are also arranging a visit to Nottingham City Council who are leaders in this field to learn from their experience.

Performance measure

- Have an agreed plan in place to deliver new requirements of national Resources and Waste Strategy and Environment Act.

Update

Waste and Resources Action Programme (WRAP) funding gained via the waste partnership to fund a study to look at options for waste collection and disposal across Worcestershire.

Findings from the consultants presented to a joint meeting of the Worcestershire Leaders Board and Waste Partnership Board. Final report awaited, and still awaiting the results of the Government's waste consultation, that will advise what exactly the Council will be required to do.

Moving forward we are using the waste board as a task and finish group to examine the options to create a report and recommendations that can be agreed by Worcestershire Councils.

Performance measure

- Introduce vegetable derived diesel into the councils' vehicles to reduce carbon emissions subject to any budget constraints.

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Update

Reported in Q1 as awaiting final documentation so that Hydrotreated Vegetable Oil (HVO) can be purchased.

The organisation has now had their first delivery of HVO fuel, it has integrated well with existing vehicles, no mechanical problems.

Performance measure

- Households supported by the Council's energy advice service

Update

A new contract commenced June 2022. Whilst the data for this measure is monthly, it is only received quarterly. The next data is expected from Act on Energy in mid-late October 2022.

**8 Financial Stability**

The Councils resources will continue to be constrained. To address this, we will continue to work to ensure our people, assets and financial resources are focused on the priorities and activities that most effectively deliver wellbeing and progress for our local population.

Success measures:

- Financial performance – actuals consistent with budget.
- Increased levels of General Fund Balances over medium term.
- Towns Fund Project delivered within budget.

The financial information is provided in a separate report.

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9 Organisational Sustainability

The Council will work to maximise the use of digital infrastructures, including cloud technologies, to enhance its support for customers. We will encourage residents and businesses to access high speed fibre and wireless technologies to deliver growth in the local economy. Ensuring the Councils infrastructure can securely process the increased demand placed on it by the expanding use of Internet of Things devices will be key to its digital success. Any new delivery models, utilising technology, must deliver improved customer service at a lower cost.

Performance measure

- Number of corporate measures accessible through the dashboard.

Update

The organisation is moving from the current legacy dashboard to a new Power BI dashboard. Power BI is an interactive data visualisation software product with a primary focus on business intelligence. Currently (end of Sept 2022) there are 43 strategic measures available via the dashboards.

Performance measure

- % Of staff able to work in an agile way.

Update

This is a new measure and will be reported from January 2023.

10 High Quality Services

The Council's people are key to its long-term success. We need to recruit, retain, and motivate the right employees, with the right knowledge, skills, and attitude to deliver excellent services and customer care.

Performance measure

- % of employees who undertake management training.

Update

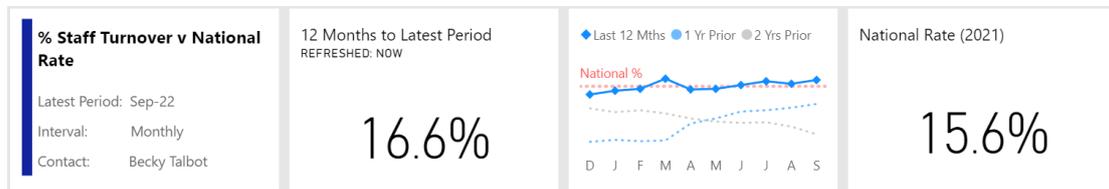
The management training was launched for the first time in Summer 2022. It is an annual measure, and the first data will be reported in 2023.

Performance measure

- Staff turnover rates in relation to national rates.

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Staff turnover for 21/22 was 16%. This compares with the national average of 15.6% for 2021.

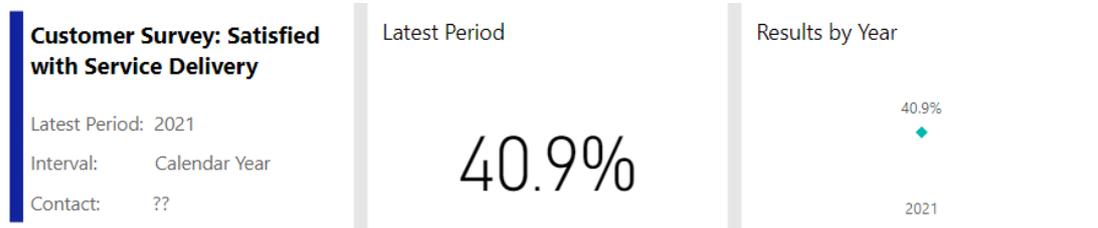
Performance measure

- Customer satisfaction with service delivery, measured through the Community Survey.

Update

This is a new data set and as such, there is no historical data to provide context until after the next survey in October 2022. However, national customer satisfaction with LA's according to the Local Government Chronicle is currently at 40%.

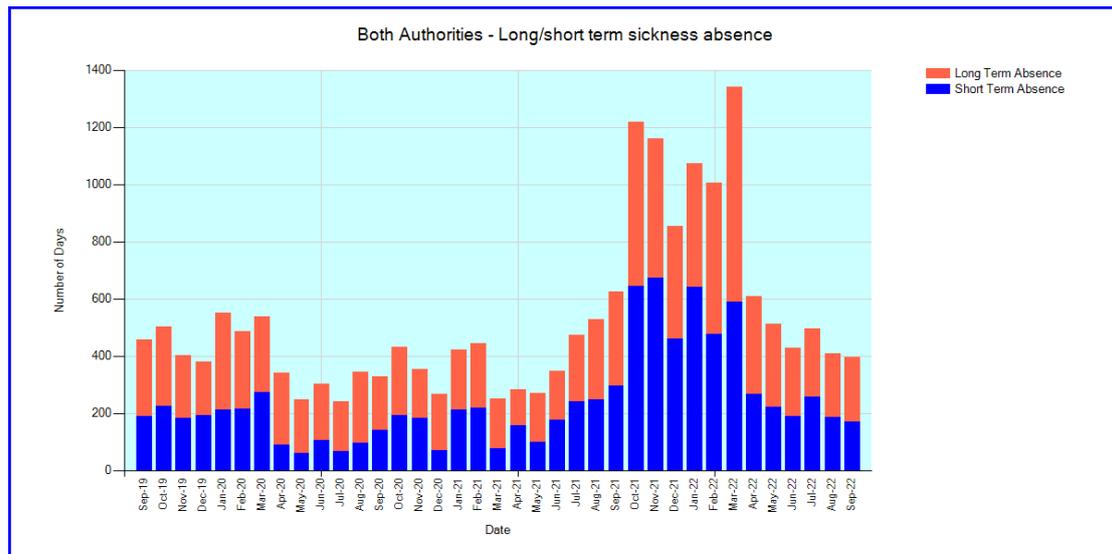
The next survey will be carried out Autumn/Winter 2022. The next update to this measure is likely to be Spring 2023.



Appendix F Operational Measures

Business Transformation, Organisational Development & Digital Services

Sickness absence (to end Q1 2021/2022):



Update

The data provided now includes Covid related absences. We have seen an increase in sickness compared to 19/20 which was the last data set pre covid with 6.6 days lost per FTE. For this reason, it is difficult to compare to previous years, but we can clearly see a rise in days lost. By way of a comparator the national number of days lost to sickness absence in 2021 according to the Office for National Statistics (ONS) was 4.6 days.

Environmental and Housing Property Services

Environmental Services - RBC Domestic Waste Collection

Performance measure

- Percentage of household waste sent for reuse, recycling and composting

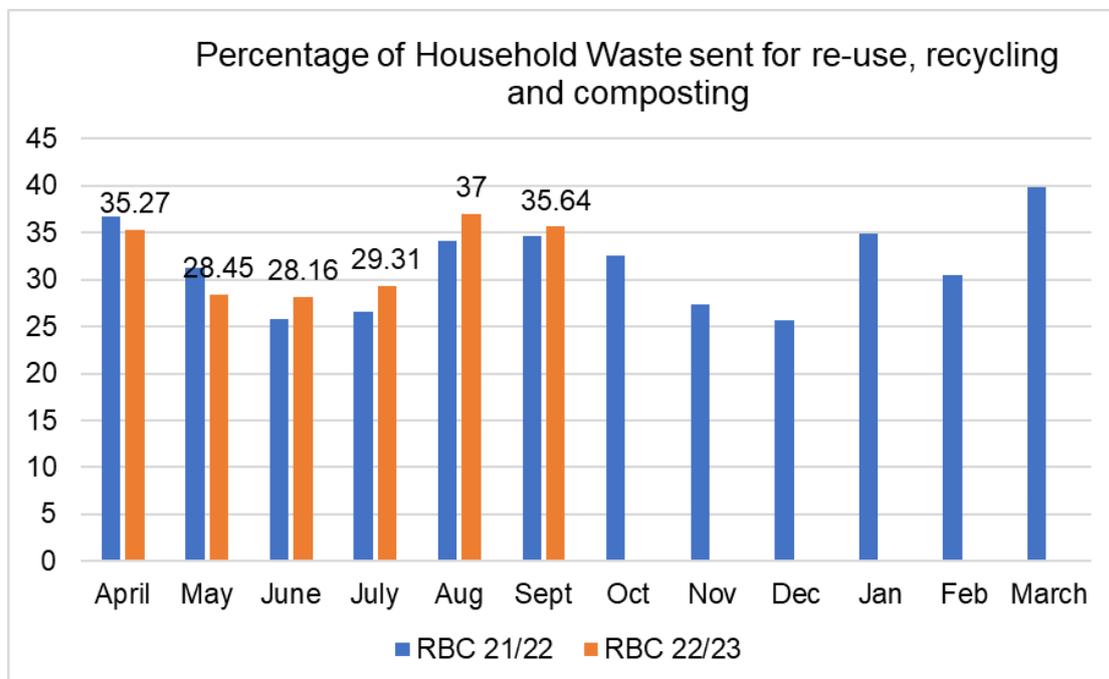
Update

| | 2021/22 | 2022/23 |
|--------------|----------------|----------------|
| April | 36.65 | 35.27 |
| May | 31.20 | 28.45 |

REDDITCH BOROUGH COUNCIL**Executive
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| | | |
|------------------|-------|-------|
| June | 25.82 | 28.16 |
| July | 26.57 | 29.31 |
| August | 34.13 | 37.00 |
| September | 34.69 | 35.64 |
| October | 32.52 | |
| November | 27.38 | |
| December | 25.61 | |
| January | 34.91 | |
| February | 30.52 | |
| March | 39.82 | |



This is a National Indicator measuring the percentage of household waste arisings which have been sent by the Authority for reuse, recycling, and composting, and is used in the national league tables ranking Local Authority performance. In 2020/21 and Redditch was ranked 315th (primarily due to the lack of a widespread garden waste service in Redditch).

The tonnages fluctuate during the year for a number of reasons linked to habits of residents, and the seasons, and can be skewed by increases in the quantity of residual waste collected, which appears to be the case this year please see Kgs per household below.

Last year's data follows a similar pattern, although August & September also reflect full easing of Covid restrictions so may have been influenced by increased socialising during the summer holidays.

REDDITCH BOROUGH COUNCIL

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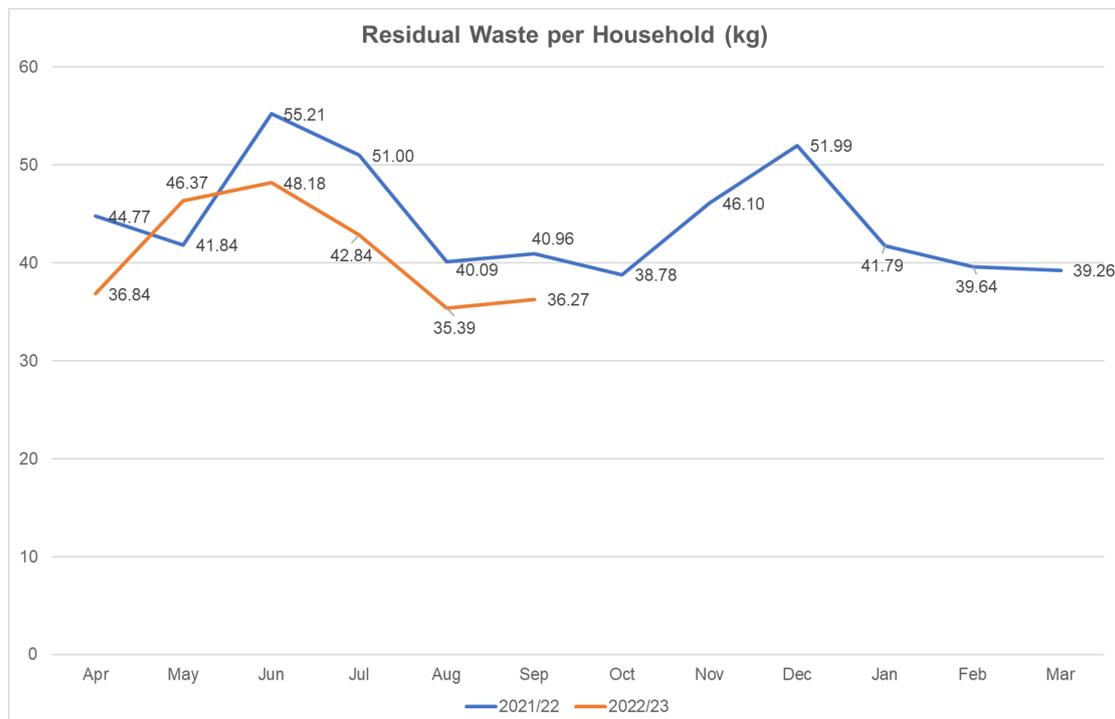
6 December

Performance measure

- NI 191 Residual Waste per household (kg) – RBC

Update

| | 2021/22 | 2022/23 |
|------------------|----------------|----------------|
| April | 44.77 | 36.84 |
| May | 41.84 | 46.37 |
| June | 55.21 | 48.18 |
| July | 51.00 | 42.84 |
| August | 40.09 | 35.39 |
| September | 40.96 | 36.27 |
| October | 38.78 | |
| November | 46.10 | |
| December | 51.99 | |
| January | 41.79 | |
| February | 39.64 | |
| March | 39.26 | |



Kilograms collected per household statistics show that the tonnage of residual waste collected in the first quarter increased, which will have distorted the percentage recycling figures. It is believed that this is due to garden waste included in the residual waste bins in Redditch. Garden waste has a high moisture content, so during the Spring this typically increases the tonnages

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being collected. Whilst this does have some benefit on recycling rates where customers have paid for the garden waste collection service, Redditch currently has a low number of customers in the current service due to a lack of capacity and uncertainty over government plans regarding the future of Garden Waste Collections in the UK.

We are still waiting on the Government's consultation response to support future service planning, and this has recently been raised with our local MP to seek clarity on a possible timescale for this given that it was originally expected in the Spring and has likely been delayed by the political challenges of 2022 so far.

We are currently carrying out a waste composition analysis to identify in greater detail what is being disposed of in the residual waste stream, and this information will also support future service planning and communication campaigns to help boost recycling and reduce residual waste. The second round of data gathering is being done in November, as this is done at different points in the year to gain a balanced view of waste habits.

Performance measure

- RBC Fly Tipping

| RBC Fly-tips 2021 | J | F | M | A | M | J | J | A | S | O | N | D |
|----------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|----|
| 2021 | 66 | 90 | 138 | 125 | 87 | 130 | 118 | 133 | 153 | 108 | 104 | 90 |
| 2022 | 103 | 102 | 138 | 130 | 128 | 137 | 149 | 112 | 154 | | | |

Update

Most fly-tips in Redditch are small and consist of domestic related materials. Monthly reports for ESMT show all the fly-tips and their geographical location i.e., Winyates, Batchley etc. This enables us to focus on a particular area/s that may require pro-active enforcement and monitoring.

Housing Property Services

Housing Property Services Operational KPIs are shown below. Housing Property Manager is working with the teams to get a wider range of KPIs from both a Strategic and Operational angle. Some of this is driven by compliance others by the actions required because of the Social Housing White Paper. In the interim however please see below:

Performance measure

- Third Party Gas Audit Compliance – Frequency Monthly – Target 85%

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Update

The Performance Indicator is a measure of the compliance with Regulations and codes of practice for the work undertaken by the in-house Gas Team. An Independent external company undertakes a random sample of Audits across several properties to assess the standard of workmanship and compliance and reports their findings monthly.

The maintained compliancy score can be attributed to the ongoing improvements of the Gas Team.

Regular toolbox talks coupled with regular manufacturer appliance training provided to the gas operatives with the knowledge and confidence to carry out the tasks at hand effectively and efficiently.

The percentage reflects the performance in relation to compliance with a high score representing high compliance. (As context performance in October 2020 was at 70%).

| | | | |
|---|--------|----------------|--------|
| April 2022 | 98.61% | July 2022 | 85.96% |
| May 2022 | 90.91% | August 2022 | 88.33% |
| June 2022 | 98.31% | September 2022 | 91.25% |
| Year to date – 01/04/2022 to 10/10/2022 is 91.60% | | | |

Performance measure

- Average time taken to complete repairs to standard voids – Frequency Monthly – Target 20 Calendar days

Update

The performance indicator is a measure of the number of calendar days taken on average to complete works to standard voids. (This does not include properties requiring major works, decant properties, insurance claims following fire damage and currently dispersed units of accommodation).

| Quarter 1, 2022/23 | | Quarter 2, 2022/23 | |
|--------------------|-----------|--------------------|---------|
| April 2022 | 23.6 days | July 2022 | 31 days |
| May 2022 | 20.5 days | August 2022 | 17 days |
| June 2022 | 21.4 days | September 2022 | 23 days |

The annual average target is 22 days (measured from tenancy end date to the date of keys issued to the new incoming tenants). This was top quartile performance for stock retained local authorities when bench marked with Housemark prior to the pandemic.

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Housing services is working towards joining the Housemark bench marking scheme.

This represents what will be the first full year of monitoring a standard void turnaround performance indicator. It serves to demonstrate how effectively & efficiently the service is being provided. A reduced number of days ensures people from the housing register and homeless people in temporary accommodation are rehoused as fast as we can. It also ensures void rental losses are kept to a minimum.

For the first 6 months of this financial year accumulatively the void turnaround time is 26 days. Delays have been due to staffing levels, covid has remained to be issue for us with staff being ill as well as for issues in the supply chain for materials, but 22 days remains within our reach.

We have recently launched a new tenant satisfaction survey to ensure we have both a good performing void turnaround time and a home people are happy with. Findings will be shared as they become available

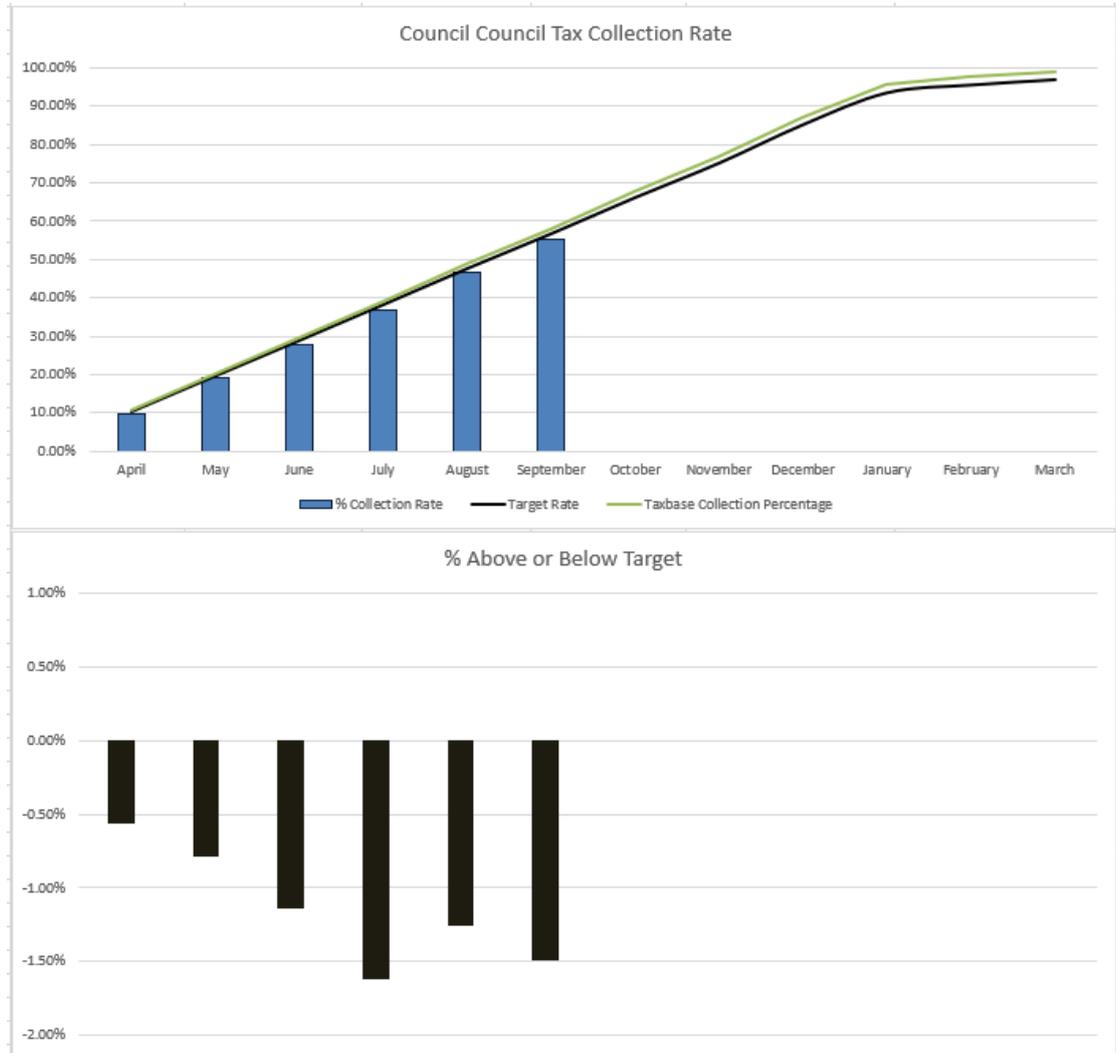
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Finance & Customer Services (inc Revenues & Benefits)

Performance measure

- Council Tax Collection Rate



Update

The Council is responsible for the collection of Council Tax income on behalf of itself and precepting authorities such as the County Council, The Police and Crime Commissioner for West Mercia, and the Hereford and Worcester Fire Authority. Any reductions to the target collection rates result in additional charges to the precepting authorities in the following financial year. Collection rates are a reflection of the economy and with the current “cost of living crisis” it is expected that collection rates might fall.

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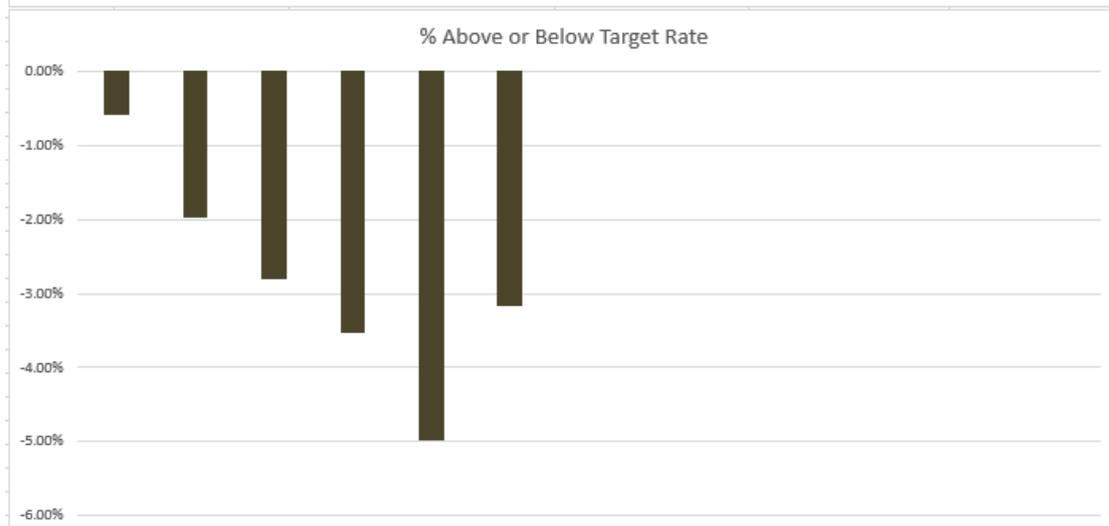
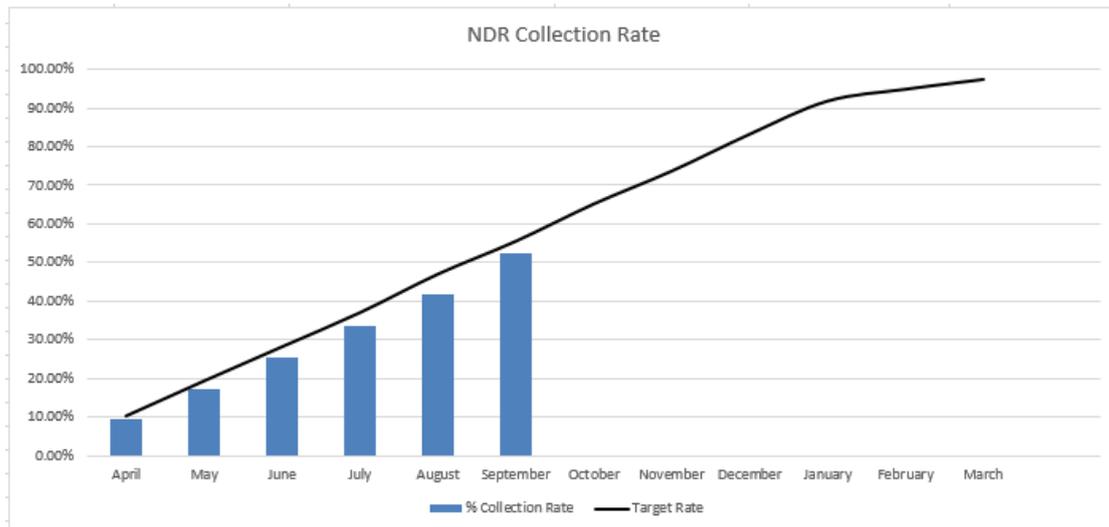
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Performance measure

- NDR Collection Rate

Update

The Council is responsible for the collection of Business rates on behalf of itself and the Government. Like the Council Tax, any reductions to the target collection rates result in additional charges to the collecting authorities in the following financial year. Collection rates are a reflection of the economy and with the current “cost of living crisis” it is expected that collection rates might fall. Presently as of June we are slightly below these target rates already. It should be noted that for the past 2 years during the C-19 pandemic there were significant reliefs for businesses. 2022/23 is the first year without those reliefs.



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Performance measure

- Revenues Processing

Update

There are always significant quantities of items being processed by the Revenues team including both on Council Tax and Business Rates queries. This activity has been increased in the initial 3 months of 2022/23 by the administration of the Energy Rebate Payments. In terms of Benefits processing, new claims are being turned round in 20 days and changes of circumstances are being actioned within 9 days.

| Month | Completed Items | Completed < 7 Day | Completed < 14 Day | Completed < 21 day | Completed < 28 Day | Completed > 28 day | Outstanding Document |
|-------|-----------------|-------------------|--------------------|--------------------|--------------------|--------------------|----------------------|
| Apr | 2082 | 588 | 301 | 308 | 517 | 368 | 1869 |
| May | 1659 | 409 | 230 | 138 | 75 | 807 | 2044 |
| Jun | 2115 | 442 | 239 | 152 | 201 | 1081 | 2031 |
| Jul | 2107 | 393 | 253 | 202 | 293 | 966 | 1605 |
| Aug | 1340 | 325 | 182 | 148 | 429 | 256 | 1421 |
| Sep | 2408 | 692 | 402 | 222 | 445 | 647 | 1430 |

Performance measure

- Online Customer Interactions

Online Customer transactions and Revenues calls (the next two tables) are being significantly affected by the administration of the Energy Rebate scheme which affects almost 28,000 households in the borough.

| Month | On-Line Service Requests | Auto Processed | Referenced | Rejected |
|-------|--------------------------|----------------|------------|----------|
| Apr | 1340 | 385 | 384 | 571 |
| May | 6811 | 5734 | 460 | 617 |
| Jun | 4242 | 3413 | 328 | 501 |
| Jul | 3199 | 2275 | 403 | 521 |
| Aug | 1427 | 527 | 386 | 514 |
| Sep | 2729 | 1785 | 396 | 548 |

Customer Services**Performance measure**

- Revenues Calls

Update

| Date | Calls Answered | Average in Queue | Average Wait | Average Logged in | Average call length |
|-----------|----------------|------------------|--------------|-------------------|---------------------|
| July 2022 | 3261 | 2.06 | 7.47 | 5.56 | 5.19 |
| Aug 2022 | 2946 | 1.20 | 6.11 | 4.44 | 7.01 |

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| | | | | | |
|-----------|------|------|------|------|------|
| Sept 2022 | 2977 | 2.50 | 7.09 | 4.86 | 7.05 |
|-----------|------|------|------|------|------|

Many enquiries related to the Energy Rebate payments and how to apply. In comparison to the first quarter there was a reduction in the number of calls due to improved information available on the website and the option to apply on line, leading to a reduction in calls in the 2nd quarter.

Performance measure

- Number of Web Payments

Update

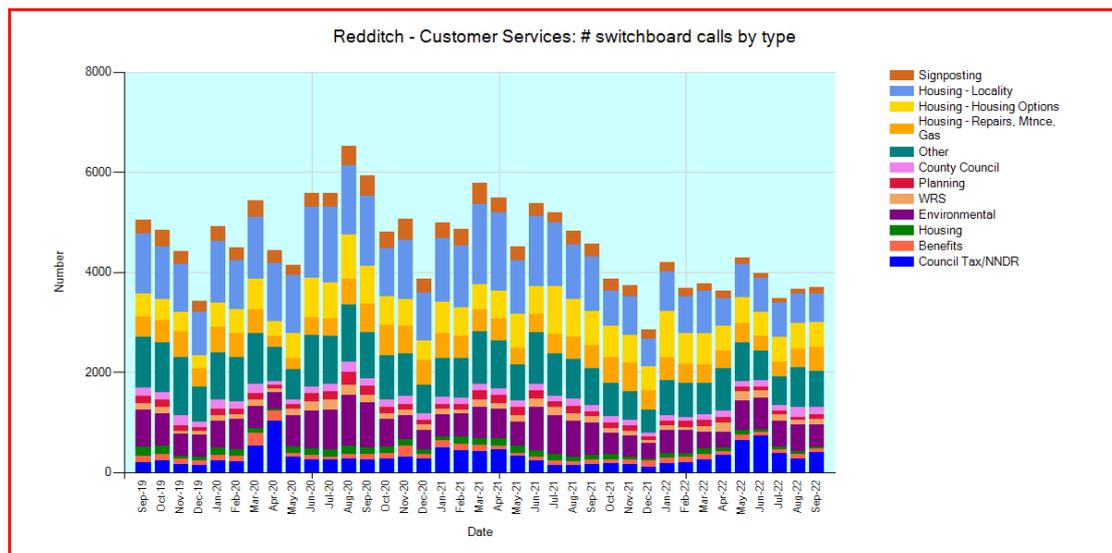
| Date | RBC |
|-----------|------|
| July 2022 | 3438 |
| Aug 2022 | 3187 |
| Sept 2022 | 2657 |

Performance measure

- Customer Service calls

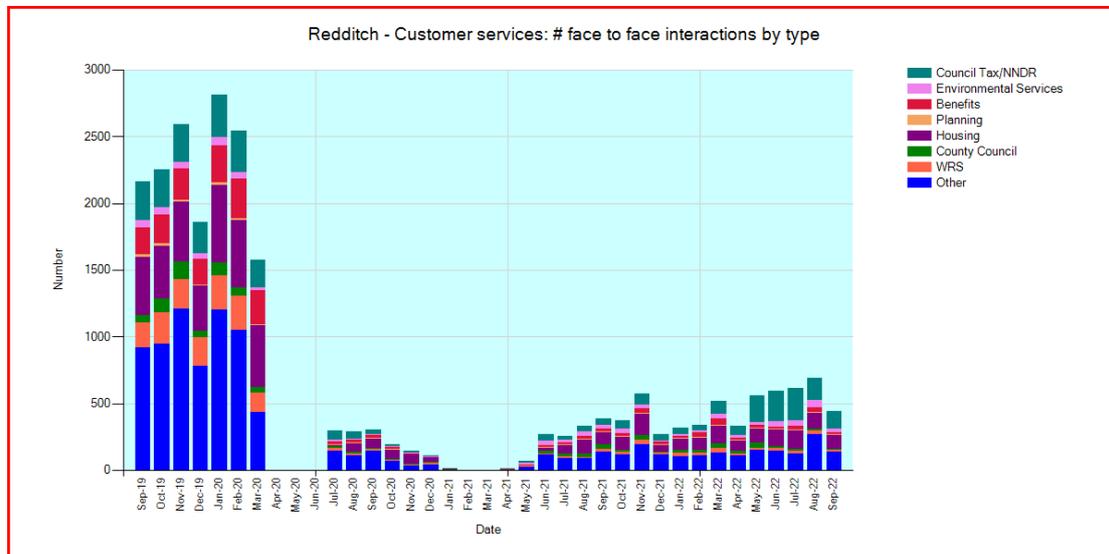
Update

There have been slightly fewer Customer Services calls the first quarter of 22/23 compared to the previous 2 years, although those numbers might be slanted due to the Country being under C-19 restrictions. This can be seen better in terms of the face-to-face interactions which reflect the periods when the Cash Office was closed and the fact that C19 has led to customers interacting with us in other ways.



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Planning, Regeneration & Leisure Services

The Leisure Strategy has been received and shared with CMT (Corporate Management Team), it will be reported to Committee in October and there will be a prominent level of stakeholder engagement and discussions with CMT.

Planning measures are currently in development and will be charted ready for reporting in Q4 2022/23. Below is the data for the first 3 measures:

Performance measure

- Total number of applications determined in quarter (all types)

Update

| Period | Number Determined |
|--------------------|-------------------|
| Quarter 1, 2022/23 | 63 |
| Quarter 2, 2022/23 | 77 |

Performance measure

- Speed of decision making for 'major applications' (over a rolling 2-year period)

Update

| Period | Number Determined |
|--------------------|-------------------|
| Quarter 1, 2022/23 | 94.7% |
| Quarter 2, 2022/23 | 95.0% |

Governmental targets for determining applications in time (or within an agreed extension of time) on major applications is 60%

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Performance measure

- Speed of decision making for 'non-major applications' (over a rolling 2-year period)

Update

| Period | Number Determined |
|--------------------|-------------------|
| Quarter 1, 2022/23 | 82.6% |
| Quarter 2, 2022/23 | 83.3% |

Governmental targets for determining applications in time (or within an agreed extension of time) on non-major applications is 70%

Corporate Project Oversight & Monitoring

Quarterly Corporate Project monitoring commenced in January 2022. This is the third cycle of reporting; twenty-one projects are currently being monitored. The tables below provide a summary as of 20th October 22.

As can be seen, 59.1% have been rated as green for overall status as well as time status

| All Projects (Number) | Overall Status RAG | | Time Status RAG | | Scope Status RAG | | Budget Status RAG | |
|--------------------------|-----------------------|-------|--------------------|-------|---------------------|-------|----------------------|-------|
| | No. | % | No. | % | No. | % | No. | % |
| Red | 0 | 0.0% | 2 | 9.1% | 1 | 4.5% | 0 | 0.0% |
| Amber | 8 | 36.4% | 6 | 27.3% | 3 | 13.6% | 5 | 22.7% |
| Green | 13 | 59.1% | 13 | 59.1% | 17 | 77.3% | 11 | 50.0% |

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**6th December 2022**MEDIUM TERM FINANCIAL PLAN 2023/4 TO 2025/6 – Tranche 1**

| | |
|--|--|
| Relevant Portfolio Holder | Cllr. Karen Ashley, Finance and Enabling Portfolio Holder |
| Portfolio Holder Consulted | Yes |
| Relevant Head of Service | Michelle Howell |
| Report Author | Job Title: Head of Finance & Customer Services email:michelle.howell@bromsgroveandredditch.gov.uk Contact Tel: |
| Wards Affected | N/A |
| Ward Councillor(s) consulted | N/A |
| Relevant Strategic Purpose(s) | All |
| Non-Key Decision | |
| If you have any questions about this report, please contact the report author in advance of the meeting. | |

1. SUMMARY OF PROPOSALS

- 1.1 The Council will set its budget in two Tranches this year. The initial Tranche was published on the 17th October. It contained over £1.5m of savings well excess of the £0.9m required. In addition, the Q2 Finance and Performance Report, which is also on this agenda, sets out how existing unallocated savings of over £400k have been addressed. However, the impact of unprecedented and unanticipated increases in inflation have meant that even more savings are required in Tranche 2. This report updates Members on proposed changes announced in November by the Chancellor along with any feedback received for the savings proposals in Tranche 1 of the budget. The Chancellors Statement did not contain enough detailed information to adjust any budget assumptions or the existing “gap”. It recommends to Council that these savings proposals are Recommended for Council approval in January 2023.

2. RECOMMENDATIONS

Executive are asked to Resolve that:

- 1 That Officers continue to work on additional options, as outlined in the Strategy section of the Tranche 1 Report for presentation to Executive in February as Tranche 2 of the Budget.**

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**6th December 2022

Executive are asked to Recommend to Council that:

- 2 The Tranche 1 savings proposals, the updated WRS Fees and Charges proposals and the single Growth item in respect of the Climate Change Officer are approved for implementation to ensure maximum benefit as at 1st April 2023.**

3. Background

Introduction

- 3.1 The Council sets a 3-year Medium Term Financial Plan every year, with the final Council Tax Resolution being approved by Council in February. This year's process, as set out in the Tranche 1 documentation (attached as Background Papers) has been more difficult due to the following factors and as such has been split into two Tranches to ensure maximisation of delivery in the 2023/24 financial year:

- Starting the process with an initial deficit amount from the 2022/23 MTFP.
- This being the first year that the Government starts to pay for the C-19 Pandemic.
- The present cost of living crisis.
- A change of Prime Minister and Cabinet.
- Limited Reserves and balances.

Tranche 1 Proposals

- 3.2 The Tranche 1 Report was discussed by Executive on the 25th October. In that report, the Interim Director of Finance noted in his draft robustness statement set out that the MTFP highlights that the current financial position is untenable without some form of intervention. Whilst a balanced budget for 2022/23 was approved with the use of reserves in February 2022, the Council is currently forecasting a £1.7m overspend in 2023/24 due to the additional demands placed on it due to the present rates of inflation, which in turn is utilising the remaining available reserves balances to fund these pressures.
- 3.3 It is important, for planning purposes that those initial savings proposals are approved by Council as soon as possible in order to achieve the maximum benefit in the 2023/24 financial year. As per the Q2 Monitoring Report, which is also being presented to Executive today, prior years "unallocated savings" have now been fully allocated to service budgets.

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**6th December 2022

- 3.4 Those initial savings proposals to be approved and the position on the Councils budget as per Tranche 1 are set in the following table. Overall, the Council has identified £1.529m of savings items. These offset the £0.949m budget deficit. However, when we add in inflationary pressures (non-utilities) we move to a deficit position of £599k which reduces to £125k over the three-year period. We kept utilities separate, pending possible Government support, however this increases the overall deficit position to £1.7m, reducing to £1.3m on present working assumptions. Appendix A sets out the full set of WRS Fees and Charges. The initial appendix did not contain all the Environmental Health charges.

| Redditch Position Statement | | | | |
|--|--|----------------|----------------|----------------|
| | | 2023/24 | 2024/25 | 2025/26 |
| | | £000 | £000 | £000 |
| Base Budget Position 22/23 MTFP | | | | |
| | Expenditure | 10,290 | 10,428 | 10,661 |
| | Funding | -9,341 | -9,595 | -9,621 |
| | Net | 949 | 833 | 1,040 |
| Revised Gap | | | | |
| | | 949 | 833 | 1,040 |
| Pressures | | | | |
| | 50% Funding for Climate Change Officer | 30 | 30 | 30 |
| Savings Options | | | | |
| | Environmental Services Partnership | 0 | -25 | -50 |
| | Service Reviews | -140 | -330 | -405 |
| | Move to All Out Elections | 0 | 0 | -170 |
| | Town Hall | 0 | 0 | -400 |
| | Finance Vacancies | -100 | -100 | -100 |
| | MRP | -100 | -100 | -100 |
| | Pension Fund | -580 | -580 | -580 |
| | Engage Capacity Grid (One Off) £14m De | -300 | -300 | 0 |
| | 10% Increase in Fees and Charges | -339 | -340 | -342 |
| | Council Tax Increase | 0 | -104 | -104 |
| | Total Savings | -1,529 | -1,849 | -2,221 |
| Revised Position | | | | |
| | | -580 | -1,016 | -1,181 |
| Pressures | | | | |
| | Pay Pressure Year 1 | 928 | 928 | 928 |
| | Pay Pressure Future Years (1%) | 0 | 0 | 117 |
| | Transport Pressure | 21 | 21 | 21 |
| | Contracts Pressures | 230 | 235 | 240 |
| | Core Pressures | 1,179 | 1,184 | 1,306 |
| Updated Position | | | | |
| | | 599 | 168 | 125 |
| | Utilities Inflation | 1,140 | 1,140 | 1,140 |
| Final Draft Position | | | | |
| | | 1,739 | 1,308 | 1,265 |

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3.5 The Council's Capital Programme must prioritise the spending of Towns Fund and UK Shared Prosperity Grant Funding – both of which have to be delivered by April 2026 and April 2025 respectively. Therefore, the new rationale is for any scheme not yet started (unless grant or S106 funded) is that they must rebid for funds as part of the 2023/24 budget process.

3.6 The Savings Proposal form had a feedback section – the following feedback has been received by residents/stakeholders on the Tranche 1 proposals.

Chancellors Statement 17 November 2022

3.7 The Statement by the Chancellor Jeremy Hunt was delayed from the 31st October to the 17th November. The statement was high level and contained very little detail on allocations of funding for the sector.

3.8 On the 21st November the Council found out that the Local Government Financial Settlement will now not be until the week commencing the 19th December, a week later than expected. However, in this communication, DLUHC has said that ***“in recognition that this Settlement is late in the year, we will also provide an update on the pLGFS soon, including providing an update on the measures we will maintain into 2024/25. It is our intention that this will support your budget setting process, ahead of the publication of the pLGFS.”***

3.9 What we do know from the settlement is that:

- Overall – we will be allowed a 1% increase on our Council Tax base from 2% to 3%. At the 2023/4 base level of £6.941m this is 69k.
- We no longer facing the additional pressure of increased employer National Insurance contributions. However, DLUHC are revising the additional grant funding for councils because of this.
- The Government is capping the amount their rents can increase by next year at 7% compared to c.11.1% under current rules. This means we can now come forward with our 2023/24 HRA rent increases report.
- The Autumn Statement announced a £13.6 billion support package to protect ratepayers facing increase. This includes a freezing of the Business Rates multipliers for 23/24, a Transitional Relief scheme to limit the rate at which bills can increase, a more generous Retail, Hospitality and Leisure relief, and the Supporting Small Business scheme to cap bill increases for business that lose relief due to the revaluation. Local authorities will be fully compensated for any loss of income as a result of these business rates measures and will receive new burdens funding for administrative and IT costs.
- An extension to the Household Support Fund over 2023-24, providing £1 billion additional funding. The Government are in conversations with our sector on how this will be distributed.

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3.10 The Provisional Local Government settlement will now take place in the week commencing the 19th December. Therefore, the overall timetable changes slightly:

- Initial Tranche 1 Options published - 16th October
- Executive discuss initial options – 25th October
- Chancellors Statement – 17th November
- End of feedback period – 23rd November
- Tranche 1 approved by Executive in December and Council in January
- Provisional Local Government Settlement – w/c 19th December
- Final Local Government Settlement – 12th January
- Tranche 2 options ready for Executive – 17th January
- Tranche 2 options presented to Executive - 7th February
- Full Budget approved by Council – 27th February

Timescales are estimated – however the issue is that there is little time for delivery of either Tranche1 or Tranche 2.

The Council's Base Assumptions including Inflation and Grants

3.11 Following the Chancellors announcement in November, it is important that the Councils base assumptions are revised. This section sets out those assumptions and any changes that have been made.

3.12 Tax Base underlying assumptions are as follows

- Council Tax – Figures assume the full 1.99% increase, but the ability to increase by £104k from 2024/25
- Business Rates Increases – business rates assume no growth in the base. This is being reviewed in light of the post C-19 environment.
- New Homes Bonus – It is assumed to be none in 23/24 onwards
- Lower Tier Services Grant - It is assumed to be none in 23/24 onwards
- Pension Fund assumptions – takes account of the latest triennial valuation which was received in September

3.13 Grant support assumptions are as follows (Revenue and Capital). It should be noted that these are budgeted figures and final grant figures will not be confirmed until the time of the final Local Government Settlement.

- The main Revenue Grants are
 - S31 Grant - £0.748m
 - Housing Benefit Administration Grant - £0.235m
 - Housing Benefit Grant - £18.5m
 - Discretionary Housing Payment - £0.136m

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**6th December 2022

- Revenue Cost of Collection Grant - £0.106m
- Homelessness Grant - £0.153m
- The Council has £15.2m of Towns Fund Grant to be spent by April 2026 which is match funded by £2.0m of Council funding.
- The Council has £2.4m of UK Shared Prosperity Fund to spend by April 2025. This is both revenue and capital in nature.

3.14 Inflationary increases are significant due to factors already identified in previous sections. The following are the current base assumptions although given the present “cost of living” crisis and the change of Government in September it is likely these will need to be updated in Tranche 2.

- The Employers have agreed a 2022/23 pay award of £1,925 per pay point plus on costs. This equates to an additional £953,453 cost to the Council from its initial budget. We budgeted for a 2% increase in our base budget in the 2022/23 MTFS which was £180k. In addition, we are assuming the 2023/24 will see an additional cost of 1.5% over our 1% base at a cost £154,667 before reverting back to 1% from 2024/25.
 - Therefore, at our present employee budgets, this accounts for an ongoing pressure of £1,108,120. Taking off the £180K budgeted this leaves £928,120.
- General inflation is running at 10% as of the 18th August. The assumption is this will affect transport and contract budgets in particular. Its impact on 2023/24 will be as follows (it is assumed that 2024/25 will move back to normal levels of 2%):
 - Redditch base transport budget - £209k – Increase £21k
 - Redditch base “contracts” budget - £2.3m – Increase £230k
- Utilities increases will be significant, with all our existing Utility contracts requiring renewal by the end of this financial year. We have seen increases in some areas of up to 400%. For planning purposes, we will assume an increase of 200% in 2023/24 which should then be relatively constant for the next three years.
 - Redditch base utilities budget - £570k – Increase £1,140k

3.15 There are also other possible pressures that will be monitored during the Tranche 1 and Tranche 2 processes as many relate to changes in Government legislation which is yet to be received. Key items include:

- The future waste operating model.
- Possible commercial opportunities to maximise income.
- Climate Change.
- Review of the Councils Leisure contract.

3.16 Other service-based pressures will be identified for inclusion in the Tranche 2.

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**6th December 2022**Strategic Approach**

- 3.17 The Council has come into the 2023/24 budget process with a number of conflicting issues. These include:
- An ongoing budget deficit position from the 2022/23 MTFS of £1.0m which has now been resolved.
 - Significant inflationary increase due to the “cost of living” crisis.
 - Limited reserves to call on to reduce any deficit, which is still the case due to inflationary pressures. Earmarked reserves stand at just under £7m.
 - Increases in Council Tax are limited at 2% or £5, which is significantly lower than the present rates of inflation.
- 3.18 The Council must move to financial sustainability as soon as is practically possible due to the present inherent risks but must be minded of Government support that will be announced in the settlement.
- 3.19 As set out in the Tranche 1 report, the strategy must be to move the Council to financial sustainability by the 2024/25 financial year. To get to this position there will be the need for investment and possibly the requirement to fund redundancy (both from reserves). Both these requirements will be outputs from the Council having to implement changes to the way it operates to continue to become a viable entity going forward and this will take 18 months to implement fully.
- 3.20 As set out later in the Robustness Statement, in compiling Tranche1 of the budget, assumptions have been made based on the best information held now. Issues the Council is facing are not unique, they are being faced by almost all Councils. Tranche 2 of the budget will adjust for any funding that the Government will provide and also look at other options to close any deficit should the Government settlement not bridge any resultant gap. Initiatives that will be assessed in Tranche 2 (as more time is required to analyse these individual options) include:
- Clarity of the Local Government Settlement including the Lower Tier Service Grant and the New Homes Bonus which if confirmed as intimated at Prime Ministers Question Time on the 12th October is worth £0.4m
 - Ensuring Grants are maximised.
 - Ensuring Agency work reflects the income provided for its delivery.
 - Minimisation of Bed and Breakfast Temporary Accommodation costs
 - Reviewing the effectiveness of the Council’s largest Contracts.
 - Maximising the effectiveness of our refuse fleet
 - Reviewing the location and effectiveness of our Depot

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**6th December 2022

- Assessing the Council's leisure and cultural strategy in terms of affordability
 - Reviewing recharging mechanisms between the Councils for appropriateness
 - Rationalisation of Back Office services as we embrace technology.
- 3.21 Many of these initiatives will require investment, for which the only present source of funding is reserves (General Fund and Earmarked Reserves). Key areas of investment will be:
- Documentation of Processes
 - Investment in automation and robotic processes
 - Possible redundancy – through restructures
- 3.22 However, in any situation, the Council must move to sustainability by the 2024/25 financial year.

Impact on Reserves

- 3.23 As per the Tranche 1 Report these will be fully revised in Tranche 2.

Capital Programme

- 3.24 The final position, based on scheme slippage to date in 2022/23 and the availability of resources will be reassessed as part of Tranche 2.

Robustness Statement

- 3.25 For Tranche 1, the opinion of the Interim Director of Finance is that the 2023/24 budget estimates contain considerable risk due to the level of uncertainty in the Council's operating environment, making it problematic to develop meaningful assumptions.
- 3.26 The revenue budget and capital programme have been formulated having regard to several factors including:
- Funding Available.
 - Inflation.
 - Risks and Uncertainties.
 - Priorities.
 - Service Pressures.
 - Commercial Opportunities.
 - Operating in a Post C-19 environment.

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**6th December 2022

- 3.27 The MTFP highlights that the current financial position is untenable without some form of intervention. Whilst a balanced budget for 2022/23 was approved with the use of reserves and balances in February 2022, the Council is currently forecasting a £1.7m overspend in 2023/24 due to the additional demands placed on it due to the present rates of inflation, which in turn is utilising the remaining available reserves balances to fund these pressures.
- 3.28 Given all the uncertainty which encapsulates this MTFP, the assumptions have been based on the best available information to the Council at this time. Work will continue in validating all assumptions, robustly challenging estimates, ensuring the delivery of existing saving plans. Updates will be included in Tranche 2 of the MTFS and balanced budget setting process.

4. IMPLICATIONS**Financial Implications**

- 4.1 Financial implications are set out in section 3.

Legal Implications

- 4.2 A number of statutes governing the provision of services covered by this report contain express powers or duties to charge for services. Where an express power to charge does not exist the Council has the power under Section 111 of the Local Government Act 1972 to charge where the activity is incidental or conducive to or calculated to facilitate the Council's statutory function.

Service / Operational Implications

- 4.3 Monitoring will be undertaken to ensure that income targets are achieved in 2023/24.

Customer / Equalities and Diversity Implications

- 4.4 The implementation of the revised fees and charges will be notified in advance to the customer to ensure that all users are aware of the new charges and any concessions available to them.

REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**6th December 2022**5. RISK MANAGEMENT**

- 5.1 There is a risk that if fees and charges are not increased that income levels will not be achieved, and the cost of services will increase. This is mitigated by managers reviewing their fees and charges annually.
In addition, the original report to Executive on the 25th October has a section on risk.

6. APPENDICES and BACKGROUND PAPERS

Appendix A – WRS Updated Fees and Charges

Background Papers

Tranche 1 MTFP – Executive 25th October 2022
MTFP 2022/23 – Approved February 2022

6. BACKGROUND PAPERS

None.

7. KEY

None

REDDITCH BOROUGH COUNCIL

Regulatory Services

| Service Category | charge 1st April 2022 £ | % Change | INCREASE/ decrease £ | Proposed charge from | COMMENTS |
|---|-------------------------|----------|----------------------|----------------------|----------|
| LICENSING ACT 2003 - FEES SET BY CENTRAL GOVERNMENT - SAME FOR ALL DISTRICT COUNCILS | | | | | |
| Temporary Events Notices | | | | | |
| Fee to issue a Temporary Events Notice (TEN) | £21.00 | 0.00% | 0 | £21.00 | |
| Cost of a TEN (fuel or paper) | £10.00 | 0.00% | 0 | £10.00 | |
| Personal Licences | | | | | |
| Application for the grant of a personal licence | £37.00 | 0.00% | 0 | £37.00 | |
| Fee for a replacement personal licence (if lost or stolen) | £16.50 | 0.00% | 0 | £16.50 | |
| Fee to notify a change of name or address on a personal licence | £10.00 | 0.00% | 0 | £10.00 | |
| Applications for new premises licences or club premises certificates | | | | | |
| Applications for the grant of a premises licence or club premises certificate | | | | | |
| Band A (INDRV 0 - 4000) | £100.00 | 0.00% | 0 | £100.00 | |
| Band B (INDRV 4001 - 10000) | £190.00 | 0.00% | 0 | £190.00 | |
| Band C (INDRV 10001 - 15000) | £315.00 | 0.00% | 0 | £315.00 | |
| Band D (INDRV 15001 - 125000) | £450.00 | 0.00% | 0 | £450.00 | |
| Band E (INDRV 125001 - +) | £635.00 | 0.00% | 0 | £635.00 | |
| Applications for the grant of a premises licence or club premises certificate (where the premises is used exclusively or primarily for the supply of alcohol for consumption on the premises) | | | | | |
| Band A (INDRV 0 - 4000) | £100.00 | 0.00% | 0 | £100.00 | |
| Band B (INDRV 4001 - 10000) | £190.00 | 0.00% | 0 | £190.00 | |
| Band C (INDRV 10001 - 15000) | £315.00 | 0.00% | 0 | £315.00 | |
| Band D (INDRV 15001 - 125000) | £450.00 | 0.00% | 0 | £450.00 | |
| Band E (INDRV 125001 - +) | £1,905.00 | 0.00% | 0 | £1,905.00 | |
| Additional fees for grant of a premises licence (for large venues with capacities over 5000) | | | | | |
| 5000 - 9999 | £1,000.00 | 0.00% | 0 | £1,000.00 | |
| 10000 - 19999 | £2,000.00 | 0.00% | 0 | £2,000.00 | |
| 20000 - 19999 | £4,000.00 | 0.00% | 0 | £4,000.00 | |
| 30000 - 19999 | £8,000.00 | 0.00% | 0 | £8,000.00 | |
| 40000 - 19999 | £16,000.00 | 0.00% | 0 | £16,000.00 | |
| 50000 - 19999 | £32,000.00 | 0.00% | 0 | £32,000.00 | |
| 60000 - 19999 | £48,000.00 | 0.00% | 0 | £48,000.00 | |
| 70000 - 19999 | £64,000.00 | 0.00% | 0 | £64,000.00 | |
| 80000 - 19999 | £80,000.00 | 0.00% | 0 | £80,000.00 | |
| Applications to vary premises licences and club premises certificates | | | | | |
| Applications to vary a premises licence or club premises certificate | | | | | |
| Band A (INDRV 0 - 4000) | £100.00 | 0.00% | 0 | £100.00 | |
| Band B (INDRV 4001 - 10000) | £190.00 | 0.00% | 0 | £190.00 | |
| Band C (INDRV 10001 - 15000) | £315.00 | 0.00% | 0 | £315.00 | |
| Band D (INDRV 15001 - 125000) | £450.00 | 0.00% | 0 | £450.00 | |
| Band E (INDRV 125001 - +) | £635.00 | 0.00% | 0 | £635.00 | |
| Applications to vary a premises licence (where the premises is used exclusively or primarily for the supply of alcohol for consumption on the premises) | | | | | |
| Band A (INDRV 0 - 4000) | £100.00 | 0.00% | 0 | £100.00 | |
| Band B (INDRV 4001 - 10000) | £190.00 | 0.00% | 0 | £190.00 | |
| Band C (INDRV 10001 - 15000) | £315.00 | 0.00% | 0 | £315.00 | |
| Band D (INDRV 15001 - 125000) | £450.00 | 0.00% | 0 | £450.00 | |
| Band E (INDRV 125001 - +) | £1,905.00 | 0.00% | 0 | £1,905.00 | |
| Application for a motor variation of a premises licence or club premises certificate | £89.00 | 0.00% | 0 | £89.00 | |
| Annual maintenance fees | | | | | |
| Annual premises licence or club premises certificate fee | | | | | |
| Band A (INDRV 0 - 4000) | £70.00 | 0.00% | 0 | £70.00 | |
| Band B (INDRV 4001 - 10000) | £160.00 | 0.00% | 0 | £160.00 | |
| Band C (INDRV 10001 - 15000) | £260.00 | 0.00% | 0 | £260.00 | |
| Band D (INDRV 15001 - 125000) | £320.00 | 0.00% | 0 | £320.00 | |
| Band E (INDRV 125001 - +) | £360.00 | 0.00% | 0 | £360.00 | |
| Annual premises licence (where the premises is used exclusively or primarily for the supply of alcohol for consumption on the premises) | | | | | |
| Band A (INDRV 0 - 4000) | £70.00 | 0.00% | 0 | £70.00 | |
| Band B (INDRV 4001 - 10000) | £160.00 | 0.00% | 0 | £160.00 | |
| Band C (INDRV 10001 - 15000) | £260.00 | 0.00% | 0 | £260.00 | |
| Band D (INDRV 15001 - 125000) | £440.00 | 0.00% | 0 | £440.00 | |
| Band E (INDRV 125001 - +) | £1,050.00 | 0.00% | 0 | £1,050.00 | |
| Additional annual fees premises licences (for large venues with capacities over 5000) | | | | | |
| 5000 - 9999 | £500.00 | 0.00% | 0 | £500.00 | |
| 10000 - 19999 | £1,000.00 | 0.00% | 0 | £1,000.00 | |
| 20000 - 19999 | £2,000.00 | 0.00% | 0 | £2,000.00 | |
| 30000 - 19999 | £4,000.00 | 0.00% | 0 | £4,000.00 | |
| 40000 - 19999 | £8,000.00 | 0.00% | 0 | £8,000.00 | |
| 50000 - 19999 | £16,000.00 | 0.00% | 0 | £16,000.00 | |
| 60000 - 19999 | £24,000.00 | 0.00% | 0 | £24,000.00 | |
| 70000 - 19999 | £32,000.00 | 0.00% | 0 | £32,000.00 | |
| 80000 - 19999 | £40,000.00 | 0.00% | 0 | £40,000.00 | |
| Other applications and notifications | | | | | |
| Application to transfer a premises licence | £23.00 | 0.00% | 0 | £23.00 | |
| Application to vary a premises licence to nominate a premises supervisor | £23.00 | 0.00% | 0 | £23.00 | |
| Fee to change name or address of the holder of a premises licence | £10.50 | 0.00% | 0 | £10.50 | |
| Fee to change the name or address of a designated premises supervisor on a premises licence | £10.50 | 0.00% | 0 | £10.50 | |
| Fee for a replacement premises licence or club premises certificate (if lost or stolen) | £10.50 | 0.00% | 0 | £10.50 | |
| Fee to notify licensing authority of a proper interest in a premises | £21.00 | 0.00% | 0 | £21.00 | |
| Notification of cease or club name or address on a club | £16.50 | 0.00% | 0 | £16.50 | |
| Notification of change of registered address of club | £10.50 | 0.00% | 0 | £10.50 | |
| Interim authority notice following death, incapacity or insolvency of licence holder | £23.00 | 0.00% | 0 | £23.00 | |
| Application for grant of a provisional statement | £315.00 | 0.00% | 0 | £315.00 | |
| Other Fees and Charges | | | | | |
| TAXI AND PRIVATE HIRE | | | | | |
| Heavy Carriage Vehicle Licence | £264.00 | 5.00% | £13.20 | £277.20 | |
| Private Hire Vehicle Licence | £264.00 | 5.00% | £13.20 | £277.20 | |
| Private Hire Operator Licence (5 year/1-3 vehicles) | £637.00 | 0.00% | £0.00 | £637.00 | |
| Private Hire Operator Licence (all operators) per additional vehicle | £17.00 | 0.00% | £0.00 | £17.00 | |
| Private Hire Operator Licence (3 years) | £162.00 | 5.00% | £7.50 | £169.50 | |
| Dual Heavy Carriage / Private Hire Operator Licence (3 years) | £208.00 | 5.00% | £10.40 | £218.40 | |
| Administration Charge - new applications | £37.00 | 5.00% | £1.85 | £38.85 | |
| Replacement vehicle licence plate | £23.00 | 5.00% | £1.15 | £24.15 | |
| Replacement driver's licence | £13.00 | 5.00% | £0.70 | £13.70 | |
| Amendment to paper licence e.g. change of address | £12.00 | 5.00% | £0.60 | £12.60 | |
| Temp vehicle licence fees (£7.75) | | | | £15.50 | |
| Replacement driver's licence - £13.10 per copy | | | | £15.50 | |
| Transfer of ownership of a licensed vehicle | £51.00 | 5.00% | £2.60 | £53.60 | |
| Criminal Record (DBS) Check | £56.00 | 5.00% | £2.80 | £58.80 | |
| ANIMAL ACTIVITY LICENCES | | | | | |
| Setting out boxes, bedding of dogs, providing or arranging the provision of boarding for cats or dogs and setting animals in pens | £329.00 | 0.00% | £0.00 | £329.00 | |
| Application fee | £184.00 | 0.00% | £0.00 | £184.00 | |
| License fee (1 year) | | | | | |

| | | | | | |
|---|----------------|--------------|--------------|----------------|--|
| Licence fee (2 years) | £364.00 | 0.00% | £0.00 | £364.00 | |
| Licence fee (2 years) | £548.00 | 0.00% | £0.00 | £548.00 | |
| Application to vary a licence | £240.00 | 0.00% | £0.00 | £240.00 | |
| Recovered at cost | £164.00 | 0.00% | £0.00 | £164.00 | Recovered at cost |
| Veterinary fees (if applicable) | | | | | |
| Local authority inspection (on request of licence holder) | | | | | |
| Kennel or Exotic animals for exhibition (cont) | | | | | |
| Application fee | £219.00 | 0.00% | £0.00 | £219.00 | |
| Licence fee (2 years) | £300.00 | 0.00% | £0.00 | £300.00 | |
| Application to vary a licence | £108.00 | 0.00% | £0.00 | £108.00 | |
| Recovered at cost | £163.00 | 0.00% | £1.00 | £164.00 | Recovered at cost |
| Veterinary fees (if applicable) | | | | | |
| Local authority inspection (on request of licence holder) | | | | | |
| ACUPUNCTURE, COSMETIC PIERCING, SEMI-PERMANENT SKIN COLOURING, TATTOOING, ELECTROLYSIS | | | | | |
| Fee to register a premises | £136.00 | 5.00% | £6.80 | £142.80 | |
| Fee to register a practitioner | £93.00 | 5.00% | £4.65 | £97.65 | |
| GAMBLING ACT 2005 (inc. SMALL LOTTERIES) | | | | | |
| Small society licences | | | | | |
| Fee to register a small society lottery | £40.00 | 0.00% | £0.00 | £40.00 | STATUTORY - CANNOT AMEND |
| Small society lottery annual maintenance fee | £20.00 | 0.00% | £0.00 | £20.00 | STATUTORY - CANNOT AMEND |
| Application for the grant of a premises licence | | | | | |
| Betting (including tracks) | £1,853.00 | 5.00% | £92.70 | £1,945.70 | |
| Betting Tracks | £1,853.00 | 5.00% | £92.70 | £1,945.70 | |
| Bingo | £2,171.00 | 5.00% | £108.60 | £2,279.60 | |
| Adult Gaming Centres | £1,240.00 | 5.00% | £62.00 | £1,302.00 | |
| Family Entertainment Centres | £1,240.00 | 5.00% | £62.00 | £1,302.00 | |
| Premises licence annual fees | | | | | |
| Betting (including tracks) | £371.00 | 5.00% | £18.60 | £389.60 | |
| Betting Tracks | £371.00 | 5.00% | £18.60 | £389.60 | |
| Bingo | £639.00 | 5.00% | £32.00 | £671.00 | |
| Adult Gaming Centres | £639.00 | 5.00% | £32.00 | £671.00 | |
| Family Entertainment Centres | £990.00 | 5.00% | £49.50 | £1,039.50 | |
| Application to vary a premises licence | | | | | |
| Betting (including tracks) | £926.00 | 5.00% | £46.30 | £972.30 | |
| Betting Tracks | £926.00 | 5.00% | £46.30 | £972.30 | |
| Bingo | £1,090.00 | 5.00% | £54.50 | £1,144.50 | |
| Adult Gaming Centres | £639.00 | 5.00% | £32.00 | £671.00 | |
| Family Entertainment Centres | £639.00 | 5.00% | £32.00 | £671.00 | |
| Application to transfer a premises licence | | | | | |
| Betting (including tracks) | £742.00 | 5.00% | £37.10 | £779.10 | |
| Betting Tracks | £742.00 | 5.00% | £37.10 | £779.10 | |
| Bingo | £746.00 | 5.00% | £37.30 | £783.30 | |
| Adult Gaming Centres | £1,240.00 | 5.00% | £62.00 | £1,302.00 | |
| Family Entertainment Centres | £620.00 | 5.00% | £31.00 | £651.00 | |
| Application for a provisional statement | | | | | |
| Betting (including tracks) | £1,853.00 | 5.00% | £92.70 | £1,945.70 | |
| Betting Tracks | £1,853.00 | 5.00% | £92.70 | £1,945.70 | |
| Bingo | £2,171.00 | 5.00% | £108.60 | £2,279.60 | |
| Adult Gaming Centres | £1,240.00 | 5.00% | £62.00 | £1,302.00 | |
| Family Entertainment Centres | £1,240.00 | 5.00% | £62.00 | £1,302.00 | |
| Application for the grant of a premises licence (provisional statement holds) | | | | | |
| Betting (including tracks) | £742.00 | 5.00% | £37.10 | £779.10 | |
| Betting Tracks | £742.00 | 5.00% | £37.10 | £779.10 | |
| Bingo | £746.00 | 5.00% | £37.30 | £783.30 | |
| Adult Gaming Centres | £746.00 | 5.00% | £37.30 | £783.30 | |
| Family Entertainment Centres | £620.00 | 5.00% | £31.00 | £651.00 | |
| Application for reinstatement of a premises licence | | | | | |
| Betting (including tracks) | £746.00 | 5.00% | £37.30 | £783.30 | |
| Betting Tracks | £746.00 | 5.00% | £37.30 | £783.30 | |
| Bingo | £746.00 | 5.00% | £37.30 | £783.30 | |
| Adult Gaming Centres | £746.00 | 5.00% | £37.30 | £783.30 | |
| Family Entertainment Centres | £666.00 | 5.00% | £33.30 | £699.30 | |
| Premises licence fees (Miscellaneous) | | | | | |
| Copy of a premises licence (off licence) | £25.00 | 0.00% | £0.00 | £25.00 | AT STATUTORY MAXIMUM ALREADY - CANNOT INCREASE |
| Notification of a change in respect of a premises licence (off licence) | £50.00 | 0.00% | £0.00 | £50.00 | AT STATUTORY MAXIMUM ALREADY - CANNOT INCREASE |
| Licensed Premises Gaming Machine Permits | | | | | |
| Application for grant of a permit | £150.00 | 0.00% | £0.00 | £150.00 | STATUTORY - CANNOT AMEND |
| Application for variation of a permit | £100.00 | 0.00% | £0.00 | £100.00 | STATUTORY - CANNOT AMEND |
| Application for transfer of a permit | £25.00 | 0.00% | £0.00 | £25.00 | STATUTORY - CANNOT AMEND |
| Annual permit fee | £50.00 | 0.00% | £0.00 | £50.00 | STATUTORY - CANNOT AMEND |
| Change of name shown on a permit | £25.00 | 0.00% | £0.00 | £25.00 | STATUTORY - CANNOT AMEND |
| Request for a copy of a permit | £15.00 | 0.00% | £0.00 | £15.00 | STATUTORY - CANNOT AMEND |
| Licensed Premises Gaming Machines (Automatic Enforcement) | | | | | |
| Fee to serve notification | £50.00 | 0.00% | £0.00 | £50.00 | STATUTORY - CANNOT AMEND |
| Club Gaming Permits | | | | | |
| Application for grant of a permit | £200.00 | 0.00% | £0.00 | £200.00 | STATUTORY - CANNOT AMEND |
| Application for grant of a permit (Club premises certificate holder) | £100.00 | 0.00% | £0.00 | £100.00 | STATUTORY - CANNOT AMEND |
| Application for variation of a permit | £100.00 | 0.00% | £0.00 | £100.00 | STATUTORY - CANNOT AMEND |
| Application for renewal of a permit | £200.00 | 0.00% | £0.00 | £200.00 | STATUTORY - CANNOT AMEND |
| Application for renewal of a permit (club premises certificate holder) | £100.00 | 0.00% | £0.00 | £100.00 | STATUTORY - CANNOT AMEND |
| Annual permit fee | £50.00 | 0.00% | £0.00 | £50.00 | STATUTORY - CANNOT AMEND |
| Request for a copy of a permit | £15.00 | 0.00% | £0.00 | £15.00 | STATUTORY - CANNOT AMEND |
| Club Machine Permits | | | | | |
| Application for grant of a permit | £200.00 | 0.00% | £0.00 | £200.00 | STATUTORY - CANNOT AMEND |
| Application for grant of a permit (Club premises certificate holder) | £100.00 | 0.00% | £0.00 | £100.00 | STATUTORY - CANNOT AMEND |
| Application for variation of a permit | £100.00 | 0.00% | £0.00 | £100.00 | STATUTORY - CANNOT AMEND |
| Application for renewal of a permit | £200.00 | 0.00% | £0.00 | £200.00 | STATUTORY - CANNOT AMEND |
| Application for renewal of a permit (club premises certificate holder) | £100.00 | 0.00% | £0.00 | £100.00 | STATUTORY - CANNOT AMEND |
| Annual permit fee | £50.00 | 0.00% | £0.00 | £50.00 | STATUTORY - CANNOT AMEND |
| Request for a copy of a permit | £15.00 | 0.00% | £0.00 | £15.00 | STATUTORY - CANNOT AMEND |
| Family Entertainment Centre Gaming Machine Permit | | | | | |
| Application for grant of a permit | £300.00 | 0.00% | £0.00 | £300.00 | STATUTORY - CANNOT AMEND |
| Application for renewal of a permit | £300.00 | 0.00% | £0.00 | £300.00 | STATUTORY - CANNOT AMEND |
| Change of name shown on a permit | £25.00 | 0.00% | £0.00 | £25.00 | STATUTORY - CANNOT AMEND |
| Request for a copy of a permit | £15.00 | 0.00% | £0.00 | £15.00 | STATUTORY - CANNOT AMEND |
| Pixie Gaming Permits | | | | | |
| Application for grant of a permit | £300.00 | 0.00% | £0.00 | £300.00 | STATUTORY - CANNOT AMEND |
| Application for renewal of a permit | £300.00 | 0.00% | £0.00 | £300.00 | STATUTORY - CANNOT AMEND |
| Change of name shown on a permit | £25.00 | 0.00% | £0.00 | £25.00 | STATUTORY - CANNOT AMEND |
| Request for a copy of a permit | £15.00 | 0.00% | £0.00 | £15.00 | STATUTORY - CANNOT AMEND |
| Temporary Use Notices | | | | | |
| Fee to serve a Temporary Use Notice | £310.00 | 5.00% | £15.50 | £325.50 | |
| Fee for a copy of a Temporary Use Notice | £16.00 | 5.00% | £0.80 | £16.80 | |
| STREET TRADING | | | | | |
| Annual street trading consent - food - initial | £1,447.00 | 5.00% | £72.35 | £1,519.35 | |
| Annual street trading consent - food - renewal | £1,227.00 | 5.00% | £61.35 | £1,288.35 | |
| Annual street trading consent - non-food - initial | £1,207.00 | 5.00% | £60.35 | £1,267.35 | |
| Annual street trading consent - non-food - renewal | £1,088.00 | 5.00% | £54.40 | £1,142.40 | |
| SCRAP METAL DEALERS LICENCES | | | | | |
| Application for a new licence | £296.00 | 0.00% | £0.00 | £296.00 | |
| Fee per additional site | £153.00 | 0.00% | £0.00 | £153.00 | |
| Application for renewal of a site licence | £245.00 | 0.00% | £0.00 | £245.00 | |
| Fee per additional site | £153.00 | 0.00% | £0.00 | £153.00 | |
| Application for a new collectors licence | £148.00 | 0.00% | £0.00 | £148.00 | |
| Application for renewal of a collectors licence | £97.00 | 0.00% | £0.00 | £97.00 | |
| Validation of a licence | £87.00 | 0.00% | £0.00 | £87.00 | |
| Request for a copy of a licence (if lost or stolen) | £26.00 | 0.00% | £0.00 | £26.00 | |
| ZOO LICENCES | | | | | |
| Application for grant or renewal of a licence | £131.00 | | £119.00 | £250.00 | Recovered at cost |
| Secretary of state inspector and veterinary fees | | | | | Recovered at cost |

| | | | | | |
|---|--|----------------|------------------------------|---|---|
| DANGEROUS WILD ANIMALS (DWA) Application for grant or renewal of a licence Veterinary inspection fees | £235.00 Recovered at cost | 0.00% | £0.00 | £235.00 Recovered at cost | |
| SEX ESTABLISHMENTS Application for grant or renewal of a licence Application for a Transfer Application for a Variation | £1,020.00 £1,020.00 | 0.00% 0.00% | £0.00 £0.00 | £1,020.00 £00.00 £1,020.00 | |
| HYPONOTISM (entertainment) Application for authorisation | | | Now | £50.00 | |
| PAVEMENT LICENCE Application for a licence (5 months) | £100.00 | 0.00% | £0.00 | £100.00 | |
| ENVIRONMENTAL HEALTH Dog Wards Trade (statutory fees) | £25.00 | 0.00% | £0.00 | £25.00 | Statutory Fee set by legislation |
| - Kennelling Fee (£15 per day or part day) | £17.00 | 5.88% | £1.00 | £18.00 | Increased to £18.00 help recover costs incurred and consistency with other Worcestershire Districts |
| - Kennelling Fee for dangerous dog by breed or behaviour - £25 per day | £25.00 | 4.00% | £1.00 | £26.00 | Increased to £26.00 help recover costs incurred and consistency with other Worcestershire Districts |
| - Admin charge | £15.00 | 13.33% | £2.00 | £17.00 | Increased to £17.00 help recover costs incurred and consistency with other Worcestershire Districts |
| - Levy for out of hours | £45.00 | 4.44% | £2.00 | £47.00 | Increased to £47.00 help recover costs incurred and consistency with other Worcestershire Districts |
| - Repeat offence levy | £40.00 | 5.00% | £2.00 | £42.00 | Increased to £42.00 help recover costs incurred and consistency with other Worcestershire Districts |
| - Treatment Costs (Wormer, Flea) - Per treatment | £10.00 | 20.00% | £2.00 | £12.00 | Increased to £12.00 help recover costs incurred and consistency with other Worcestershire Districts |
| - Veterinary Charges | Recharged at cost | | Full cost | Recharged at cost | |
| - Return Charge | £40.00 | 5.00% | £2.00 | £42.00 | Increased to £42.00 help recover costs incurred and consistency with other Worcestershire Districts |
| WRS Commercial Animal Services (WRS Income) | | | | | |
| Private Water Supplies | | | | | |
| Risk Assessment per hour (minimum 1 hour) | £56.00 | | £3.00 | £59.00 | Increased to £59.00 help recover costs incurred and consistency with other Worcestershire Districts |
| Investigation per hour (minimum 1 hour) | £56.00 | | £3.00 | £59.00 | Increased to £59.00 help recover costs incurred and consistency with other Worcestershire Districts |
| Granting an Authorisation per hour (minimum 1 hour) | £56.00 | | £3.00 | £59.00 | Increased to £59.00 help recover costs incurred and consistency with other Worcestershire Districts |
| Sampling Visit per hour (minimum 1 hour) | £56.00 | | £3.00 | £59.00 | Increased to £59.00 help recover costs incurred and consistency with other Worcestershire Districts |
| Sample analysis per sample taken | £59.00 | | £3.00 | £59.00 | Increased to £59.00 help recover costs incurred and consistency with other Worcestershire Districts |
| + Laboratory Costs | Full Cost Recovery | | | Full Cost Recovery | |
| Sample taken during check monitoring | £56.00 | | £3.00 | £59.00 | Increased to £59.00 help recover costs incurred and consistency with other Worcestershire Districts |
| + Laboratory Costs | Full Cost Recovery | | | Full Cost Recovery | |
| Sample taken during audit monitoring | £56.00 | | £3.00 | £59.00 | Increased to £59.00 help recover costs incurred and consistency with other Worcestershire Districts |
| + Laboratory Costs | Full Cost Recovery | | | Full Cost Recovery | |
| Other Environmental Health Fees | | | | | |
| Trading Certificates - WRS Income | | | | | |
| Health Check | | | | | |
| - Annual Specific expert inspections | £474.00 | 0% | £23.70 | £497.70 | |
| - Certificate | £104.40 | 0% | £5.20 | £109.60 | |
| - Per hour | £47.00 | 0% | £2.40 | £49.40 | |
| FMS re-rating - WRS Income | £168.00 | 0% | £8.40 | £176.40 | |
| 155 Certs Condensed Food - WRS Income | Full Cost Recovery | | | Full Cost Recovery | |
| Food Hygiene Basic Course fee - WRS Income | Full Cost Recovery | | | Full Cost Recovery | |
| Contaminated Land Equities - charge per hour - WRS Income | £45.00 | 2% | £1.00 | £46.00 | Increased to £46.00 help recover costs incurred and consistency with other Worcestershire Districts |

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Audit, Governance & Standards Committee

Thursday, 27th October,
2022

MINUTES

Present:

Councillor Juma Begum (Chair), and Councillors Imran Altaf, Luke Court, Timothy Pearman, Bill Hartnett and Joanna Kane.

Also Present:

Jackson Murray (Grant Thornton) (on Microsoft Teams)

Officers:

Peter Carpenter, Claire Felton (on Microsoft Teams), Michelle Howell, Andy Bromage (on Microsoft teams), and Aksa Khan (on Microsoft Teams).

Democratic Services Officers:

Jo Gresham and Mat Sliwinski

25. QUARTERLY RISK UPDATE (Q1 & Q2 2022)

The Interim Director of Finance presented the Quarterly Risk Update report and in doing so highlighted that a third round of Officer Risk Board quarterly meetings had now taken place since there were established in April 2022. It was explained that each department within the Council nominated a representative to the Risk Board and they reported back to their respective management teams, which facilitated with identification of risk owners. The process was now resulting in more risks being registered and mitigated.

The Interim Director of Finance highlighted that as of end of September the number of departmental risks had reduced to 83

Chair

Audit, Governance & Standards Committee

Thursday, 27th October, 2022

compared to 96 recorded at the end of June, and 119 at the original baseline of April 2022.

There were currently four red departmental risks, which included two IT-related risks, a revenue performance indicator data risk, and a risk of failure to deliver a service to Care Quality Commission (CQC) requirements at St. David's House. In particular, Members' attention was drawn to the significant possibility of the Council being unable to obtain cyber security insurance after the current policy ended. This was noted as a great risk given that government agencies were particularly exposed to cyber-attacks.

The Interim Director of Finance reported that one additional risk had been added to the Corporate Risk Register, namely the delivery of Levelling Up, UK Shared Prosperity Fund (UKSPF) and Towns Fund projects, due to resource implications and the requirement to spend all funding before April 2025 (UKSPF) and April 2026 respectively. The conditions of the funds stipulated that any unspent monies had to be returned, and the risk of not spending the allocated funds was exacerbated as councils would be competing for a limited number of contractors to undertake the projects.

Following the presentation of the report, Members queried why the table of corporate risks presented in the report did not include a name of risk owner and target resolution date against each risk. In response, Interim Director of Finance explained that this was included in the working version of the corporate risk register and would be included in the versions to be provided to Members at subsequent meetings.

It was requested that the motion be moved by the Committee with regards to recommending to the Executive that it write to the Local Government Association (LGA) about finding a solution to facilitate the future-years provision of cyber security insurance for the local government sector.

[The Committee adjourned between 20:18 and 20:23 as suitable wording for the motion was prepared.]

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The wording of the motion was then agreed as follows:

'that the Executive Committee, given the possibility of no Cyber Security insurance in future years, recommend to the Local Government Association (LGA) that they facilitate a process to help local government cover this deficiency.'

On being put to the vote this recommendation was carried.

A further vote was then carried out in respect of the recommendations within the report. Therefore, it was:

RECOMMENDED to the EXECUTIVE COMMITTEE

- 1) given the possibility of no Cyber Security insurance in future years, recommend to the Local Government Association (LGA) that they facilitate a process to help local government cover this deficiency.**

RESOLVED that

- 2) the present list of Corporate Risks be noted and;**
- 3) the progress made on the Action Plan approved by the Corporate Management Team (CMT) on the 16 March 2022 be noted.**

The Meeting commenced at 7.00 pm
and closed at 8.25 pm

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