



Executive Committee

Tue 9 Jul
2024
6.30 pm

Oakenshaw Community
Centre,
Castleditch Lane,
Redditch
B98 7YB

REDDITCH BOROUGH COUNCIL

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If you have any queries on this Agenda please contact
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GUIDANCE ON FACE-TO-FACE MEETINGS

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.

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, 9th July, 2024

6.30 pm

Oakenshaw Community
Centre - Oakenshaw
Community Centre

Agenda

Membership:

Cllrs:	Joe Baker (Chair)	Jen Snape
	Sharon Harvey (Vice-Chair)	Jane Spilsbury
	Juliet Barker Smith	Monica Stringfellow
	Bill Hartnett	Ian Woodall
	Sid Khan	

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 5 - 12)

5. Recommissioning of the Promoting Independent Living Service (Home Improvement Agency) (Pages 13 - 18)

6. Independent Remuneration Panel Members' Allowances 2024/25 (Pages 19 - 34)

7. Productivity Plans (Pages 35 - 44)

This report is due to be pre-scrutinised at a meeting of the Overview and Scrutiny Committee scheduled to take place on 8th July 2024. Any recommendations arising from this meeting will be reported in a supplementary pack for the consideration of the Executive Committee.

8. Combined Financial Outturn and Quarter 4 Revenue Monitoring 2023/2024 (including Update on the Fleet) (Pages 45 - 68)

9. Quarter 4 Performance Monitoring Report 2023/24 (Pages 69 - 116)

10. Overview and Scrutiny Committee (Pages 117 - 130)

The minutes from the meeting of the Overview and Scrutiny Committee held on 14th March 2024 are attached.

Members are asked to note that there is an outstanding recommendation requiring Members' consideration.

11. 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.

12. Appointments to the Shareholders Committee

Members are invited to consider appointing councillors to serve on the Shareholders Committee.

As the Shareholders Committee is now a sub-committee of the Executive Committee, only Executive Committee members can be appointed to serve on the Shareholders Committee. It is recommended that a maximum of five Executive Members are nominated to serve on this Committee.

13. 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



Executive Committee

Monday, 18th March, 2024

MINUTES

Present:

Councillor Matthew Dormer (Chair) and Councillors Joe Baker, Brandon Clayton, Lucy Harrison, Bill Hartnett and Craig Warhurst

Officers:

Lyndsey Berry, Peter Carpenter, Nicola Cummings and Sue Hanley

Principal Democratic Services Officer:

Jess Bayley-Hill

103. APOLOGIES

An apology for absence was received on behalf of Councillor Monaco.

104. DECLARATIONS OF INTEREST

There were no declarations of interest.

105. LEADER'S ANNOUNCEMENTS

The Leader advised Members that the Finance and Performance Monitoring Report for Quarter 3 of 2023/24 contained exempt information in some of the appendices. Members were advised that the Leader was keen to remain in public session throughout the discussions in respect of this item but Members were asked to notify him in advance if they wished to discuss the exempt information. In the end, the meeting remained in public session for the duration.

106. MINUTES

RESOLVED that

the minutes of the meeting of the Executive Committee held on Monday 26th February 2024 be approved as a true and correct record and signed by the Chair.

Chair

107. REDDITCH BUSINESS IMPROVEMENT DISTRICT RE-BALLOT

The Centres' Manager presented a report on the subject of a proposed ballot for the Redditch Business Improvement District (BID) area. Members were advised that the BID had come to the end of its first five-year term and a ballot for businesses was needed to establish whether the BID should continue. Local businesses within the BID levy area, including the Council, were currently being consulted on their views after which a proposed five-year business plan would be submitted to the local authority. Members were being invited to support the BID and to vote in favour of Council owned property within the Town Centre taking part.

Following the presentation of the report, Members praised the Redditch BID for the work that had been undertaken in the town centre to date. Questions were raised about the level of business rates that a company needed to pay before it would be eligible to pay the levy. Officers clarified that the levy applied once companies were paying business rates in excess of £7,500 per annum.

Reference was made to the income that the Redditch BID would receive from the levy and Officers were asked to clarify how this compared to the income that had been received when the levy was first introduced. The Committee was informed that the levy would provide the Redditch BID with an income of circa £260,000 per year, which was similar to the level of income that had been received in 2019. However, Members were asked to note that it was proposed that the area in which the BID would operate should be extended to incorporate some additional businesses from which income would be received in the form of levy payments.

RESOLVED

- 1) that a position on the vote in favour of the BID regarding the Council's hereditaments in the Town Centre be agreed;**
- 2) to delegate authority to the Head of Planning, Regeneration and Leisure Services, following consultation with the Portfolio Holder for Planning, Economic Development, Commercialism and Partnerships to:**
 - a) submit a response to the BID consultation; and**
 - b) exercise the Council's vote in favour of the proposed BID in the ballot subject to NO conflict between the**

**proposed BID Business Plan and Council
Policy/Strategies.****108. OVERVIEW AND SCRUTINY COMMITTEE****RESOLVED that**

the minutes of the Overview and Scrutiny Committee meeting held on 19th February 2024 be noted.

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

There were no referrals from the Overview and Scrutiny Committee or any of the Executive Advisory Panels on this occasion.

110. FINANCE AND PERFORMANCE QUARTER 3 REPORT 2023/24

The Deputy Chief Executive presented the Finance and Performance Quarter 3 Monitoring Report for the 2023/24 financial year.

Members were advised that the report included:

- The Council's forecast outturn revenue and capital monitoring positions for 2023/24 based on data to the end of Quarter 3.
- The updated Worcestershire Regulatory Services (WRS) fees and charges.
- The half yearly Treasury Management Report.
- Procurement pipeline projects.
- The organisation's performance against the Council's strategic priorities outlined in the Council Plan Addendum, including operational measures to demonstrate how the Council was delivering services to customers.

In respect of revenue spending, overall, by the end of Quarter 3, the Council was forecasting a revenue overspend for 2023/24 in the region of £950,000. However, this figure had been calculated before the application of £557,000 from the Utilities Reserve, as approved at Quarter 1. The forecast overspend was predominantly due to:

- The implications of the 2023/24 pay award, which was paid in the December payroll and backdated to 1st April 2023.
- Temporary and interim staff requirements and their associated cost pressures.
- The impact of homelessness and the cost of temporary accommodation costs. A review of grants available to offset

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the cost pressures was taking place by the date of the meeting.

- Higher than expected ICT costs in Business Transformation and Organisational Development.
- A higher than expected share of service costs in from Bromsgrove District Council in Environmental Services.

However, this overspend was offset in part by:

- A forecast underspend against the utilities budget provision due to utilities inflation running at 70 per cent. In the 2023/24 budget, the Council had assumed a 100 per cent increase in this budget would be needed and had therefore set up a reserve for the same amount.
- Higher than expected grant income in Community and Housing Services.
- Higher than expected fees and charges in Planning and Leisure Services.

The Capital spend at Quarter 3 was £2.586 million (compared to £1.267 million at Quarter 2) against the overall 2023/24 capital budget totalling £12.651 million. Members were asked to note that, as per the Medium Term Financial Plan, carry forwards of £3.292 million would be added to this figure to take account of slippage from 2022/23. The capital section set out progress on the Town's Fund Schemes and also the Community Hub initiative at the Town Hall.

The report detailed proposed updates to the WRS 2024/25 fees and charges. These were originally agreed in Tranche 1 of the 2024/25 budget, but updates were needed in areas where fees were statutorily set.

The Council detailed its Treasury Management Strategy and associated indicators as part of the Medium Term Financial Planning process. The 2023/24 Strategy and Indicators were agreed at Council in February 2023. There was a requirement for a report to be produced for the consideration of Council to show performance against these strategic indicators at the half yearly position and then at the year end. The report provided the half yearly performance update. Members were asked to note that by the date of the meeting, the Council was meeting its prudential indicators and returning 4.7 per cent on its short-term investments.

Information about forthcoming contracts in the procurement pipeline, for both Capital and Revenue expenditure, valued at over £200,000 and which had been delegated for approval to the Executive Committee or Officers over the next year, had been

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highlighted in exempt appendices. It was proposed that new items should be added to the Executive Committee's work programme plan. There were 16 contracts listed.

A list of all procurement valued between £50,000 and £200,000 had also been included in the Procurement Pipeline. The Executive Committee could request further detail and these proposed areas of expenditure could be subject to additional scrutiny where Members considered this to be appropriate. There were 11 contracts listed here.

As the Council maintained many shared services, a number of procurements that impacted on Redditch would be procured through Bromsgrove District Council. Information about this would continue to be reported for Members' consideration.

The Housing Revenue Account (HRA) for the period April – December 2023 was also considered. The major variances in the HRA were:

- Repairs and Maintenance – Officers reported a favourable variance due to posts being left vacant pending restructures of some parts of the service. However, this was offset by the costs of temporary staff.
- Supervision and Management – The variance was mainly due to vacancies. Posts had been left vacant due to the ongoing review of the Housing Services function.
- Provision for Bad Debts - Increases in insurance premiums and disrepair claims by tenants had increased.

Based on the data gathered, by the end of Quarter 3, Officers were forecasting a £105,000 underspend in the HRA on the £11.725 million programme.

Consideration was given to the Strategic Priorities and Performance Measures data provided in the report. For the Council's nine priorities, data had been provided in relation to the performance measures being used, an update on how that data was being used and, where relevant, contextual information.

Key performance information highlighted for Members' consideration included:

- Noting the vacancy rates on commercial units.

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- Housing growth of 108 units (39 affordable) and Homelessness approaches. This included increases in the local housing affordability rate to 8.68.
- The reasons why people were asking for financial assistance advice.
- Updated data on Rubicon Leisure Limited.
- That 412 households had been given Energy Advice in Quarter 3.
- Staff turnover rates being significantly lower at 8.8 per cent compared to a national vacancy rate of 15.8 per cent.
- The significant increases in fly-tipping.
- The 100 per cent Third Party Gas Audit Compliance rate, which compared to a target of 85 per cent compliance, as at Quarter 3.
- Repairs to standard void units still being delivered in under 20 days.
- The updated Council Priorities.

Following the presentation of the report, reference was made to the close working that had occurred between the Housing, Procurement and Finance teams and the impact that this had had on services. Clarification was provided that it was important to ensure that contracts were included on the Council's contracts register to ensure that there was compliance. A key factor leading to recent improvements had been the fact that Officers were starting to plan procurement processes further in advance than had been the case in previous years, leading to greater efficiency and transparency.

RESOLVED that

- 1) the current overspend position in relation to Revenue and Capital Budgets for the period April to December and the full year overspend position of £383,000 after applying £557,000 from the Utilities Reserve, as approved at Quarter 1, be noted;**
- 2) the Housing Revenue Account (HRA) position be noted;**
- 3) the updated procurements position be noted, and those items over £200,000 should be included on the forward plan;**
- 4) the Quarter 3 Performance data for the Period April to December 2023 be noted;**

RECOMMENDED that

- 5) the updated Worcestershire Regulatory Services (WRS) 2023/4 fees and charges be approved; and**

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- 6) the half-yearly Treasury Management position be noted.

The Meeting commenced at 6.32 pm
and closed at 6.47 pm

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**Executive Committee
2024****9 July****Recommissioning of the Promoting Independent Living Service (Home Improvement Agency)**

Relevant Portfolio Holder	Councillor Bill Hartnett
Portfolio Holder Consulted	Yes
Relevant Head of Service	Judith Willis – Head of Community & Housing Services
Report Author	Author: Matthew Bough Job Title: Strategic Housing & Business Support Manager Contact email: matthew.bough@bromsgroveandredditch.gov.uk Contact Tel: 01527 64252 Ext: 3120
Wards Affected	All
Ward Councillor(s) consulted	
Relevant Strategic Purpose(s)	Living independent, active & healthy lives
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 RESOLVE that:-**

- 1) Approval is given to recommission the Promoting Independent Living Service;**
- 2) Authority is delegated to the Head of Community & Housing Services, in consultation with the Head of Legal, Equalities & Democratic Services and following consultation with the Portfolio Holder for Housing to agree the final process, timetable and evaluation model for the appointment of a new contractor to deliver the Home Improvement Agency service;
AND**
- 3) To award the contract to the successful provider(s).**

2. BACKGROUND

- 2.1 The Home Improvement Agency, known as Promoting Independent Living (PIL) service works closely with the other 5 Local Housing Authorities and Worcestershire County Council to provide a range of services including Disabled Facilities Grants (DFG) and discretionary

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2024****9 July**

grants for Home Repairs Assistance, Dementia Dwelling Grants, Minor Adaptations and Hospital Discharge Grants.

- 2.2 Since April 2020 the PIL service has been delivered by Millbrook Healthcare, following a successful procurement exercise and this contract will end in March 2025.
- 2.3 The service within Redditch delivered 41 mandatory Disabled Facilities Grants and 58 discretionary grants in 2023/24.
- 2.4 The Council has a mandatory duty to provide Disabled Facilities Grants to eligible residents and may provide other discretionary assistance through its Housing Assistance Policy. Adaptations to Council housing properties are delivered through the Housing Service not the PIL service.
- 2.5 Funding is received from the Government via the Better Care Fund (BCF), which is passported through to the Local Housing Authorities (LHA) from Worcestershire County Council annually.
- 2.6 The current contract cost per annum for the Council of delivering this service is £158,838 which includes a contribution to an Occupational Therapist, Housing Options and IT system within PIL.

3. OPERATIONAL ISSUES

- 3.1 The current revenue and capital funding for the PIL service comes from the Better Care Fund. All six Local Housing Authorities contribute to the service, with the revenue contribution apportioned based on capital spend.
- 3.2 The current service also includes the County Council who contribute to the costs of running PIL to deliver minor adaptations (adaptations up to £1,000), information and advice, and a handyman service. The decision has been made by the County Council to no longer fund the information and advice and handyman element of the service for this new contract.
- 3.3 A "Promoting Independent Living" project team of Officers from across the Local Housing Authorities and Adult Social Care has been established to agree what services are within scope of the recommissioning and to develop an appropriate specification. This has been supported by a wider partnership group including Occupational Therapists, Neighbourhood Team representatives, the Integrated Care Board, Health and Care Trust and the Adult Front Door.

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- 3.4 The Promoting Independent Living project team are overseen by a Strategic Governance Board and this Board has links into many other partnerships to ensure appropriate governance and co-design of services happens.
- 3.5 The project group has engaged the services of Foundations to support the recommissioning process. Foundations is the national body for Home Improvement Agencies, funded by the Government to provide support to LHAs. South Worcestershire procurement have provided the lead procurement role, supported by the Legal services at Wychavon DC.
- 3.6 The evaluation criteria will be based on the following questions;
- **Service Implementation** - The bidder can demonstrate effective ability to implement and deliver the service set out the specification.
 - **Partnership and Engagement** - demonstrate effective ability to meet the requirements of Partnership and Engagement
 - **Continuous improvement and innovation** - The bidder can demonstrate effective ability to meet the requirements of continuous improvement and innovation.
 - **Staff Management** - The bidder can demonstrate effective ability to meet the requirements of Staff Management
 - **Customer Service** - The bidder can demonstrate effective ability to meet the requirements of customer service.
 - **Additional Social Value** - The bidder is expected to showcase Additional Social Value stemming from this procurement process, exceeding the direct outcomes of the contract itself.
- 3.7 The below is the procurement timeline for the Service
- Meet the Buyer Event - June 2024
 - Tender / ITT published – August 2024
 - Tender submission deadline – end of September 2024
 - Marking / interviews –October 2024
 - Shortlisting of tenders –October 2024
 - Preferred supplier selected – November 2024
 - Contract award – December 2024
 - Pre-contract negotiations – December 2024
 - Project end – December 2024

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4. FINANCIAL IMPLICATIONS

- 4.1 In 2024/25 the Council received £1,038,806 of BCF funding for the service and it is expected to be at least this amount for 25/26.
- 4.2 Approximately £850,000 per annum will be passported into the new PIL service contract and the rest is retained by the council towards staffing costs, direct applications and the Occupational Therapist contract with the NHS Trust. Committed spend is rolled forward to the next financial year.

5. LEGAL IMPLICATIONS

- 5.1 The Council has a statutory duty to provide mandatory DFGs and must have a Housing Assistance Policy in place to utilise the BCF funding flexibly.

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

- 6.1 Living independent, active & healthy lives - The Worcestershire PIL service provides a range of service options to support the improvement of the health and wellbeing of the local population with the aim of adaptations being used to restore the use of the home so that people can regain or retain their independence and carry on living in the community. This is achieved with service elements supporting people in a flexible way to provide positive outcomes for people.

Climate Change Implications

- 6.2 The installation of more efficient equipment via DFG will reduce energy usage and provide higher levels of thermal comfort for dwellings benefitting from these measures thus reducing carbon emissions. The use of modern methods of construction will be considered for works where value for money can be demonstrated as well as carbon reduction.

Equalities and Diversity Implications

- 6.3 A previous Equality Impact Assessment was undertaken and has been reviewed and updated.

7. RISK MANAGEMENT

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2024****9 July**

- 7.1 It will be critical to identify an appropriate service provider to deliver this service at the same cost whilst still maintaining a high level of customer satisfaction. This risk will need to be managed through the specification and contract.
- 7.2 Not entering into a new contract would mean that the delivery of the statutory services would be at risk.

8. APPENDICES and BACKGROUND PAPERS

Background paper: Housing Assistance Policy

[Housing Assistance Policy - Redditch Borough Council website](#)

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EXECUTIVE COMMITTEE
20249th July**Report of the Independent Remuneration Panel – recommendations for members' allowances for 2024-25 and the members allowances scheme**

Relevant Portfolio Holder	Councillor Joe Baker
Portfolio Holder Consulted	Yes
Relevant Head of Service	Claire Felton
Report Author	Job Title: Darren Whitney, Electoral Services Manager Contact email: darren.whitney@bromsgroveandredditch.gov.uk Contact Tel: 01527 881650
Wards Affected	All
Ward Councillor(s) consulted	N/A
Relevant Strategic Purpose(s)	N/A
Non-Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	

1. RECOMMENDATIONS

The Committee is asked to consider the report and recommendations and RECOMMEND to Council

1.1 whether or not to accept all, some or none of the recommendations of the Independent Remuneration Panel for 2024-25;

1.2 having considered the Panel's report and recommendations, whether or not changes are required to the Council's scheme of allowances for Members arising from this.

2. BACKGROUND

2.1 Each Council is required by law to have an Independent Remuneration Panel (IRP) which recommends the level of allowances for Councillors. The Panel is made up of suitably skilled members of the public who are completely independent of the Borough Council. It also makes recommendations to four other District Councils in Worcestershire. The Panel's report is enclosed for consideration by the Executive Committee and ultimately by the Council.

2.2 The panel recommends basic allowances, special responsibility allowances (SRA), travel, subsistence and dependent carer allowances.

EXECUTIVE COMMITTEE
20249th July

3. FINANCIAL IMPLICATIONS

- 3.1 The IRP recommends a basic allowance of £5,518 which is an 8.6% increase from its recommendation from last year. However, since Council did not accept last years' Panel Recommendation acceptance of the basic allowance, if approved, it would mean a percentage increase of 16.6% (£786 per Councillor on basic allowance).
- 3.2 From May 2024 there have been two fewer councillors elected due to the implementation of the Local Government Boundary Review, the effect of this reduction is included in the figures within the following paragraphs.
- 3.2 If the Council makes changes to the current amounts of allowances there will be additional costs. If the Council implements all the recommendations of the IRP, using IRP scheme, budgets will need to be increased in the region of £1,400.
- 3.3 It should be noted that the scheme recommended by the IRP only allows for one SRA per Councillor and does not include a payment for Executive Members without Portfolio. If the Council implements the recommendations of the IRP and includes additional SRAs and Executive Members without Portfolio the budget would need to be increased by approximately £18,000.
- 3.4 If Council decides to no increase in the basic allowance there will be a saving of approximately £8,800 on current budgets, but this will depend on the Special Responsibility Allowances claimed by Members.
- 3.4 The upcoming budget will need to reflect any changes made from the recommendations in this report and the future costs will need to be covered in the medium term financial plan.

4. LEGAL IMPLICATIONS

- 4.1 The Council is required to "have regard" to the recommendations of the Panel. However, it is not obliged to agree to them. It can choose to implement them in full or in part, or not to accept them.
- 4.2 If the Council decides to review its scheme of allowances for Councillors, it is also required to take into account recommendations from the Panel before doing so.

EXECUTIVE COMMITTEE
20249th July

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

5.1 None as this report deals with statutory functions.

Climate Change Implications

5.2 None in this report.

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

6.1 None in this report.

Operational Implications

6.2 There are no direct service or operational implications arising from this report. Once the Council has agreed the allowances for 2024-25 Officers will update and publish the Members' Allowances Scheme as appropriate.

7. RISK MANAGEMENT

7.1 Payments to Councillors can be a high profile issue. The main risks are reputational. However, the Council is transparent about the decisions made on allowances. The Allowances scheme and sums paid to Councillors each year are published on the Council's website.

8. APPENDICES and BACKGROUND PAPERS

Report and recommendations from the Independent Remuneration Panel for 2024-25.

Background papers:

Members Allowances Scheme – in the Council Constitution at part 18:

[Members' Allowances from 1st April 2024](#)

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**Independent Remuneration Panel
for Worcestershire District Councils**

Annual Report and Recommendations for 2024-25

Redditch Borough Council

December 2023

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Recommendations to the Council

The Independent Remuneration Panel recommends to Redditch Borough Council the following:

1. A Basic Allowance for 2024-25 of £5,518, representing an 8.6% increase.
2. A range of Special Responsibility Allowances as set out in Appendix 1
3. That travel allowances for 2024-25 continue to be paid in accordance with the HMRC mileage allowance
4. That subsistence allowances for 2024-25 remain unchanged
5. That the Dependent Carer's Allowance remains unchanged
6. That travel and subsistence payments made by Parish Councils to councillors (where they are paid) are made in accordance with the provisions set out in this report.

1. Introduction and Context

The Independent Remuneration Panel (the Panel) has been appointed by the Council in accordance with the Members' Allowances Regulations. The role of the Panel is to carry out reviews of the allowances paid to Councillors, as required by the Local Government Act 2000 and subsequent legislation.

The report sets out recommendations for the Basic Allowance (as recommended to be paid for all Councillors), the special responsibility allowances (for those councillors with additional responsibilities) and allowances for mileage, subsistence and for those with dependent carer responsibilities.

The purpose of such allowances is to enable people from all walks of life to become involved in local politics if they choose. This continues to remain an important consideration for the Panel when submitting its recommendations.

The Panel acknowledges, however, that in the current challenging financial climate there are difficult choices for the Council to make. The Council will need to 'have regard' to the recommendations of the Panel, but ultimately, it is for the Council to decide how or whether to adopt them in full or in part.

The Panel's recommendations are based on thorough research and benchmarking, taking into account a range of comparative data as set out below.

2. Background Evidence and Research Undertaken

There is a range of market indicators on pay which can be used for comparison purposes. As background for the decisions taken by the Panel this year have:

- Analysed and considered the Annual Survey of Hours and Earnings (ASHE) statistics for 2023 which set out a mean hourly wage rate for Worcestershire of £18.83
- Benchmarked the Basic Allowance against those paid within comparable local authorities to Redditch as set out in the Chartered Institute of Public Finance and Accountancy (CIPFA) 'nearest neighbours' list
- Taken account of the 2023/24 National Pay Award for the majority of Local Government employees
- Considered the Consumer Price Index information as of September 2023

Details about these areas of research are set out in Appendix 2 to this report.

In determining a recommendation for the basic award for 2024/25, consideration has once again been given to the average number of hours spent by councillors on Council business. For 2024/25 this has again been informed by a time-recording exercise carried out by Worcester City Councillors in 2015, as updated by a similar exercise in 2022.

3. Comparative Spend on Allowances across Worcestershire 2022/23

As part of the research, consideration has been given to the Members' allowances budget for Basic and Special Responsibility Allowances in the previous year (2022-23) as a cost per head of population for each Council and also as a proportion of net revenue budget. This is set out in the table below:

Authority, population ¹ and number of Councillors	Total spend Basic Allowances £	Total spend on SRA £	SRA as a percentage of total Basic Allowance %	Cost of total basic and SRA per head of population £	Total of basic and SRA as a percentage of Net General Revenue Fund expenditure %
Bromsgrove DC (31) 100,569	148,323	68,459	46.16	2.16	Not available yet
Malvern Hills DC (31) 79,445	176,037	73,841.17	41.9	3.15	2.7
Redditch Borough (29) 85,568	134,668	97,540	72.43	2.71	Not available yet
Worcester City (35) 100,265	153,495	96,085	60.62	2.54	1.25
Wychavon (43) 131,084	212,387	95,818	45.11	2.35	1.70

4. Average Payment per Councillor across Worcestershire 2022/23

In addition to the above, the following table also sets out the average payment per member of each authority of the Basic and Special Responsibility Allowances for the previous year (2022/23):

Average allowance per Member of each authority (Basic and Special Responsibility Allowances, 2023/24 figures)

Authority (number of Councillors)	Amount £
Bromsgrove District (31)	6,992.97
Malvern Hills District (31)	6,575.74
Redditch Borough (29)	8,007.17
Worcester City (35)	7,237.71
Wychavon District (43)	6,948.03

5. Consideration of allowances for the financial year 2024/25

a/ Basic Allowance

The Basic Allowance is paid to all Members of the Council in order to reflect:

- Their roles and responsibilities as Elected Members of the Council

¹ONS population estimates mid 2020. Totals for Basic and Special Responsibility allowances paid are as published by each authority for the 2021-22 financial year.

- Their time commitments, including the total average number of hours worked per week on Council business
- A public service discount of 40% to reflect that Councillors volunteer their time.

Whilst each Council may set out role descriptions for Councillors, the Panel accepts that each Councillor will carry out that role differently, reflecting personal circumstances and local requirements.

In setting out its recommendations, the Panel considers the Basic Allowance to include Councillors' roles in Overview and Scrutiny, as any non-Executive member of the Council is able to contribute to this aspect of the Council's work. It is for this reason that the Panel does not recommend any Special Responsibility Allowance for members of the Overview and Scrutiny Committee.

The Panel also considers that the Basic Allowance should cover the need for Councillors to use ICT and social media support and communication systems as part of their role. However, it is accepted that specific local decisions may be made about how ICT support is provided.

As indicated in section 2 of this report, in formulating its recommendations, the Panel has once again reviewed the levels of wage rates for Worcestershire as set out in the ASHE data and the benchmark information available from the Chartered Institute of Public Finance and Accountancy (CIPFA) "nearest neighbours" authorities. Consideration has also been given to the nationally agreed pay award for local government employees for the financial year 2023-24 and the latest CPI (consumer price inflation) figure as of September 2023.

Based on all of the above considerations, the Panel recommend a Basic Award of £5,518 for the financial year 2024/25. This again aligns with the increase in the average pay levels as reflected in the ASHE data whilst acknowledging the CPI increase, CIPFA data and Local Government Pay Awards. It represents an 8.6% increase on the previous year's recommendation.

The recommendation takes strong account of the ASHE data and is set at an appropriate level in the context of the local government pay award. The Panel is conscious of the current financial challenges but also mindful to avoid increasing any gap in allowances between Redditch Borough Council and its "nearest neighbours."

The research information used in the consideration of the Basic Allowance is set out at appendix 2.

b/ Special Responsibility Allowances (SRA)

Special Responsibility Allowances are paid to a small number of Councillors to reflect responsibilities undertaken by them in addition to their day to day roles as Elected Representatives. Such allowances are paid in addition to the Basic Allowance and calculated as a multiplier of the Basic Allowance.

Any recommended changes in such allowances would be based on proposals made to the Panel each year and reflecting, for example changes in committee structures, new responsibilities or increases/decreases in existing responsibilities.

The Panel has not received any recommended changes in Special Responsibility Allowances for 2024/25. As such the recommended values have not changed for 2024/25

The full list of recommended SRA multipliers and values is set out at Appendix 1.

c/ Mileage and Expenses

The Panel notes that the Council has used the HMRC flat rate for payment of mileage for all types of vehicles and recommends that this continues.

d/ Dependant Carer Allowance

The Panel notes that the Council's Scheme of Members' Allowances provides that Dependant Carer Allowances are payable to cover reasonable and legitimate costs incurred in attending approved duties and recommends that this provision continues.

e/ Allowances to Parish Councils

The Independent Remuneration Panel for Worcestershire District Councils acts as the Remuneration Panel for the Parish Councils in each District. This year the Panel has not been asked to make recommendations on any matters by Feckenham Parish.

6. The Independent Remuneration Panel

This Council's Independent Remuneration Panel is set up on a joint basis with four of the other five District Councils in Worcestershire. Separate Annual Reports have been prepared for each Council. The members of the Panel are:

Caroline Murphy (Co-Chair) – Caroline has over 20 years' experience of working in public and voluntary sector organisations, including three West Midlands Local Authorities and the Civil Service. She was a senior Education Manager at Wolverhampton City Council until 2011 developing and delivering a large part of the 14-19 Pathfinder, during which time her department was recognised as achieving Beacon Council Status. She has a wealth of experience at building partnerships. Caroline now works as freelance Education, Skills and Development Adviser supporting individuals and organisations with strategic management, quality assurance and improvement, safeguarding, regulation compliance, research and evaluation, data protection and developing policies and procedures. She has worked in a consultancy capacity for a number of organisations, specialising in those who support vulnerable young people. She also spent 14 years as the Vice Chair of Governors of a primary school in Birmingham.

Tim Hunt (Co-chair) – Tim is a qualified journalist with more than 25 years' experience in media and communications. He spent seven years covering community and local authority news in Worcestershire and Warwickshire, including four as editor of two local newspapers, before going on to work in corporate communications and events. Tim now runs his own PR agency and is a Member of the Chartered Institute of Marketing.

Reuben Bergman – Reuben is a Fellow of the CIPD with significant senior HR leadership experience across a range of public sector organisations in both England and Wales. He currently runs a HR Consultancy Business in Worcestershire providing advice and support on managing change, employment law, HR policy development, mediation, management coaching and employee relations. Reuben has led successful equal pay reviews in three separate local authorities and is known for his successful work in managing change and developing effective employee relations. He is a qualified coach, mediator and a Shared Service architect.

Xenia Goudefroy – Xenia is a Management Accountant with experience in the financial controlling and forecasting for a range of companies in the private sector. She holds an

Advanced Diploma in Management Accounting and has completed a Master's degree in Business Administration at University Vila Velha and in International Management at the Steinbeis University Berlin. As a focus topic of her thesis she has developed the order-to-cash process for new business models. Since she moved to the UK in 2017 in her free time she has been volunteering to help people in need and is also working as a volunteer at the Worcester fish-pass to help preserve the natural habitat of migrating species. She is fluent in three languages and enjoys learning new skills.

Susan Moxon - Susan has worked in the Education sector for over 20 years, working in schools in Warwickshire and Birmingham and then with the Department for Education, where she worked in the 6th form funding team, analysing data from incoming enquiries, mainly from schools and colleges regarding the calculation of their funding statements. She has acted as an independent observer at Teacher Disciplinary Hearings ensuring that the panel members followed procedures and were unbiased in their decision making. Previously she was an Exams Support Officer providing advice to schools and colleges in Hereford, Worcester and Gloucester about entering students for external exams and assessments, her particular area of expertise. She is currently Clerk to the Governing Bodies at two First Schools in Worcestershire and to two local charities. She organises meetings, manages the accounts and is the main point of contact with applicants, local providers and the Charity Commission.

7. Support and Thanks

The Panel has been advised and assisted by:

- Claire Chaplin and Margaret Johnson from Worcester City Council
- Darren Whitney and Jane Oyenuga from Bromsgrove & Redditch Councils
- Mel Harris from Wychavon District Council
- Matthew Davies from Malvern Hills District Council

The Panel wishes to acknowledge its gratitude to these officers who have provided advice and guidance in a professional and dedicated manner. A special thanks is extended to Lisa Perks from Malvern Hills District Council who has so ably supported independent panel members during her appointment as Democratic Services Officer, and best wishes are extended to her in her subsequent role as Electoral Services Officer. The Panel also wishes to place on record its thanks to Matthew Davies for his time and invaluable work as a Member the Panel prior to his new role at Malvern Hills District Council.

Caroline Murphy and Tim Hunt, Co-Chairs of Independent Remuneration Panel

Appendix 1

Independent Remuneration Panel for District Councils in Worcestershire

Summary of Basic Award and SRA recommendations

Role	Rec'd Multiplier 2023/24 (IRP)	Current Multiplier (Council Agreed)	Rec'd Allowance 2023/24 (IRP) £	Current Allowance 2023/24 (Council Agreed) £	Rec'd Multiplier 2024/25 (IRP)	Rec'd Allowance 2024/25 (IRP) £
Basic Allowance:	1	1	5,081	4,732	1	5,518
Special Responsibility Allowances:						
Leader	3	3	15,243	14,196 plus 7,098 as portfolio holder	3	16,554
Deputy Leader	1.75	1.75	8,891.75	8,281 plus 7,098 as Exec Member with portfolio	1.75	9,656.50
Executive Members (Portfolio Holders)	1.5	1.5	7,621.50	7,098	1.5	8,277
Executive Members without portfolio	****	1	****	4,732	****	****
Chairman of Overview and Scrutiny Committee	1.5	1.5	7,621.50	7,098	1.5	8,277
Chairman of Overview & Scrutiny Task Groups	0.25	0.25	1,270.25	1,183	0.25	1,379.50
Chairman of Audit, Standards and Governance Committee	0.25	0.25	1,270.25	1,183	0.25	1,379.50
Chairman of Planning Committee	1	1	5,081	4,732	1	5,518
Chairman of Licensing Committee	0.75	0.75	3,810.75	3,549	0.75	4,138.50
Political Group Leaders	0.25	0.25	1,270.25	1,183	0.25	1,379.50

Independent Remuneration Panel for District Councils in Worcestershire

Summary of Research

a/ Chartered Institute of Public Finance and Accountancy (CIPFA) “Nearest Neighbour” authorities’ tool.

No two Councils or sets of Councillors are the same. Developed to aid local authorities in comparative and benchmarking exercises, the CIPFA Nearest Neighbours Model adopts a scientific approach to measuring the similarity between authorities. Using the data, Redditch Borough Council’s “nearest neighbours” are:

- Tamworth Borough Council
- Gloucester City Council
- Stevenage Borough Council
- Worcester City Council
- Cannock Chase District Council

Information on the level of Basic and Special Responsibility Allowances was obtained to benchmark the levels of allowances recommended to the Council. The average basic award across all the “nearest neighbour” authorities was £6,260 as at December 2023.

b/ Annual Survey of Hours and Earnings (ASHE) Data on Pay

[Earnings and hours worked, place of work by local authority: ASHE Table 7 - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/employment-and-hours/earnings-and-hours-worked)

Published by the Office for National Statistics, the Annual Survey of Hours and Earnings (ASHE) shows detailed information at District level about rates of pay. For benchmarking purposes, the Panel uses the levels for hourly rates of pay excluding overtime (£18.83 as at December 2023).

For benchmarking purposes this is multiplied by 11 hours to give a weekly rate, then multiplied by 44.4 weeks to allow for holidays and then discounted by 40% to reflect the element of volunteering that each Councillor undertakes in the role.

The 11-hour multiplier is felt to reflect the average number of hours spent on Council business by frontline Councillors as reported in a previous survey of Worcester City Councillors in 2015 and updated in 2022. As a benchmark indicator this would produce a figure of £5,518 per annum which amounts to an increase of £437.

c/ CPI (Consumer Price Inflation)

In arriving at its recommendations, the Panel has taken into account the latest reported CPI figure as published by the Office for National Statistics. This was 6.3% in September 2023. The uprating of the 2024/25 recommended basic award by the CPI figure would give a revised Basic Award of £5401.10, which amounts to an increase of £320.10.

d/ Local Government Pay Award

The Panel was mindful of the current local government pay award offer of £1,925 for employees earning up to £49,950 (pro rata for part-time and term time only employees), with 3.88% on the table for higher-paid workers for 2023/24. Uprating of the 2024/25 recommended basic award by the same percentage would give a revised Basic Award of £5419.80, which amounts to an increase of £338.80.

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Executive9th July 2024**Productivity Plan**

Relevant Portfolio Holder	Councillor Spilsbury – Portfolio Holder for Performance Councillor Woodall – Portfolio Holder for Finance
Portfolio Holder Consulted	Yes
Relevant Head of Service	Sue Hanley – Chief Executive Pete Carpenter – Deputy Chief Executive
Report Author	Job Title: Business Improvement Manager Contact email: H.mole@bromsgroveandredditch.gov.uk Contact Tel:
Wards Affected	All
Ward Councillor(s) consulted	No
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. RECOMMENDATIONS

The Executive RECOMMEND that:

- 1) **The Productivity Plan, as set out in Appendix A, to be approved, the plan to be published on the Council’s website and forwarded to the Department of Levelling Up, Housing and Communities before the 19th July 2024.**

2. BACKGROUND

- 2.1 On the 16th April 2024, The Minister for Local Government Simon Hoare MP wrote to Chief Executives. In this letter he thanked Local Government for the huge amount that it had delivered in recent years to improve productivity and efficiency.
- 2.2 He also set out that Government was reviewing productivity across all public services, including local government, and they were now looking at new ways to go further. These new plans would help the Government understand what was already working well across the whole country, what the common themes are, whether there are any gaps and what more we can do to unlock future opportunities.
- 2.3 The purpose of these plans is to ensure we as a sector, and the Government overall provide value for money for Residents. These plans do not have a formal template to follow or criteria to meet but are limited to 3-4 pages in length. The plans must

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- Set out what Councils have done in recent years, alongside current plans, to transform themselves and their services.
- The plans need to set out how Councils will monitor and assess themselves to assure delivery.
- Plans must be returned to the Department for Levelling Up, Housing and Communities (DLUHC) by the 19th July.

2.4 The Government guidance suggested that the plans should consider the following themes and if possible should reference work the Council undertakes alongside other public services:

- How you have transformed the way you design and deliver services to make better use of resources.
- How you plan to take advantage of technology and make better use of data to improve decision making, service design and use of resources.
- Your plans to reduce wasteful spend within your organisation and systems.
- The barriers preventing progress that the Government can help to reduce or remove.

2.5 Redditch Borough Council's response, covering these themes, is set out in Appendix A which forms the Council's formal Productivity Plan.

2.6 The Key points of these plans are:

- We already undertake significant Shared Service work and have done so since 2008.
- We are leveraging Towns Fund Funding to regenerate the Town Centre.
- We are using ICT to drive service efficiencies.
- Partnerships drive our effective Service Delivery.
- We link finance and performance monitoring with regular reporting.
- We are using Benchmarking and data to drive service improvement.
- Staff, and their skills, are core to delivery.
- We listen to our communities' requirements.

3. FINANCIAL IMPLICATIONS

3.1 The initiatives set out in appendix A reflect where the Council is at the moment. Investment will be required, over and above what is in the Capital and Revenue Budgets, to drive transformation at the Council forward. This will be project specific and these requirements will have individual business cases.

4. LEGAL IMPLICATIONS

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- 4.1 There are no direct legal implications arising as a result of this report. The Productivity Plan has been requested by DLUHC, it is not a statutory requirement.

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

- 5.1 The current 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.

Climate Change Implications

- 5.2 The Climate Change green thread runs through the Council Plan. Any future options that relate to climate will be individually evaluated.

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

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

Operational Implications

- 6.2 Operational implications have been dealt with as part of the 2023/24 Budget process.

7. RISK MANAGEMENT

- 7.1 Non delivery of savings options (efficiencies as requested by the Minister), depending on their financial magnitude can have either a small or significant effect on the Council's finances. As such mitigations need to be in place to deal changes to what was agreed by Council in February 2024.

8. APPENDICES and BACKGROUND PAPERS

Appendix A – Productivity Plan

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9. REPORT SIGN OFF

Department	Name and Job Title	Date
Portfolio Holder	Cllr Splisbury Cllr Woodall	
Lead Director / Head of Service	Pete Carpenter	
Financial Services	Debra Goodall	
Legal Services	Claire Felton	
Policy Team (if equalities implications apply)		
Climate Change Officer (if climate change implications apply)		

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Appendix A – Redditch Productivity Plan

1. How have you transformed the way you design and deliver services to make better use of resources?

We are pleased to share our progress in transforming the way we design and deliver services, optimising the utilisation of resources effectively. Through analysis, strategic planning, and innovative approaches, we have embarked on a journey towards enhancing efficiency, transparency, and accessibility across all facets of service provision, namely.

- Bromsgrove District Council (BDC) and Redditch Borough Council (RBC) have shared a leadership team since 2008.
- RBC still has a Housing Revenue Account (HRA) which is not a shared service.
- Implemented agile working. We have not imposed targets for being in the office. Work patterns are based on business need, whilst ensuring enhanced face-to-face contact with customers. This has led to less travel (reduced carbon footprint).
- Establishing a Town Hall Hub to improve Town Centre Regeneration with sharing of workspace with other Local Government/Government/voluntary sector bodies.
- Established Rubicon Leisure, an arms-length delivery vehicle of leisure services (not Parks, Green Spaces & Development Services).
- Implementation of an updated Workforce Strategy in the summer 2023 - including updated working culture (4Ps – Purpose, People, Pride & Performance).
- Housing and Community Services working closely with NHS, Starting Well fund and other funding partnerships to tackle homelessness, anti-social behaviour (ASB), community housing, through establishing a comprehensive strategic partnership.
- Land and Building Asset Group (LBAG) - looking at the effective use of surplus assets across the council's brownfield sites.
- Towns Fund (£16m) to regenerate the town centre of Redditch and deliver a Digital Manufacturing and Innovation Centre by 2026.
- Data use includes National Fraud Initiative (NFI) and other sharing initiatives with Government Departments.

We measure productivity through: -

- Quarterly Finance and Performance Reporting to Executive, linked to strategic objectives.
- Members' corporate dashboard is available online.
- Line Management one to ones - measuring progress against specific, measurable, achievable, timely (SMART) targets.
- MTFP follows a two-tranche process and links finance to strategic direction.
- Services detail methods of operation i.e. agile, timesheets, workstreams and KPI's are detailed in Service Business Plans (360 view with feedback).
- The appointment of a new portfolio for performance on the Executive.

To improve services, we have:

- Joined up/collaboration of enabling services (with Service Protocols for Support Service).

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- Strengthened procurement protocols for Officer Key Decision Notices, and created a fully updated Contract Register.
- Updating of Members as part of the quarterly Finance and Performance Report on upcoming procurements over the next year.

Our plans for transformation over the next two years are:

- Data Prioritisation Programme to establish clean data and inform effective decision-making using clean data (measure cleanliness pre and post).
- Performance reporting review will include a summary sheet and detail using Power Bi) clean data to measure progress against key performance indicators (KPIs) and comparison with other similar authorities.
- Digital Improvements through robotics, artificial intelligence (AI), and the customer portal.
- Progressing the ABCD Community Builder approach.
- Introduce updated Service Business Planning in 2024/5, using the LGA Transformation Tool to measure pre and post implementation (measure).
- New Strategic Objectives are being formulated with Executive for implementation in 2024.
- Community Engagement Proposal through the introduction of Citizens' Assemblies and moving to quarterly targeted surveys and quarterly performance reporting, including "You said, we did" reports.
- Full establishment review carried out in May 2024 - with the aim to reduce the current reliance of consultants which currently stands at circa 18% of the workforce and establish a workforce that reflects the Council's needs.
- Monthly Officer Assurance meeting, reviewing performance and learning from issues.

Looking ahead, our greatest potential for savings is:

- Use of LG Futures and Performance/Benchmarking Data to target high cost services.
- Reviewing housing structures and linking these to productivity gains from using new technology for service improvements.
- Review of the Waste Service considering the impending changes to regulations and use of technology to implement route optimisation / integration of street scene tasks.
- Reviewing structures of enabling services to ensure cost effective and supporting front line services requirements.
- Progress workforce planning.

We have used capital spend to boost growth and/or improve services. Examples include:

- Investment in Redditch Town Hall of £6.2m to utilise excess capacity post C-19 with other Government/Voluntary Sector Agencies (DWP/NHS) reducing costs to the Council.
- Utilising regeneration and Towns' Fund to regenerate the town centre and boost growth.
- Section 106 funding used on capital projects such as Morton Stanley Park Cafe to boost growth and generate income for the council.
- Garden waste - additional fleet / staff to deliver a new service in Redditch, which in turn will generate income. Energy efficiency measures installed at the town hall, funded by government grants, including new windows, boiler and solar panel, which has resulted in

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a reduction in repairs, savings in utilities charges and making the building more attractive to rent out.

- Investment in the Waste Fleet - once Government requirements have been finalised.
- Use of more Hydrotreated Vegetable Oil (HVO) Fuel in Waste Fleet, which although more expensive, significantly reduces carbon emissions.

We have undertaken the following preventative approaches:

- 'No procurement, No order' initiative – implemented April 23 to control expenditure.
- Contracts are linked to finance system to monitor spend and only raise orders on approved contracts - April 2023.
- ICT Phishing tests - to increase staff awareness and reduce potential downtime.
- Investment in ICT Cyber Security to reduce downtime and risk of catastrophic failure.

Locally-led reforms that help deliver high-quality public services and improve the sustainability and resilience of RBC are:

- Joined-up working between RBC and Worcestershire County Council.
- Closer collaboration between council and central government departments such as DWP and Health Services- as many services link closely to each other.
- Promotion of the One Public Estate (OPE) initiative - and ensuring the best decision is made - not requiring all parties to have savings.

2. How you plan to take advantage of technology and make better use of data to improve decision making, service design and use of resources.

We recognise data as an asset and are committed to implementing robust systems for collection, analysis, and interpretation. By leveraging advanced analytics and artificial intelligence, we aim to gain deeper insights into community needs, trends, and preferences. This proactive approach will enable us to make informed decisions, tailor services to meet evolving demands, and allocate resources more efficiently. We plan:

- A new customer-facing interface which ensures that data input duplication is reduced, increasing efficiency and data quality at the council and improving the stakeholder customer experience, which could produce 20% efficiency savings.
- Revised processes to ensure data is clean (single source) and links across the council to maximise the functionality of ICT system changes and upgrades.

Our existing plans are to improve the quality of the data we collect:

- The extensive data prioritisation project will identify data quality, programme validation, data cleansing and invest in customer portal to enable "one account."
- Continue with gold standard quality recognition Geographic Information System (GIS), achieved throughout 2023/24.

Barriers we experience from our legacy systems are:

- Configuration restrictions (which are historic but costly to change).
- Reporting duplication - similar systems reporting on same customers in different ways.
- Lack of standardisation of data requirements.
- Updating and data progression is limited and not standardised across the council.
- Limited budget to invest in quality systems with required capabilities to improve.

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We regularly share data with our partners, DWP, HMRC, Police, Cabinet Office. This is useful as it enables collaborative decision making, improved service delivery, resource optimisation (avoiding duplication), enhanced problem solving and transparency and accountability (track progress, evaluate outcomes and hold each other accountable for their actions). Opportunities we are driving forward to use new technology are:

- Data Prioritisation/audit/standards to improve data quality and validity / importance of data, single source, sharing and reducing repetition and promote blended data for better insight and understanding across services and partners.
- Implementation of a new Customer Interface.
- Systems audit - targeted on systems where there are higher risks.
- GIS Gold Standard.
- Robotics and AI work programme including:
 - Human Resources / Finance – Establishment accuracy & updating.
 - Housing – communications relating to:
 - Aids & Adaptions, Disrepair Claims, Complaints, Councillor and General Enquiries.
 - Revs and Bens scoping out opportunities for:
 - Council Tax Recovery, EBilling, the National Fraud Initiative.

3. Your plans to reduce wasteful spending within your organisation and systems. (You should set out your plans to reduce wasteful or "gold-plated" spending.)

Our approach to identifying and reducing waste include:

- Performance Dashboard (real time) & Quarterly Performance reporting via Corporate Management Team (HoS) and then Executive.
- Updating Performance Indicators/Format reflecting new Corporate Strategy and Business Plans to enable senior officers and elected members to monitor the delivery of service and evaluate impact, benchmarking performance against other similar authorities.
- Revised Strategic Priorities to focus on political priorities.
- Data - Single source data (across multiple systems)

Invest to save:

Only Towns Fund schemes can be seen as "Invest to save"; however, funding is from the Government with tight reporting requirements and a high bar to reach to obtain it.

We moved to Opus platform in May 2023 for hiring agency workers, spend to end March 2024 has been £3,203.453. The number of agency workers more than 12 months placement is 18. RBC will invest in our own housing stock to reduce the reliance on private, expensive, temporary accommodation and BNB (currently c £500k). This will reduce the amount of housing stock taken out of use and reserved for temporary accommodation and through this investment, RBC will generate income.

To ensure we have accountability of spend, we have:

- A two-tranche budget process, challenged by cross-party Budget Working Group.
- Budget managers received training, and refresher training, on the financial systems.
- Quarterly formal finance reporting to members.

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- Full demarcation of duties in the finance system between budget managers, approvers and requisitioners. All transactions, including monitoring, delivered online.

4. The barriers preventing progress that the Government can help to reduce or remove.

Examples of service-wide barriers preventing us from improving productivity further are:

- Recruitment difficult in some areas i.e.: ICT / Planning/ Housing.
- Silo working with other local authorities and government bodies.
- Lack of flexibility in recruiting competent workforce - consider market supplements etc.
- Limited investment in training and progression historically /potential incentive for growth and development.
- Capacity / resources (both at the Council and in Worcestershire)
- Capability issues, right people in right job at right time (especially current data skills)
- Compliance to documented process.
- Impact of reduced funding and the need to ensure investment is cost effective.

To remove these barriers, we will need to:

- Invest in recruiting the right people for the right jobs at the right time, including apprenticeships.
- Invest in opening career and development pathways and opportunities.
- Invest in staff and managerial training, succession planning and progression training.
- Further embrace automation and AI.
- Ability to have autonomy to change.
- Reduce bureaucracy and some processes while still being compliant.
- Ensure ownership and robust accountability.
- Use of packages such as Modern.Gov to encourage members and officers to access data electronically.

To achieve transformation, we must enhance data quality, improve systems and processes, as well as invest in staff training, succession planning, recruitment, and automation, government funds are imperative. Additionally, allocating resources towards AI integration would significantly streamline and enhance processes and accuracy across various services.

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REDDITCH BOROUGH COUNCIL**Executive****9th July 2024****Combined Financial Outturn and Quarter 4 Financial Monitoring Report (Including Update on the Fleet)**

Relevant Portfolio Holder		Councillor Woodall
Portfolio Holder Consulted		Yes
Relevant Head of Service		Debra Goodall
Report Authors	Head of Finance and Customer Services Debra.Goodall@bromsgroveandredditch.gov.uk	
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. SUMMARY

The purpose of this report is to set out the Council's draft Revenue and Capital Outturn position for the financial year April 2023 – March 2024 (subject to final accounts closedown procedures and audit).

2. RECOMMENDATIONS

The Executive Committee is asked to **RESOLVE** to note that:

- 1) The 2023/24 provisional outturn position in relation to revenue budgets is a projected revenue overspend of £386k after applying £557k from the Utilities Reserve as approved at Quarter 1. (Q3 was £383k).
- 2) The 2023/24 provisional outturn position in relation to Capital expenditure is £3.2m against a total an approved programme of £10.9m. (Q3 was £2.586m).
- 3) The provisional outturn position in respect of the General Fund Reserves which will stand at £3.721m on the 31st March 2024.
- 4) The provisional outturn position in respect of Earmarked Reserves as shown at Appendix B.
- 5) HRA net revenue expenditure is break even at £0.0m (same as Q3) and Capital Expenditure is £0.2m more than budget (Q3 was a £105k underspend).

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- 6) At the time of writing the Council is yet to formally close its accounts for the 2021/22 and 2022/23 financial years. 2020/21 has been closed and submitted for public inspection but not audited. This could therefore result in adjustments to actual income and expenditure in those years and could have a consequential impact on the 2023/24 accounts.
- 7) Work continues to refine the position including addressing the backlog of entries that are in suspense and any miscoding from 2021/2 through to 2023/4, therefore the provisional position detailed in this report is subject to change and a further update will be presented to Members in due course.

The Executive Committee is asked to RESOLVE that (subject to Council approving the overall funding):

- 8) The Dial a Ride, crematorium sound system and market schemes, as shown at paragraphs 3.26 – 3.29, be approved.
- 9) Executive approve the revised fleet replacement programme

The Executive Committee are asked to RECOMMEND that:

- 10) the reprofiling of the Capital Fleet Replacement budget, relating to the Domestic Waste Collection Service, be approved.
- 11) The underspend position as part of the Medium Term Financial Plan (MTFP) be reduced by £81k to fund the crematorium sound system, street market and Dial A Ride change be approved.
- 12) Subject to the agreement of recommendation 10, the consequential reduction of Dial a Ride charges to £2.50 and medical fares to £3.50, in the Council's Fees and Charges Scheme, be approved.

3. KEY ISSUES

Financial Implications

- 3.1 This report sets out the draft financial outturn revenue and capital performance of the Council for 2023/24 against budget.
- 3.2 The £10.7m full year revenue budget included in the table below is the budget that was approved by Council in February 2023.
- 3.3 Whilst the Council has been on a finance recovery programme since April 2022, following the implementation of a new financial system in February 2021 which led to a deterioration of the Council's financial position, it is important to note that at the time of writing the Council is yet to formally close its accounts for the 2021/22 and 2022/23 financial years. It has closed its accounts for 2020/21 and presented for public inspection

REDDITCH BOROUGH COUNCIL**Executive****9th July 2024**

but they have not been audited. This could therefore result in adjustments to the actual expenditure and income in those years and could have a consequential impact on the 2023/24 accounts.

- 3.4 The Finance team have undertaken a detailed review of the 2023/24 accounts since year end. There are a number of assumptions and manual adjustments that have been made to arrive at the provisional revenue outturn position, mainly as a result of transactions still being cleared from suspense. Those assumptions and manual adjustments include:
- Anticipated accruals and prepayments,
 - Recharges have been made to and from the Housing Revenue Account (HRA),
 - Grants are applied to known expenditure and remaining balances are carried forward,
 - Reserves are applied to known expenditure,
 - Shared service recharges between Redditch Borough and Bromsgrove District Councils where a shared service arrangement exists and
 - Transfers between the Collection Fund and the General Fund.
- 3.5 Work continues to refine the position including addressing the backlog of entries that are in suspense and any miscoding. Therefore, the provisional position detailed in this report is subject to change, and a further update will be presented to Members in due course. Taking this into account, the provisional revenue outturn position is anticipated to be a £386k overspend. This is comparable with the reported Q3 forecasted overspend of £383k.

	2023/24 Full Year Budget	2023/24 Actual	2023/24 Shared Service and Manual Adjustments	2023/24 Adjusted Provisional Outturn	2023/24 Adjusted Provisional Outturn Variance
Regulatory Client	451,038	449,798	0	449,798	(1,240)
Business Transformation & Organisational Development	1,767,562	1,543,082	194,294	1,737,376	(30,186)
Corporate Budgets & Services	(1,558,136)	(3,371,386)	586,000	(2,282,323)	(724,187)
Community & Housing GF Services	1,576,893	1,489,806	335,570	1,825,376	248,483
Environmental Services	2,615,992	3,734,118	(50,000)	3,181,055	565,063
Financial & Customer Services	1,777,749	1,619,152	648,808	2,267,960	490,211

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Legal, Democratic & Property Services	2,071,581	2,317,444	(304,724)	2,012,720	(58,861)
Planning, Regeneration & Leisure Services	1,282,538	1,072,011	272,954	1,344,965	62,427
RBC Rubicon Client	764,746	1,232,643	(77,000)	1,155,643	390,897
Net Budget	10,749,963	10,086,668	1,605,902	11,692,570	942,607
Utilities Reserve	0	(557,000)	0	0	(557,000)
Overall Total	10,749,963	9,529,668	1,605,902	11,692,570	385,607

3.4 The following paragraphs set out the variances for each service area against the 2023/24 revenue budget:

Business Transformation & Organisational Development – draft outturn position £30k underspend

Within Business Transformation & Organisational Development there are increased phone costs of £60k together with increased HR costs of £60k offset by savings within Corporate Staff costs due to vacancies within Training amounting to £110k and additional Name & Numbering income of £30k. There are a number of smaller unders/overs within the service amounting to a net £10k underspend.

Corporate Services – draft outturn position £724k underspend

Within Corporate Services, there is a large underspend due to the necessary reallocation of corporate provisions on salaries, inflation and utilities. The Council is currently undergoing an establishment exercise which will ensure the correct allocation of these provisions across all services.

Community and Housing General Fund Services - draft outturn position £248k overspend

Within the Community and Housing General Fund Services the overspend is due to a number of factors. Most significantly these are: increased Bed & Breakfast (£74k) and Homelessness costs (£174k) arising from the national impact of increased demand for social housing (new legislation in respect of domestic abuse and private landlords ending tenancies/selling properties has impacted); income from Dial A Ride and Shopmobility being less than anticipated; and the requirement to undertake a stock condition survey report of the private rented sector.

REDDITCH BOROUGH COUNCIL**Executive****9th July 2024****Environmental Services – draft outturn position £565k overspend**

Within Environmental Services there are two key areas that impact on budgets, fleet costs and salaries. As per the Corporate Services section, salaries overspends have been offset by allocation of the Corporate Salaries provision. Within fleet costs there is a £390k overspend due to maintenance, fuel and Insurance costs. The fleet used across the service area is generally beyond its life cycle, especially within the waste service. A revised fleet replacement programme is designed to ensure we have a more reliable fleet across the service which will result in lower maintenance costs and associated hire costs in order to deliver statutory responsibilities. A reprofiled fleet programme is included in this report.

Within Bereavement Services there has been a reduction of £170k in anticipated burial and cremation fees. There has also been a £25k reduction in bulky waste income.

Within the service area as a whole and in particular the Tree Team there have been a number of insurance claims which have cost the Council £70k within the financial year.

There were a number of smaller underspends amounting to £90k within the service.

Financial & Customer Services - draft outturn position £490k overspend

Within Financial & Customer Services, there is an overspend of £620k within Finance due to agency staff covering vacant posts. This spend is required to close the backlog of Accounts work and comply with Recommendations in the External Auditors Annual Report. This is offset by a number of smaller underspends within the service.

Legal, Democratic and Property Services – draft outturn position £59k underspend

Within Legal, Democratic and Property Services there was an increase in forecasted income for property rental income offset by an overspend on agency fees. There was also an overspend on the Market and on Legal Services which mitigated the additional income.

Planning, Regeneration and Leisure Services – draft outturn position £62k overspend

Within Planning, Regeneration and Leisure Services there is a draft overspend in the region of £62k. This is predominately due to an overspend within Economic Development and Development Management due to costs of temporary support and professional fees. Planning income has been lower than anticipated. There are a number of draft underspends across other services within this area that offset the draft overspend.

Rubicon Client – draft outturn position £391k overspend

The original base budget of £765k was exceeded due to high maintenance costs particularly on the Abbey Stadium, Forge Mill Museum and the Palace Theatre. Additional costs were incurred due to an increased management fee.

REDDITCH BOROUGH COUNCIL**Executive****9th July 2024****3.5 Cash Management****Borrowing**

- As of the 31st of March 2024, there was no short term borrowing, and long term borrowing had not changed from the previous year's amount of £103.9m

Investments

- As at the 31st March 2024 there were £9.0m of short term investments held.

Capital Monitoring

3.6 A capital programme of £10.9m was approved in the Budget for 2023/24 in March 2023. Many of these schemes were already in partial delivery in the 2022/23 financial year. By approving this list, the Council also agreed sums not spent in 2022/23 (and 2021/22 by default if schemes originated earlier than 2022/23 as sums have been carried forward through to the 2021/22 MTFS Report) to be carried forward into 2023/4. The table also splits amounts by funding source, Council or third party.

3.7 Many of these schemes are already in partial delivery in the 2023/24 financial year. By approving this list, the Council also agreed sums not spent in 2023/24 (and 2022/23 by default if schemes originated earlier than 2023/24 as sums have been carried forward through to the 2022/23 MTFS Report) to be carried forward into 2024/25. The table also splits amounts by funding source, Council or third party.

Financial Year	Total Budget £000	Council Funded £000	External Funded £000
2021/22	5,671	2,243	3,428
2022/23	5,431	2,033	3,398
2023/24	12,651	2,015	10,636
2024/25	16,185	5,255	10,930
2025/26	4,863	1,915	2,948

3.8 Included in this funding the Council also have the following Grant Funded Schemes which are being delivered in 2023/24:

- The three Towns Fund schemes – Innovation Centre, Public Square, and Public Realm which are funded via £15.2m of Government Funding, an application will need to be made to Birmingham and Black County LEP once Innovation Centre plans are more detailed for a further funding of £1.9m, and the Council is funding £0.4m of works.

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- The Library project will overrun the present end date of the 31st March 2026. DLUHC's view is that they could not come to a view and April 2026 is too far away to make that decision now.
- The three schemes as part of the Towns Fund Project all now moving into design and delivery phases:
 - o Innovation Centre – Present estimated costs £10.1m
 - £8m from the Towns Fund
 - Tenders are in for design and project management teams.
 - Additional requirement of £2.1m – Greater Birmingham and Solihull LEP funding being sought through detailed business case. Initial application has been made by NWedR however this will now be superseded by the total funds being split £2.45m per Council.
 - Police have vacated the site and are in the Kingfisher Centre.
 - Tenders have been approved by Executive in January 2024 for the Project Managers Gardiner and Theobold and the Design Team AHR.
 - Very tight timescales for delivery – must be delivered by 31st March 2026.
 - o Public Realm – £3.4m
 - £3.0m from Towns Fund, Section 106 - £0.176m, Council funding £0.224m
 - Specification was delivered to the County Council by the end of March for them include in their Capital Programme.
 - o New Town Square - £4.2m
 - With the change in administration, this scheme is likely not to go forward. The Council has been in correspondence with DLUHC about alternate use of the funds and there are a number of options available to the Council. This includes additional investment in the Innovation Centre or undertaking another scheme with similar outputs to the Library scheme.
 - Project managers Gardiner and Theobold appointed by Executive in January 2024, although minimal costs have been accrued to date.
 - If a change of scheme is required, a DLUHC Project Alternative Requirement form and associated approval process will need to be undertaken. This will include getting approval of the Towns Board for the change.

- 3.9 The outturn spend is £3.2m against the overall 2023/24 capital budget totalling £10.9m is detailed in Appendix B. It should be noted that as per the budget decision carry forwards of £3.292m has been rolled forward from 2022/23 into 2023/24 to take account of slippage from 2022/23.

Earmarked Reserves

- 3.10 The position as reported to Council in February 2024 as per the 2024/25 – 2026/27 Medium Term Financial Plan (MTFP) is shown in Appendix C. This has been adjusted

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for the actual 2023/24 Outturn position, which was only estimated based on Q3 monitoring information at the time of the MTFP. As part of the MTFP, all reserves were thoroughly reviewed for their requirement and additional reserves set up for inflationary pressures such as utility increases. At the 31st March 2024 the Council holds £5.242m of Earmarked Reserves.

General Fund Position

- 3.11 The General Fund Balance as at the 31st March 2024 is £3.712m and is projected to rise in the MTFP to £5.094m at the 31st March 2026. 2020/21 has now been submitted for Audit in June 2024. The submission of these final figures has increased General Fund balances from the provisional Outturn by £1.520m. 2021/22 and 2022/23 are still to be closed and approved by Audit, these figures are subject to change. Progress on the Accounts has been reported to Executive through the Finance Recovery Plan Report and is reviewed at every Audit Committee.

HRA Position

- 3.12 The HRA budget totalling £26.4m was approved in February 2023 and funded from rents and tenants' contributions. The approved capital programme for 2023/24 totals £11.7m.
- 3.13 It is currently anticipated that the HRA will break even. This is summarised in the table below:

REVENUE 2023/24 PROVISIONAL OUTTURN							
		2023/24 Full Year Budget £'000	2023/24 Budget Apr - Mar £'000	2023/24 Actual Apr - Mar £'000	2023/24 Variance Apr - Mar £'000	2023/24 Projected Outturn £'000	2023/24 Projected Variance £'000
INCOME							
Dwelling Rents	DR	-25,658	-25,658	-25,753	-95	-25,753	-95
Non-Dwelling Rents	NDR	-572	-572	-522	50	-522	50
Tenants' Charges for Services & Facilities	CSF	-618	-618	-664	-45	-664	-45
Contributions towards Expenditure	CTE	-11	-11	-135	-124	-135	-124
Total Income		-26,860	-26,860	-27,074	-214	-27,074	-214
EXPENDITURE							
Repairs & Maintenance	R&M	6,528	6,528	7,278	750	7,278	750
Supervision & Management	S&M	8,648	8,648	8,271	-377	8,271	-377
Rent, Rates, Taxes & Other Charges	RRT	259	259	399	140	399	140
Provision for Bad Debts	BDP	538	538	228	-310	228	-310
Depreciation & Impairment of Fixed Assets	DEP	6,259	6,259	6,417	158	6,417	158
Interest Payable & Debt Management Costs	INT	4,179	4,179	4,174	-5	4,182	3
Total Expenditure		26,411	26,411	26,767	356	26,775	364
Net cost of Services		-449	-449	-307	142	-299	150
Net Operating Expenditure		-449	-449	-307	142	-299	150
Interest Receivable	IR	-234	-234	0	234	-234	-0
Revenue Contribution to Capital Outlay	RCCC	0	0	0	0	0	0
Planned use of Balances	UB	682	682	0	-682	533	-149
Transfer to Earmarked Reserves	TER	0	0	0	0	0	0
(Surplus)/Deficit on Services		-0	-0	-307	-307	0	0

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3.14 The main variances that have contributed to this surplus are:

- Repairs & Maintenance – Overspend mainly on agency staff but offset by underspend in other areas (staffing vacancies).
- Supervision & Management – Variance is mainly due to vacancies, posts left vacant due to the ongoing review of the Housing Services function.
- Rent, Rates, Taxes & Other Charges – Increase in insurance premiums, disrepair claims by tenants have increased.
- Provision for Bad Debts – Arrears did not increase year on year as anticipated. Minimal increase in total from 22-23.
- Depreciation & Impairment of Fixed Assets – Increase in the average price of key components of HRA dwellings.

3.15 In addition to this, it is currently anticipated that the HRA capital programme budget will outturn with a spend of £14.9m against a £14.7m budget. The £0.2m overspend is primarily as a result of:

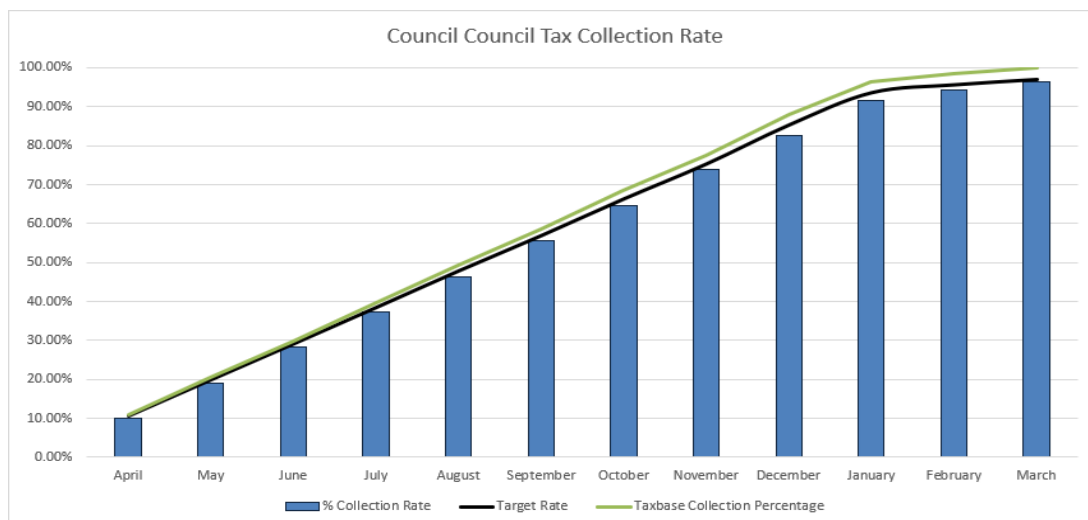
- **Major Voids Works - £575k Overspend**
This budget is based on reactive voids that require two or more elements to be replaced (eg Kitchen and bathroom). The volume and condition of these varies year on year. Work is currently underway to assess future reductions in scope and therefore cost.
- **HRA Energy Efficiency - £490k Underspend**
External funding for Social Housing Decarbonisation Funding has been utilised in the 23/4 financial year.
- **Internal Refurbishment - £374k Underspend**
The contractors have mobilised and undertaken significant works through the financial year. Underspend will need to be rolled forward to 24/5 to assist in meeting the demand and programme planned.
- **Window Replacement - £530k Overspend**
Through the financial year there have been large numbers of mainly front and rear doors to properties that have failed and need replacement. As such, in order to ensure our properties are safe new doors have been fitted. Other works as part of this budget have been the need to replace failed windows that can no longer be repaired.
- **Disabled Adaptations - £175k Overspend**
This contract has been running for 16 months and has now cleared the backlog of priority cases requiring adaptation works including level access showers. Demand is still high however, there are ongoing discussions with Occupational Therapists in dealing with demand. The backlog of old properties has now been cleared, with newly arising need now dealt with in a more timely manner.

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- Door Entry/CCTV - £270k Overspend**
 Following delays to project delivery in 22/3 the schemes and underspend was brought forward. Through the course of the year 4 new systems were also replaced due to age and being uneconomical to repair in order to maintain and enhance security to the blocks of flats affected.
- External Improvements - £420k Overspend**
 The external improvements included roof replacements which were reactive and could not be predicted.
- HRA Hard Wire - £150k Overspend**
 With changes in legislation, an accelerated programme of smoke alarm installation was undertaken to improve compliance. Through Q4 there was a change of contractor and delays in invoicing has caused significant impact on the outturn budget.
- Disrepair Cases - £100k Overspend**
 The number of cases significantly increased in 22/3 and 23/4 and our ability to identify the scope of works and access to properties is reliant on the tenant and their legal representatives.
- Housing 1-4-1 New Build/Purchases - £1.15m Underspend**
 No Buybacks in 23-24 as planned and delays to new build start on site.

Financial Performance

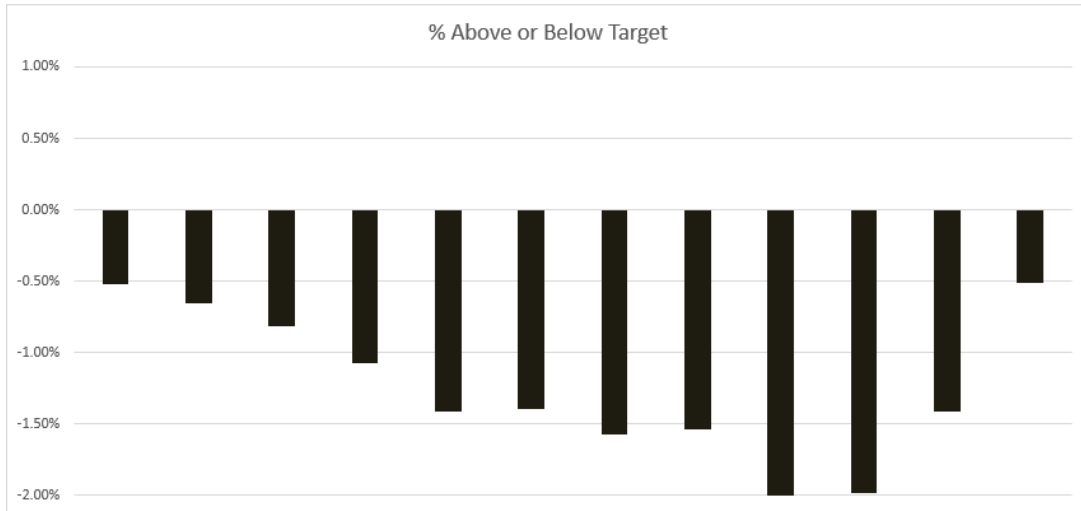
3.16 Council Tax collection rate data for the financial year 2023/24 is set out in the following tables. Overall, collection was 0.5% below target.



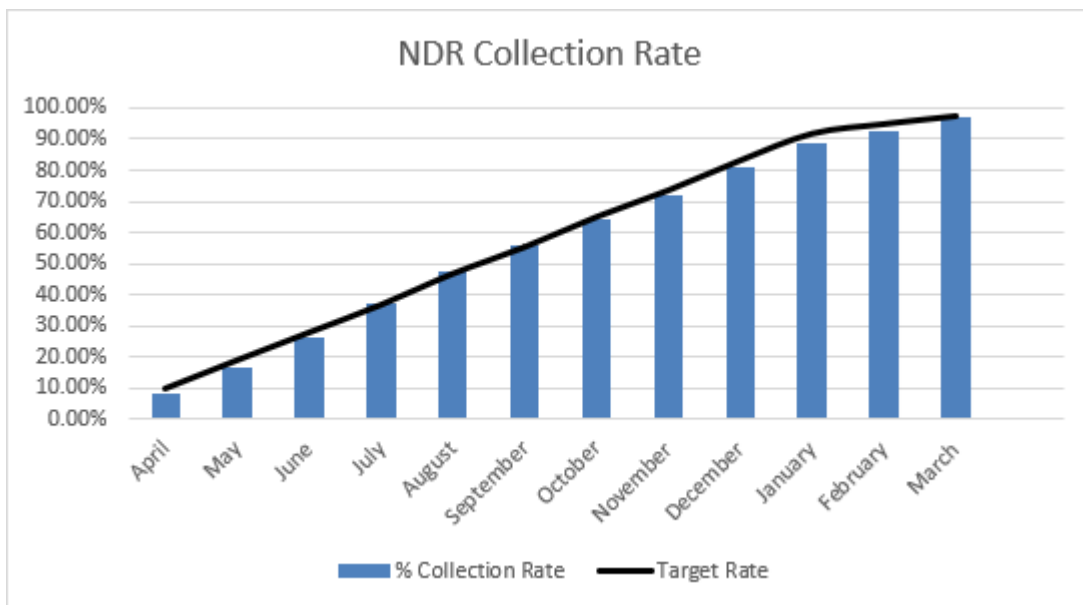
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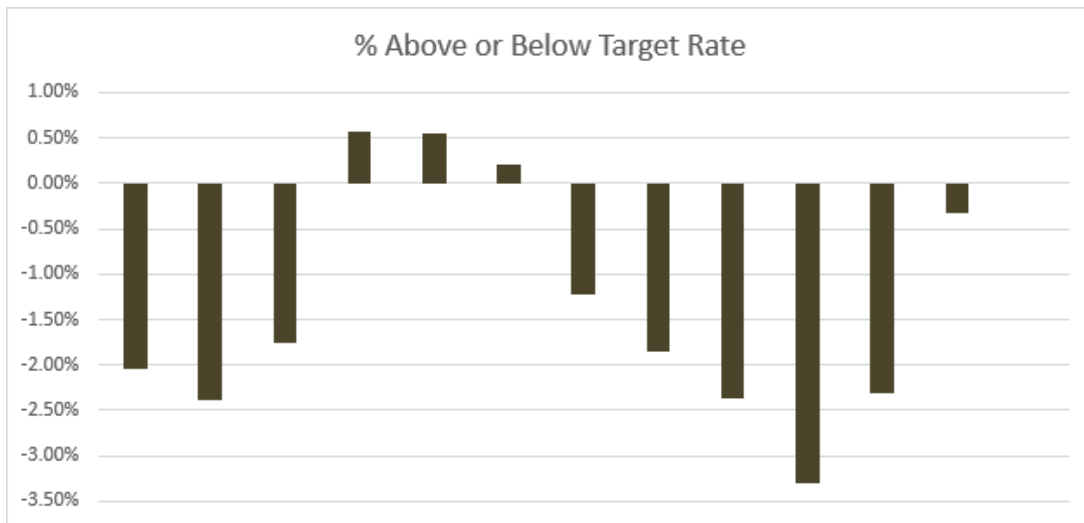
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3.17 The National Non-Domestic Rates collection rate data for the financial year 2023/24 is set out in the following tables. Overall, collection was just under 0.5% below target.



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- 3.18 There is the requirement to seek approval of Executive and Council for Capital Works that will need to be undertaken in the 2024/5 financial year.

Reprofiling of the Fleet

- 3.19 The first of these is the reprofiling of the Capital Fleet Replacement budget relating to the Domestic Waste Collection Service.
- 3.20 In 2021, as part of a review of Council finances, the decision was taken to extend the life of operational vehicles by an extra year before replacement, and also to start refurbishing Waste Collection Vehicles to extend their life by a further period in order to reduce the capital expenditure on new vehicles, and make savings that could be put towards the increased costs of more expensive energy efficient vehicles as part of our Climate Change ambitions in the future.
- 3.21 When this adjustment was made, no allowance was given for the operational impact of refurbishment, which removed multiple vehicles from the operational services for extended periods, requiring the use of hire vehicles to support service delivery, and introducing an additional unbudgeted revenue pressure.
- 3.22 In addition to this, the first few vehicles took nearly 12 months to be refurbished as a result of parts and supply issues that were confirmed as affecting the sector during 2022/23, and subsequent vehicles have all over run on planned timescales.
- 3.23 Due to significant mechanical failures with these older vehicles on our existing fleet, in addition to the normal operational requirements for vehicles to be in for servicing, MOT's, and day to day repairs, we are currently reliant on a number of hire vehicles to maintain our minimum service at additional un-planned cost.

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- 3.24 In light of the increased costs and operational challenges arising from the extended vehicle operational lifespans, refurbishment experience, and staffing issues within our workshop, it is proposed to revert to a seven-year replacement cycle on our Waste fleet, and re-profile the Capital Fleet Replacement budgets to support the purchase of replacement vehicles that will reduce the maintenance pressure on our workshop and support our operational service delivery.
- 3.25 In light of the proposed continuance of using ICE vehicles for the Waste Collection Service, we will also be exploring the options for further investment in HVO as part of the medium-term financial plan to ensure that we maximise our Carbon benefits by reducing our usage of fossil fuels in the operation of our Fleet. **Full detail is set out in Appendix C.**

Crematorium Sound System

- 3.26 Following a high profile, well attended, funeral we have identified a budget pressure as a result of the need to upgrade the sound system and streaming service associated with Redditch Crematorium. The existing system is a combination of old and relatively new equipment however, following a review of the system and the impact on quality of sound associated with it, especially when streaming, the old equipment is effectively redundant and having a negative impact on the services we provide. With more people now requesting access to this service it is becoming an essential part of delivering Modern Bereavement Services and its paramount that Redditch offers the very best for its public. **Full detail is set out in Appendix D.**

2024/5 Revenue Requirements**Street Market**

- 3.27 The administration wish to reinstate the Market. Their “alternate budget” presented and rejected by Council in February when they were in Opposition. This budget request is as per that report. The administration wants to invigorate the area running down from the Church past the library with a static market, which for Four days in the week would be a normal market and on Saturdays be a specialist Market. The Council need to ensure that it attracts footfall to this area to attract business both to the Market and existing shops. As such we propose investing in 20 high quality Stalls (such as Wells) which would cost £50k. This equates to a capital cost of £5k a year (over 20 years) and net running costs of £33k a year - £38k in total. Running costs (income and expenditure) are based on present delivery at Bromsgrove.

Dial a Ride

- 3.28 The administration will reduce standard Dial a Ride fares to £2.50 and medical fares to £3.50. Predicted income with charges of £5 for non-medical and £6 for medical is £87k per annum. Predicted income with charges of £2.50 for non-medical and £3.50 for medical is £44k per annum. This is an additional cost of approximately £43k per annum. Demand for the service is likely to increase with the reduction in price and therefore we may undertake more trips than last year (16,641 non-medical and 695 medical).

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- 3.29 The net cost of these revenue changes is £81k a year. This would reduce the surplus budget agreed in the 2024/5 budget by the following amounts
- 2024/5 £105k surplus reduces to a £24k surplus.
 - 2025/6 £97k surplus reduces to a £16k surplus.
 - 2026/7 £98k surplus reduces to a £17k surplus.

4. Legal Implications

- 4.1 No Legal implications have been identified.

5. Strategic Purpose Implications**Relevant Strategic Purpose**

- 5.1 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

- 5.2 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.

6. Other Implications**Customer / Equalities and Diversity Implications**

- 6.1 None as a direct result of this report.

Operational Implications

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

7. RISK MANAGEMENT

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

8. APPENDENCES

Appendix A – Capital Outturn

Appendix B – Reserves Position

Appendix C – Report to Reprofile the Capital Fleet Replacement Budget

Appendix D – Requirement for an Upgraded Sound System at the Crematorium

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AUTHOR OF REPORT

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REDDITCH BOROUGH COUNCIL**Executive****9th July 2024****Appendix A - 2023/24 Capital Outturn - Reprofiled Programme**

Description	Approved budget date	Original approved Budget £	duration (years)	Department	22/23 Spend £	c/f	2023/24 Total £	23/24 Spend Q4 £
Large Schemes								
Towns Fund		17,587,000						
- Innovation Centre		8,000,000		Planning, Regeneration & Leisure Services	71,000	429,000	2,500,000	0
- Library		4,200,000		Planning, Regeneration & Leisure Services	90,611	409,389	2,000,000	611,449
- Public Realm		3,000,000		Planning, Regeneration & Leisure Services	-796,500	1,296,500	1,500,000	18,574
Town Hall Redevelopment		5,200,000		Legal, Democratic and Property Services	210,822	189,178	1,000,000	596,960
UK Shared Prosperity Fund		2,522,050						
- Capital Element				Planning, Regeneration & Leisure Services		108,500	0	32,500
- Revenue Element				Planning, Regeneration & Leisure Services		195,147	0	0
- Remainder (to be allocated)				Planning, Regeneration & Leisure Services		20,000	607,294	0
Schemes Agreed to Continue in Tranche 1								
Car Park Maintenance				Environmental Services	3,055	21,945	150,000	34,228
Footpaths						0	75,000	66,444
Disabled Facilities Grant	21/22	839,000	4	Community & Housing GF Services	850,979	-11,979	839,000	796,216
Energy & Efficiency Installs.	21/22	110,000	1	Community & Housing GF Services	305	109,695	55,000	10,350
GF Asbestos	2020/21	40,000	3	Finance & Customer Services	1,770	38,230	0	763
Improved Parking Scheme (includes locality funding)				Environmental Services	0	400,000	0	0
Improvement to Morton Stanley Open Space				Planning, Regeneration & Leisure Services	256	-256	0	0
Improvements at Business Centres				Planning, Regeneration & Leisure Services	17,861	-17,861	0	18,916

Description	Approved budget date	Original approved Budget £	duration (years)	Department	22/23 Spend £	c/f	2023/24 Total £	23/24 Spend Q4 £
Morton Stanley Play, Sport and Open Space Improvements (General)				Planning, Regeneration & Leisure Services	40,022	-40,022	0	4,579
New Finance Enterprise	2019/20	455,000	1	Finance & Customer Services	228,991	-228,991	0	7,668
Public Building	2019/20	250,000	4	Finance & Customer Services	336,260	-86,260	250,000	224,097
Fleet Replacement new line	New				12,750	437,250	843,000	16,750
Removal of 5 weirs through Arrow Valley Park			0	Planning, Regeneration & Leisure Services	93,143	-73,143	414,000	0
Sports Contributions to support improvements to Outdoor facilities at Terry			0	Planning, Regeneration & Leisure Services	6,781	-6,781	0	0
Wheelie Bin purchase			0	Environmental Services	53,579	31,421	100,000	42,079
New Digital Service	2020/21	86,450	0	Community & Housing GF Services	149,270	-98,768	50,502	145,037
Environmental Services Computer System	2020/21	38,200	1	Environmental Services	80,793	-80,793	0	26,248
Café and Infrastructure Morton Stanley Park	2020/21	100,000	1	Planning, Regeneration & Leisure Services	61,464	-61,464	0	0
Green Lane Studley								20,358
Salix	20/21	250,000	1	Legal, Democratic and Property Services	431,367	-431,367	0	0
Greener Homes	20/21	150,000	2	Community & Housing GF Services	-69,444	69,444	0	156,026
Bomford Hill Pathway					31,272	-31,272	0	0

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Description	Approved budget date	Original approved Budget £	duration (years)	Department	22/23 Spend £	c/f	2023/24 Total £	23/24 Spend Q4 £
HMO Grants	21/22	25,000	4	Community & Housing GF Services		25,000	25,000	13,500
Home Repairs Assistance	21/22	40,000	4	Community & Housing GF Services		40,000	40,000	0
Improvement to original Pump Track at AVCP				Planning, Regeneration & Leisure Services		0	0	86,092
Replacing 3 fuel pumps and upgrading tank monitoring equipment				Environmental Services		0	25,000	0
Cisco Network Update	22/23		3	Business Transformation and Organisational Development	53,090	471	5,463	0
Server Replacement Est(Exact known Q2 2022)	22/24		4	Business Transformation and Organisational Development	0	83,250	2,000	93,201
Laptop Refresh	22/25		4	Business Transformation and Organisational Development	4,961	39	25,000	11,542
Ipsley Church Lane Cemetary	22/23	195,000	1	Environmental Services		195,000	125,000	2,037
Provide the Crossgate Depot site with a new and Compliant Deisel Fuel	22/23	56,000	1	Environmental Services		56,000	56,000	0
Play Area Changes - Pre Audit							227,000	0
Movement of ICT Cyber Capital Works Forward							50,000	0
Forge Mill and Bordelsey Open Space Improvements	22/23	18,684	1	Planning, Regeneration & Leisure Services	15,787	2,897	0	38
MUGA at Greenlands Sports Pitches. 2018/169/FUL Land	22/23	137,649	1	Planning, Regeneration & Leisure Services	0	137,649	0	115,571

Description	Approved budget date	Original approved Budget £	duration (years)	Department	22/23 Spend £	c/f	2023/24 Total £	23/24 Spend Q4 £
Play area (£34,583.39), Open space (£12,001.36) and Sport (£8,516) improvements at Mayfields Park. 11/019/FUL	22/23	55,101	1	Planning, Regeneration & Leisure Services	53,379	1,722	0	550
Improvement to Sports Pitches infrastructure in Morton Stanley Park				Planning, Regeneration & Leisure Services	51,666	-51,666	0	21,320
Fire compartmentation works in Corporate buildings	22/23	100,000	1	Legal, Democratic and Property Services		120,000	100,000	28,248
Total		218,000			2,137,674	3,292,955	10,939,259	3,201,341

REDDITCH BOROUGH COUNCIL

Executive

9th July 2024**Appendix B - Earmarked Reserves**

	Balance at 31/3/22	Transfers In 2022/23	Transfers out 2022/23	Re-baseline 2022/23	Balance at 31/3/23	Transfers in 2023/24	Transfers out 2023/24	Proposed Movements	Balance at 31/3/24	Transfers in 2024/25	Transfers out 2024/25	Balance at 31/3/25	Transfers in 2025/26	Transfers out 2025/26	Balance at 31/3/26
General Fund	3,589		(967)	1,584	4,206	200	(694)		3,712	1,245	0	4,957	97	0	5,054
General Fund Earmarked Reserves:															
Business Rate grants	0				0				0			0			0
Business Rates Retention Scheme	2,832			(1,500)	1,332	(200)			1,132			1,132			1,132
Support for Commercialism	0				0				0			0			0
Community Development	74				74				74			74			74
Community Safety	232	188			420				420			420			420
Corporate Services	149		(150)		(1)				(1)			(1)			(1)
Customer Services	93			(93)	0				0			0			0
Economic Growth	330				330				330			330			330
Electoral Services	49				49				49			49			49
Environmental Vehicles	29				29		(15)		14		(14)	0			0
Equalities	0				0				0			0			0
Equipment replacement	25			(25)	0				0			0			0
Financial Services	87				87				87			87			87
General Risk reserve	45			(45)	0				0			0			0
Housing Benefit Implementation	270			(130)	140				140			140			140
Housing Support	978				978				978			978			978
Land Charges	9				9				9			9			9
Land Drainage	129				129				129			129			129
Leisure	0				0				0			0			0
Mercury Emissions	0				0				0			0			0
Parks & Open spaces	8				8				8			8			8
Planning Services	516				516				516			516			516
Public Donations - Shop mobility	0				0				0			0			0
Sports Development	9				9				9			9			9
Town Centre	7				7				7			7			7
Warmer Homes	16				16				16			16			16
Transformational Growth	100				100				100			100			100
Pensions	200			(200)	0				0			0			0
Regeneration Income	85				85				85			85			85
Utilities Reserve				1,710	1,710		(570)		1,140	(1,140)		0			0
Covid-19 (General)	941			(941)	0				0			0			0
Covid-19 Sales Fees and Charges	100			(100)	0				0			0			0
Covid-19 (Collection Fund)	2,955		(1,478)		1,478		(1,478)		0			0			0
Total General Fund	10,268	188	(1,628)	(1,324)	7,504	(200)	(2,063)		5,242	(1,140)	(14)	4,088	0	0	4,088

Appendix C - Reprofile of Capital Fleet Replacement Budget**1. Context:**

- 1.1. In 2021, as part of a review of Council finances, the decision was taken to extend the life of operational vehicles by an extra year before replacement, and also to start refurbishing Waste Collection Vehicles to extend their life by a further period in order to reduce the capital expenditure on new vehicles, and make savings that could be put towards the increased costs of more expensive energy efficient vehicles as part of our Climate Change ambitions in the future.
- 1.2. This was mirroring an approach taken by other Local Authorities, such as neighbouring Wyre Forest, who have refurbished their vehicles previously with positive results to extend the life of their assets.
- 1.3. This would also have given more time for the HGV Electric Vehicle market to develop, as current options are limited in performance and cost more than twice as much as existing internal combustion vehicles.
- 1.4. This saw a reduction on Capital investment from circa £200,000 per vehicle to an intended £70,000, with an expectation of a further five-year operational life before replacement.
- 1.5. When this adjustment was made, no allowance was given for the operational impact of refurbishment, which removed multiple vehicles from the operational services for extended periods, requiring the use of hire vehicles to support service delivery, and introducing an additional unbudgeted revenue pressure.
- 1.6. In addition to this, the first few vehicles took nearly 12 months to be refurbished as a result of parts and supply issues that were confirmed as affecting the sector during 2022/23, and subsequent vehicles have all over run on planned timescales.
- 1.7. This has resulted in a backlog of vehicles that have exceeded their operational life, and we currently have three vehicles that should have been refurbished/replaced by the end of the 2023/24 financial year, that haven't.
- 1.8. Due to significant mechanical failures with these older vehicles on our existing fleet, in addition to the normal operational requirements for vehicles to be in for servicing, MOT's, and day to day repairs, we are currently reliant on a number of hire vehicles to maintain our minimum service at additional un-planned cost.

REDDITCH BOROUGH COUNCIL**Executive****9th July 2024**

- 1.9. It has also been identified in conjunction with our corporate procurement team that the refurbishment and vehicle hire done to date has not been arranged through a compliant procurement route, and so further work has been paused whilst reviewing our options regarding the capital replacement schedule.
- 1.10. Having extended the operational life of our Waste Collection vehicles from seven years to eight, it has become apparent that the level of failure and breakdowns associated with these vehicles has increased considerably as a result of the volume of work and mechanical wear and tear experienced.
- 1.11. In parallel with these pressures, the workshop providing maintenance for all of the Environmental Services vehicles has been understaffed for over five years now as result of high demand for HGV mechanics in the private sector and lower public sector salaries. The recent departure of one of our HGV mechanics for the private sector has now left us with 50% of the mechanics built into our staffing structure.
- 1.12. This is a similar picture at our Bromsgrove workshop under the shared services model as well, which also supports our shared fleet across the two authorities, and is also running at 50% of planned staffing levels.
- 1.13. We currently have four mechanic vacancies that we are attempting to recruit to across the two sites, and this has necessitated increased use of third parties to support the maintenance of our fleet and avoid service failure, as well as associated delays as a result of capacity pressures on the private sector as well.
- 1.14. In conjunction with the reduced staffing currently in place at our Workshops, the extended life of Refuse vehicles and associated increased mechanical failure has put considerable pressure on our already reduced workshop teams to maintain an operational fleet each day, and those vehicles that have been refurbished have continued to see mechanical failure arising from the age of the chassis and elements that were not included in the refurbishment specification, which was primarily targeted at the body of the vehicle and waste compaction systems.
- 1.15. This need to prioritise work on the Waste Collection fleet has impacted on the availability of other vehicles required for statutory services such as road sweepers, Place Team vans for litter picking and fly tip removal. It has also impacted on discretionary and chargeable services such as the District Public Toilet cleaner's vehicle, and WRS's dog warden van, which has impacted on their income generation as well.

2. Background:

- 2.1. The combined collection fleet for Domestic Waste in Environmental Services consists of eight 26ton vehicles and one 18ton vehicle operating from the Redditch Depot, and sixteen 26ton vehicles, one 18ton vehicle, and three smaller trucks operating from the Bromsgrove Depot. Services require a minimum of twenty 26ton vehicles, one 18ton vehicle, and one small RCV daily to operate the service across the two Authority areas.

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2.2. Due to the legal requirement for regular inspections and servicing to maintain a safe and compliant fleet, as well as routine maintenance and repairs on an operational fleet that collects waste from nearly 80,000 households each week across the two Council areas, it is best practice to operate a number of spare vehicles, and they have all been utilised as front line vehicles in recent months due to the aforementioned pressures.

2.3. The Bromsgrove information is included for reference, as the shared service operates jointly across the two Local Authorities areas.

3. Proposals:

3.1. In light of the increased costs and operational challenges arising from the extended vehicle operational lifespans, refurbishment experience, and staffing issues within our workshop, it is proposed to revert to a seven-year replacement cycle on our Waste fleet, and re-profile the Capital Fleet Replacement budgets to support the purchase of replacement vehicles that will reduce the maintenance pressure on our workshop and support our operational service delivery.

3.2. In light of the proposed continuance of using ICE vehicles for the Waste Collection Service, we will also be exploring the options for further investment in HVO as part of the medium-term financial plan to ensure that we maximise our Carbon benefits by reducing our usage of fossil fuels in the operation of our Fleet.

4. FINANCIAL IMPLICATIONS

4.1. It is proposed to re-profile the existing Capital replacement budget apportioned to the Waste Fleet as shown below, which illustrates the timeframe consistent with the 7 year life span of the vehicles currently on our fleet:

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Total Spend
Current Cap Programme	280,000	290,000	0	1,800,000	0	1,800,000	450,000	0	4,620,000
No. of Vehicles	4 (Refurb)	2 (1 Refurb, 1 New)	0	4 (Electric)	0	4	1	0	
Proposed Reprofiling	-140,000	1,100,000	0	115,000	0	0	0	0	2,110,000
No. of Vehicles	1	4	0	5	0	0	0	0	0

REDDITCH BOROUGH COUNCIL**Executive****9th July 2024**

Impact on Revenue Repayments (MRP)	-23,940	22,230	137,944	100,894	8,037	-94,563	-351,706	-327,766	-528,869
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5. Environmental/Climate Change Implications

- 5.1. Previous discussions had been looking at the possible transition to alternative energy efficient vehicles from 2026/27, but it has been identified that until parallel discussions around the future of the existing depots have been resolved and implemented, it is unknown what infrastructure will be achievable to support a transition to such vehicles.
- 5.2. With no current timescale for a rationalisation/relocation of our current space limited Depot Spaces, it is unlikely that we will be in a position to invest in alternative vehicles before 2030.
- 5.3. A decision has already been made to make greater use of HVO¹ as a Diesel alternative that provides sustainable carbon savings over fossil fuels at an approximate cost increase of 20% at current prices.
- 5.4. Current plans have been built into the Medium-Term Financial Plan for 30% of our Diesel usage to be replaced with HVO from the 2024/25 financial year on, and this will support a Carbon benefit to the authority alongside on-going use of ICE vehicles when compared with our previous arrangements.
- 5.5. The use of HVO in 2024/25 will reduce the Carbon impact from our Domestic Refuse service by an estimated 162 Tons of CO₂ per year in comparison with the use of Diesel alone.
- 5.6. Although HVO is more expensive than Diesel, and so places a pressure on revenue budgets, this will defer the higher financial pressure associated with converting the fleet to Electric or other alternative energy sources until such a time as technology and funding allows for a further review of the fleet and investment in appropriate vehicle technology to support delivery of improvements in line with the Climate Emergency declaration that the Council made in 2019.

6. LEGAL IMPLICATIONS

- 6.1. The current refurbishment programme has not been compliant with procurement rules, and a return to purchase of vehicles through a compliant framework agreement will prevent further non-compliance.

¹ Hydrotreated Vegetable Oil

REDDITCH BOROUGH COUNCIL**Executive****9th July 2024**

- 6.2. As there is no legal agreement or contract linked to the refurbishment programme, there are no legal implications associated with not continuing with this approach.

Executive**9th July 2024****Appendix D - Requirement for an Upgraded Sound System at the Crematorium**

We have identified a budget pressure as a result of the need to upgrade the sound system and streaming service associated with Redditch Crematorium. The existing system is a combination of old and relatively new equipment however, following a review of the system and the impact on quality of sound associated with it, especially when streaming, the old equipment is effectively redundant and having a negative impact on the services we provide. With more people now requesting access to this service it is becoming an essential part of delivering Modern Bereavement Services and its paramount that Redditch offers the very best for its public.

We have received an initial quote and are currently reviewing and refining it. For the purpose of budgets, we estimate that £25k will be needed within 24/5 financial year in order to modernise and upgrade this system and improve sound quality and service.

Quarter 4 2023-24 – Financial and Performance Report

Relevant Portfolio Holder	Councillor Spilsbury – Portfolio Holder for Performance Councillor Woodall – Portfolio Holder for Finance
Portfolio Holder Consulted	Yes
Relevant Head of Service	Debra Goodall Deborah Poole
Report Authors	Head of Finance and Customer Services debra.goodall@bromsgroveandredditch.gov.uk Head of Business Transformation, Organisational Development and Digital Strategy d.poole@bromsgroveandredditch.gov.uk
Wards Affected	All Wards
Ward consulted	Councillor(s) No
Relevant Purpose(s)	Strategic All
Non-Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	

1. RECOMMENDATIONS

The Executive is asked to RESOLVE that:

- The Q4 Performance data for the Period January to March 2024 be noted.

2. BACKGROUND

- 2.1 This report presents at Quarter 4 (January - March) 2023/24:
- The organisations performance against the strategic priorities outlined in the Council Plan Addendum, including operational measures to demonstrate how the council is delivering its services to customers.
- 2.2 The 2023/24 Q4 financial Outturn position would usually also accompany this report. This will come to Executive in July to give the team more time to reduce the volume of items in Suspense and then also enable the Council to complete the Revenue Outturn (RO) and Capital Outturn (CO) suite of reports which are due on the 31st July.
- 2.3 It should be noted that the 2020/21 Accounts are now submitted for Audit following the Audit, Governance and Standards meeting on the

28rd May meaning that the 20/21 RO/CO suite of reports can now also be completed. It is expected that draft 2021/22 Accounts will be ready (no Audit adjustments) at the start of July meaning that associated 2021/22 RO/CO Reports can also be completed. The Council has delivered its 2022/23 RO/CO Reports.

3. DETAILED PERFORMANCE

Performance Report

- 3.1 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.
- 3.2 Whilst the Council has an approved Council Plan in place. 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
- 3.3 It is recognised that effective performance management will enable the Council to use its limited resources in a more targeted manner, maximising the value of Council services and allowing the Council to be even more responsive to customers' needs.
- 3.4 Appendix A 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.
- 3.5 This will be the last time Members will see this report in this format. The Executive will approve a new Council Plan and 2024/5 Performance Indicators will be linked to that new plan and its associated priorities. The new Performance Indicators will also take on board comments and views of the New Portfolio Holder for Performance.

4. FINANCIAL IMPLICATIONS

- 4.1 The financial implications, which are usually detailed in the body of the report will be reported to Executive in July.

5. LEGAL IMPLICATIONS

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

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

- 6.1 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 district and our communities. Our Financial and Performance monitoring and strategies are integrated within all of our Strategic Purposes

Climate Change Implications

- 6.2 The green thread runs through the Council plan. The Financial and Performance 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.

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

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

Operational Implications

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

8. RISK MANAGEMENT

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

9. APPENDICES and BACKGROUND PAPERS

Appendix A - Strategic and Operational Performance Measures

10. REPORT SIGN OFF

Department	Name and Job Title	Date
Portfolio Holder	Councillor Spilsbury – Portfolio Holder for Performance Councillor Woodall – Portfolio Holder for Finance	
Lead Director / Head of Service	Peter Carpenter, Interim Director of Finance	
Financial Services	Debra Goodall, Head of Finance and Customer Services	

APPENDIX A**REDDITCH Strategic & Operational Performance Measures
Quarter 4, 2023/24****1. Introduction**

This document is a snapshot in time and very much a temperature check of the organisation. The report contains the first cycle of reporting on the reviewed Council Plan Priorities 2023 & 2024

The priorities and timeframes are:

- Community safety
- Parks and well-maintained public spaces
- Housing
- Economic development

Timeframes (financial years) for delivery are:

- Short term (2023-2024)
- Short to medium term (2023-2025)
- Medium to long term (2024-2026)

We are committed to reviewing performance reporting and key measures; as this is part of continuous improvement to ensure accountability, transparency, and effectiveness in delivering services to the community.

By assessing performance and utilising benchmarking where appropriate, we can identify areas of improvement, make informed decisions, allocate resources efficiently, and ultimately enhance service delivery to meet the evolving needs of our constituents, therefore how we measure performance is essential.

The review is underway, and a proposal will be forthcoming to underpin the full review of the Council Plan 2024. The plan will identify priorities and key deliverables, and these will be the foundation for the performance reporting.

2. Background

The performance measures for the current key priorities are shown in the next section.

3. Strategic Priorities and Performance Measures**3.1 Economic Development and Regeneration**

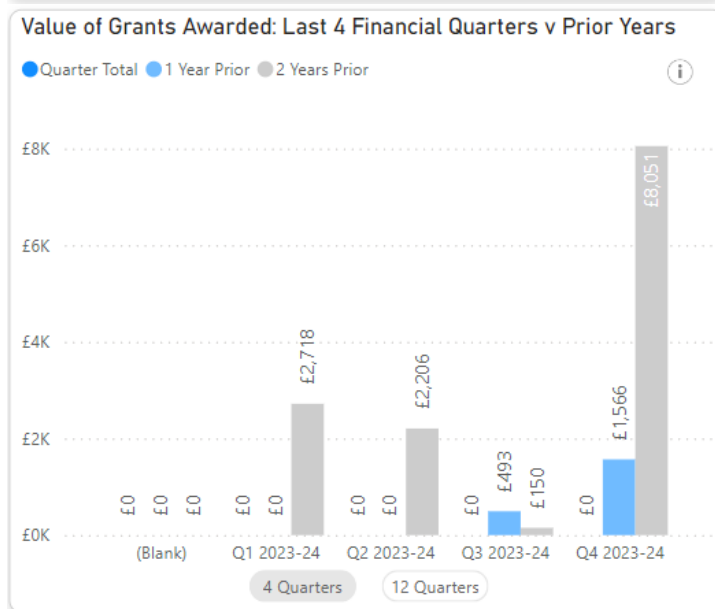
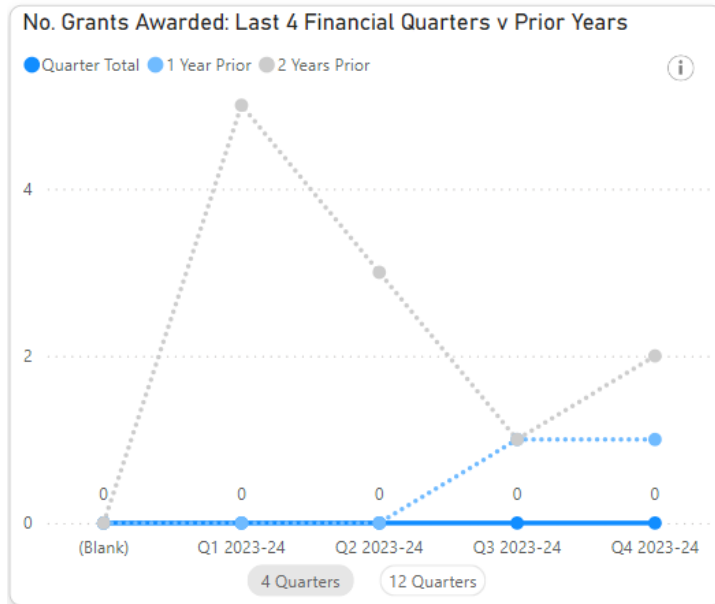
We will set up a catalyst for local economic growth and strengthen two critical elements of our infrastructure and Redditch Town Centre.

3.1.1 Supporting businesses to start and grow.

Performance measure:

- Take-up of start-up business grants and creativity grants programme (up to 1 period lag)

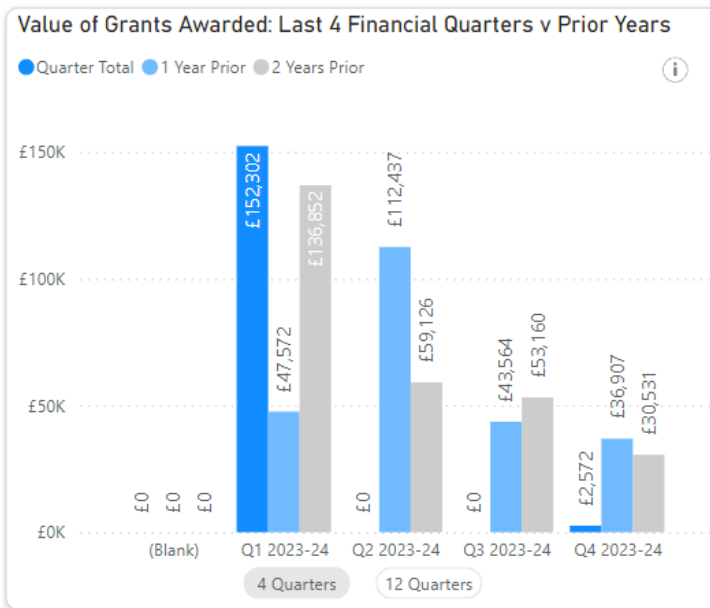
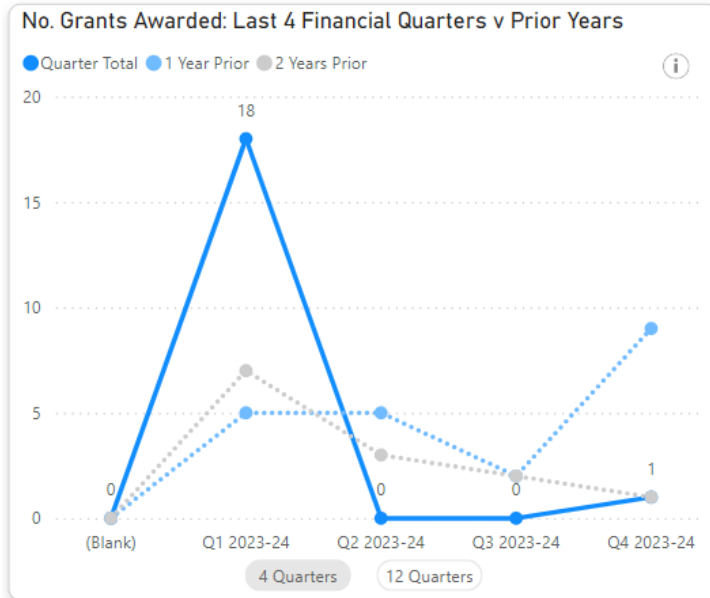
Start-up grants



Update

No start-up grants have been awarded this quarter; however, 5 grants have been approved and are expected to be claimed by the businesses in Q1 of 2024/25.

Grants to Established Businesses



Update

No growth grants were awarded this quarter but there is a pipeline of businesses participating in the business support programmes which should result in grant awards in the coming months.

3.1.2 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

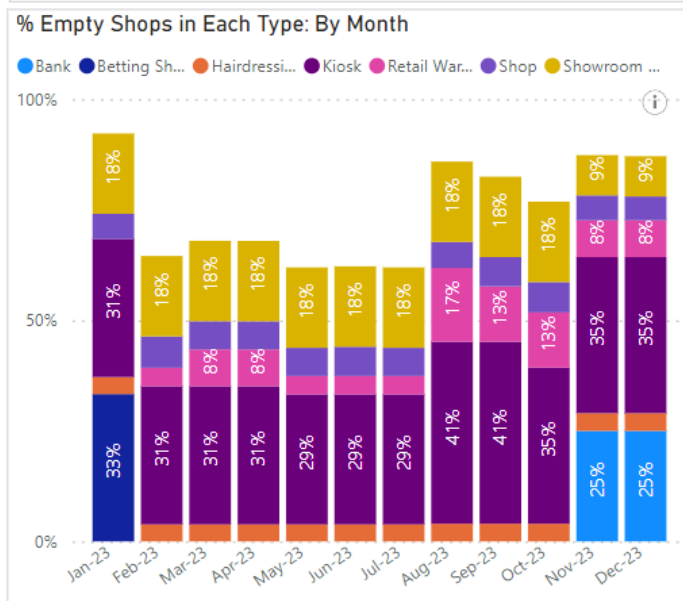
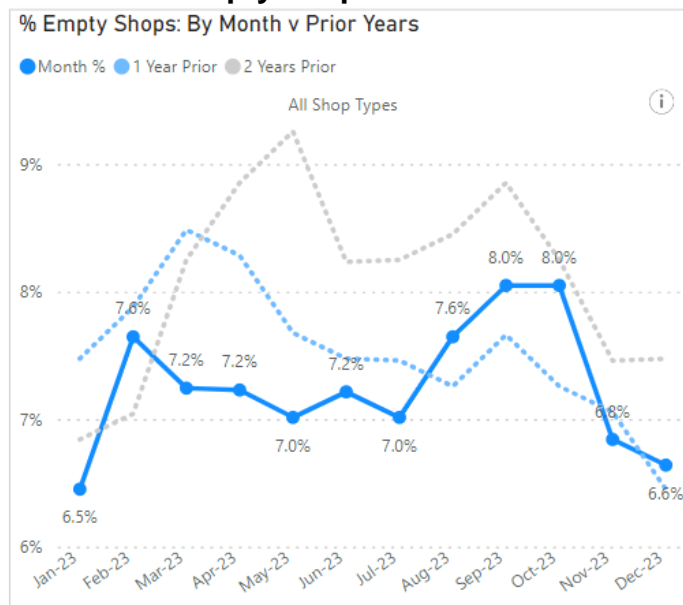
this, we have secured Town Investment Plan (TIP) funding for Redditch Town Centre.

- **Redditch Innovation Centre and Library Site.**

Project Management team is in place, Gardiner & Theobald and AHR (Architects) are on board and bi-weekly meetings have been arranged. Engagement with planners is imminent.

Performance measure

- **% of empty shops**



Redditch Annual Monitoring (empty shops)

Annual monitoring for this measure will be carried out again early Autumn 2024 and there has been no update since January.

Vacancy rates are a good indicator for monitoring the health of town centres. At the time of the survey, there were 58 vacant units within the Redditch Town Centre boundary. This equates to 16% of the total units surveyed.

Redditch Town Centre	2022	2023
Commercial Units	353	351
Vacant Units	44	58
Vacancy Rate	12.46	16.52

*Please note that two units have been removed for the 2023 figures. This is due to an upper floor use being counted in error in 2022 and one COU from vacant in 2022 to C3 residential in 2023 and we do not monitor C3 uses.

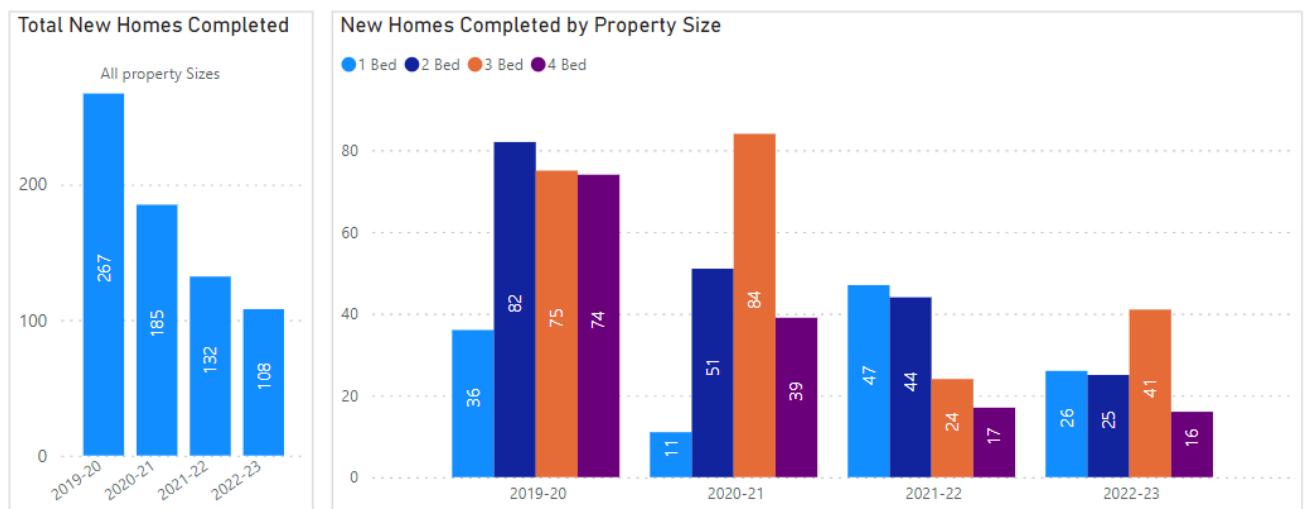
3.2. Housing Growth

During 2023/24 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)

The data for 2023/24 is expected to be collected during May 2024.



Update

Total number of homes built in 22/23:

- Total Homes Built (including affordable) - 108 (net)
- Total affordable homes built - 39 (net)

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

Following completion of the 19 new homes in Edgeworth Close, the team is currently working on the planning application for Loxley Close to provide 6 x 2 bedroom homes. This is scheduled to go forward to planning in May 24.

Performance measure

- Number of homeless approaches
- Number of threatened with homelessness preventions.
- Number of homeless applicants housed.

Q4 TOTAL	Number
Number of Applications/Assessments	138
Successful Preventions	5
Number Housed	13

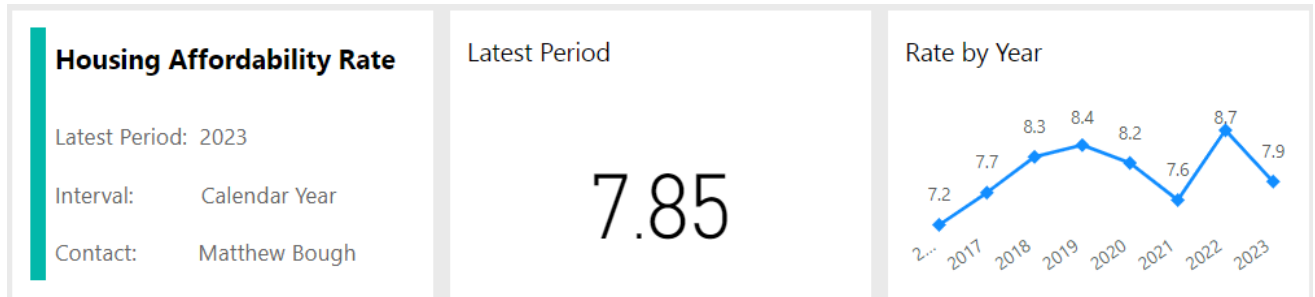
The number of homeless approaches in Redditch has increased slightly from the last quarter, as is an annual trend following the Christmas break. Levels of positive prevention outcomes remain low and relatively static.

Redditch BC sees a high proportion of homeless approaches at the Relief Duty stage (when households are already homeless) as opposed to at the Prevention stage (when at risk of homelessness) compared to regional and national averages. This trend, and other factors, limits the team's ability to achieve positive Prevention outcomes. The team has produced and began delivering an action plan for 2024/25 with a variety of aims of which one is to increase customer approaches at the Prevention stage and improve preventative interventions.

In terms of the reducing number of customers housed, particularly in Quarter 4, this is in part related to temporarily low staffing levels in the Homelessness and Housing Solutions team. Resources have been stretched and thus dealing with crisis / high priority cases, limiting the team's ability to progress other cases to move through the homelessness processes to a conclusion, including to a positive solution of being housed.

Performance measure

- Local housing affordability rate (annual, calendar year, 1 year lag)



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

Update

The affordability measure, using this data, indicated that the ratio in England is currently 8.26 and 8.63 for Worcestershire. The affordability ratio relates to workplace-based income which uses the median earnings of those employed in Redditch Borough. When looking at the data for 2023 the work-based median earnings has increased from £26,939 to £31,207 a 15.84% increase. The median house price in Redditch Borough has increased from £237,000 to £245,000 a 3.38% increase. This greater increase in work based earnings has resulted in a decrease in the affordability ratio following the national trend however the affordability ratio is still significant and impacting on the need for affordable housing within the Borough.

3.3 Work and Financial Independence

In 2023/24, 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 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

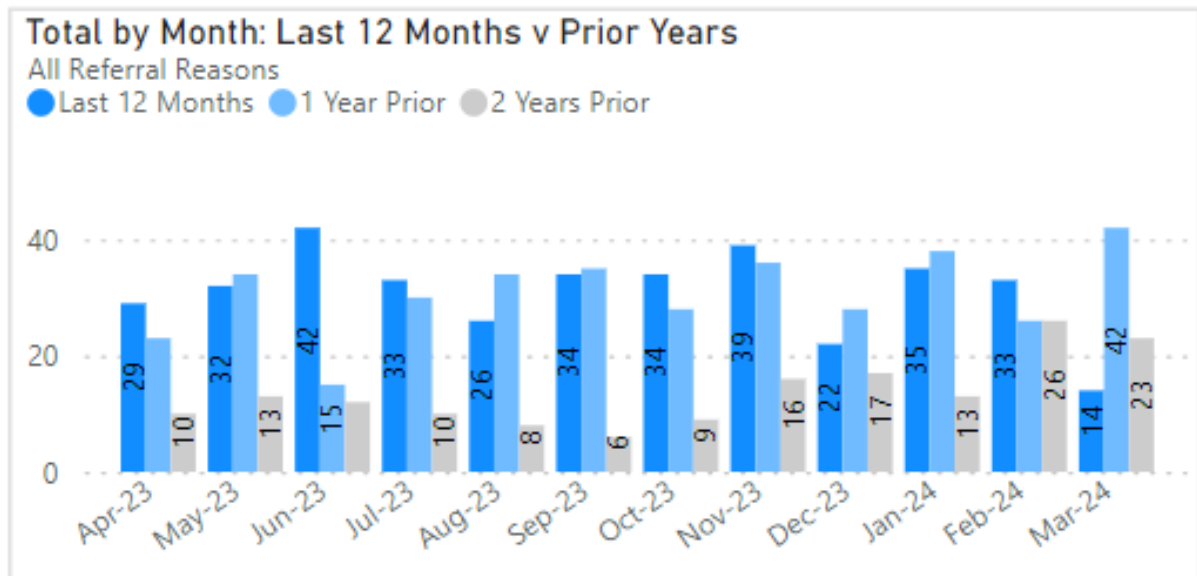
- Number of Financial Independence Team client contacts. The chart relates to the number of FI Team cases opened.

REDDITCH BOROUGH COUNCIL**EXECUTIVE**

9 July 2024

The top 5 referral reasons (where a value has been provided) for the last 12 months are:

- 'Under occupancy charge' (67)
- 'Debt' (66) '
- 'Rent advance/deposit' (37)
- 'Loss of employment' (31)
- 'Physical health issues' (24)



For Q4, the top 3 referral reasons were:

- 'Under occupancy charge' (18)
- 'Debt' (13)
- 'Loss of employment' (12)

The Financial Inclusion Team continue to assist residents in the current cost of living crisis. We are always looking for the best way to support residents, be this through internal work or signposting to partners to help maximise income and budgets.

Performance measure

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

Update

Although data is shared termly (with a lag) from Worcestershire County Council, this has been inconsistent. We have received no data from WCC for reporting in quarter 4, 2023/24. Work had been ongoing to improve the regularity of the supply of data.

Term	% 2-year-olds accessing funding
Summer 2019/20	56%
Summer 2020/21	59%
Summer 2021/22	70%
Spring 2022/23	84.3%
Summer 2022/23	76.6%
Autumn 2023/24	77.2%

We receive a list from WCF to contact families who had applied for 2-year-old funding but had not processed their application – due to the delay in receiving this list by the time we contacted families they had already accessed the funding or there were not nursery places available. We used to receive a list from DWP (Department for Work and Pensions) of all eligible children, but due to a change in an information sharing agreement we no longer receive this list to enable us to proactively contact all eligible families. We continue to promote the Childcare Choices on our social media pages and respond to families who contact the service regarding childcare funding. We promote nursery funding at all events and are recently supporting DWP at their childcare events to promote the funding for eligible parents looking to return to work.

This measure will cease to be reported from Q1, 24/25

3.4 Improved Health and Wellbeing

In 2023/24, we will work with communities to help them identify and develop their strengths. We will look at ways to encourage physical movement into 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.

Update:

Two community builders remain in post:

- Abbeydale
- Woodrow
- One vacant post – in discussions about this and whether to try a different approach as there is less funding for 2024/25

Asset Based Community Development (ABCD) is an approach built on tried and tested methods from sustainable community development practice. 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.

The Bromsgrove and Redditch Shared Learning Network continues to meet, supported by Public Health at Worcestershire County Council, which includes community builders, the voluntary and community sector hosts, relevant BDC and RBC officers. The purpose of the Network is to provide a forum to support and encourage the development of ABCD good practice locally. The community builders are working in partnership not only with local residents but organisations and community groups such as Starting Well Partnership, Social Prescribers, libraries, Act on Energy, Age UK, BDHT and local businesses.

Community Builders are on fixed term contracts, but funding has been confirmed to extend the posts until end of March 2025, although the funding is less. Expectations for 2024/2025 within the service specification is flexible with a focus on embedding asset-based principles as well as a contribution towards the current community builders. The longer-term aim remains for the voluntary sector services to source other funding by evidencing impact through community stories and Ripple Effect Mapping.

Action: As above and identifying opportunities to embed ABA principles into wider working practices to enhance community connectedness and develop local solutions. The outputs expected in 24/25 are:

- People are connected around their passions and interests (including digital connections) to support positive wellbeing.
- Reciprocal relationships with communities are established.
- Community assets are recognised and considered by local people, service providers and wider partners.
 - Communities are enabled to influence decisions made by the council and other public bodies.

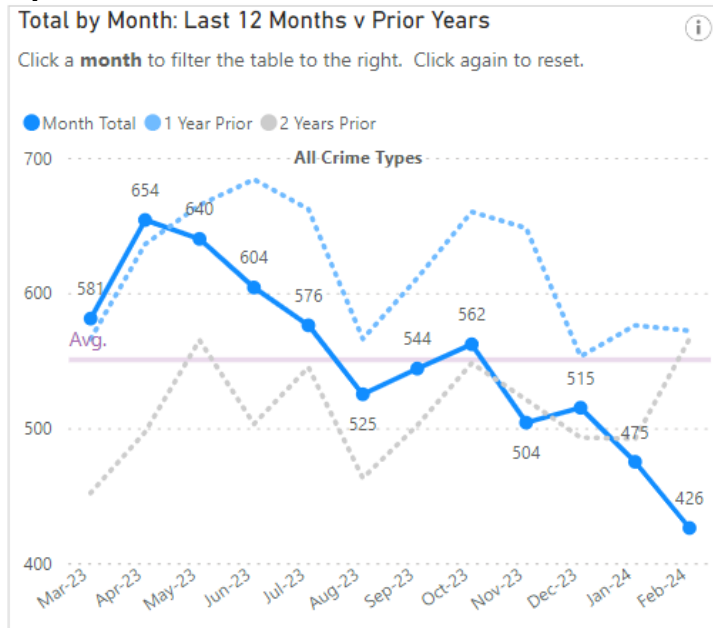
3.5 Community Safety and Anti-Social Behaviour

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

- Levels of crime. (Data extracted from 'data.police.uk' below – there is a lag in data reporting)

Update



Crime Type	Total	% of Total	v 1 Mth Prior	v 1 Yr Prior	12 Mth. Avg.
Violence and sexual off...	2,936	44.4%	-27 ↓	-623 ↓	244.7
Shoplifting	708	10.7%	-4 ↓	204 ↑	59.0
Other theft	567	8.6%	5 ↑	-43 ↓	47.3
Public order	552	8.4%	-9 ↓	-246 ↓	46.0
Criminal damage and a...	520	7.9%	4 ↑	-142 ↓	43.3
Vehicle crime	399	6.0%	-1 ↓	-34 ↓	33.3
Burglary	361	5.5%	-7 ↓	58 ↑	30.1
Drugs	182	2.8%	2 ↑	10 ↑	15.2
Other crime	133	2.0%	-5 ↓	-16 ↓	11.1
Possession of weapons	100	1.5%	-5 ↓	13 ↑	8.3
Robbery	69	1.0%	1 ↑	10 ↑	5.8
Theft from the person	42	0.6%	-2 ↓	7 ↑	3.5
Bicycle theft	37	0.6%	-1 ↓	9 ↑	3.1
Total	6,606	100.0%	-49	-793	550.5

At the time of report creation, the Police.UK website included data up to and including February 2024 as shown in the chart above.

N.B. Due to changes in Partnership Analysis support, data is currently provided quarterly in arrears. Data for Quarter 3 is below and reporting periods for NWCSF crime data will be adjusted for 2024 onwards.

Across North Worcestershire there was a 7% (n=341) decrease in crime during Q3 2023/24 compared to the previous quarter and there was a 14% decrease (n=715) compared to the same quarter in the previous year. Overall,

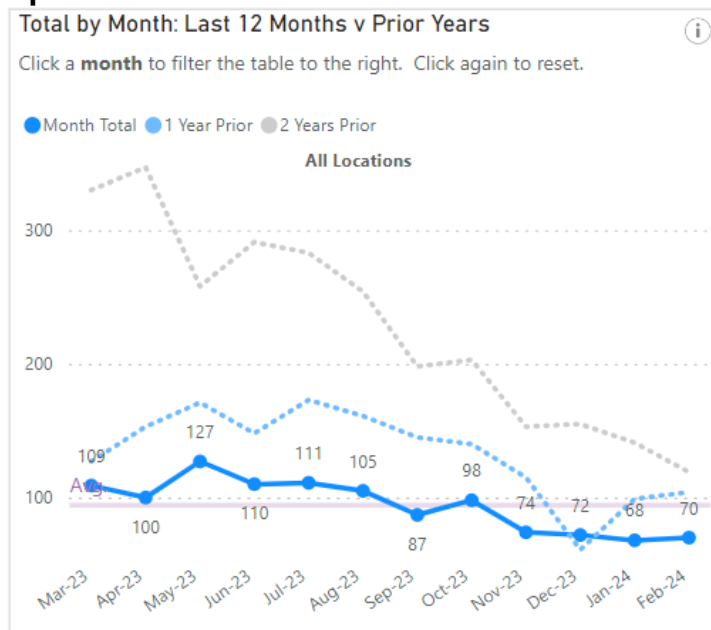
each of the 3 NW districts showed a decrease during the quarter (Oct-Dec 2023) compared to the same quarter in the previous year.

Abbey Ward recorded the largest volume of offences in the most recent quarter Q3 2023/24 (n=257) being the ward that contains Redditch Town Centre. However, Abbey Ward also showed a reduction of 15% (n=46) in offences compared to the same period last year, and also reduced in the previous quarterly report, indicating a sustained decreasing trend. Overall, reductions in crime reports were observed in many of the previously highest volume wards such as Central Ward (-20%), Batchley & Brockhill (-23%) and Church Hill (-30%) when compared to the same quarter of the previous year.

Performance measure

- **ASB (Anti-Social Behaviour)** (Data extracted from 'data.police.uk' below – there is a lag in data reporting)

Update



ASB across North Worcestershire is decreasing, with reports being consistently below the three-year average since August 2022. However, part of this decrease is attributed to changes in recording practice which took place in February 2022, which reclassified some ASB as public order offences. Over the 3 year period of Jan 2021 to Dec 2023 there were on average 521 reports per month. This reduced to a 335 average for the 12 months of 2023.

The most recent quarter, Q3 2023/24 (n=336) showed a decrease of 19% (n=198) compared to the same quarter in the previous year. The past three quarters of 2023 have been relatively stable. However, recent changes to the Home Office notification policy for public order offences which took place in May 2023 may result in increases in ASB reports in the future.

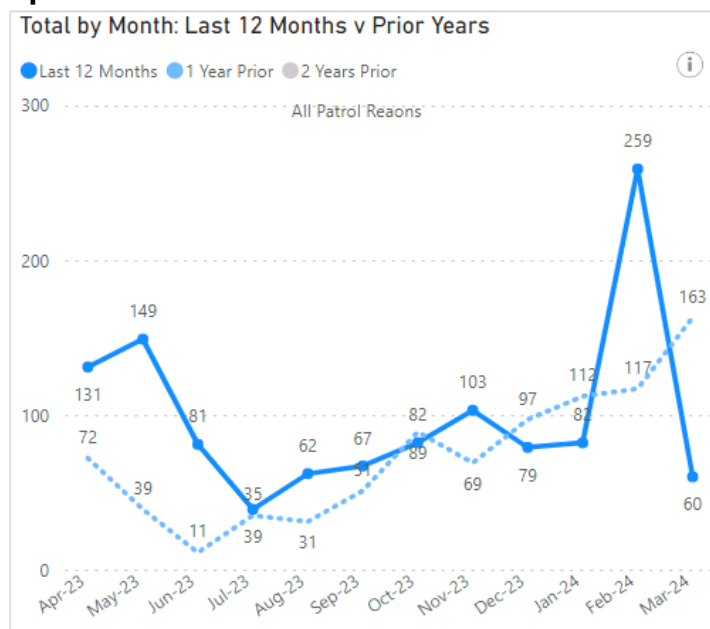
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In Redditch, the most recent quarter Q3 2023/24 (n=246) shows a decrease of 23% (n=74) compared to the same quarter in the previous year. Over the 3 year period (Jan 2021 to Dec 2023) ASB reports in Redditch concerned problems such as youths harassing public, intoxicated people being aggressive and intimidating in public, drug use in public, Intoxicated youths drinking in public and smashing bottles, fighting and aggressive behaviour, threats and verbal abuse between neighbours, youths ringing doorbells and running.

Performance measure

- Number of young people engaged through Detached/Outreach youth work

Update

Jan 2024 – Routine youth outreach patrols were carried out in Smallwood, Town Centre, Lodge Park and Abbeydale. Groups of young people said they were pleased to be out and about after the Christmas break. Youth workers promoted local clubs and activities and held conversations with the young people about their thoughts about crime and ASB in the local area and the town and also discussed young people's concerns around substance misuse and vaping.

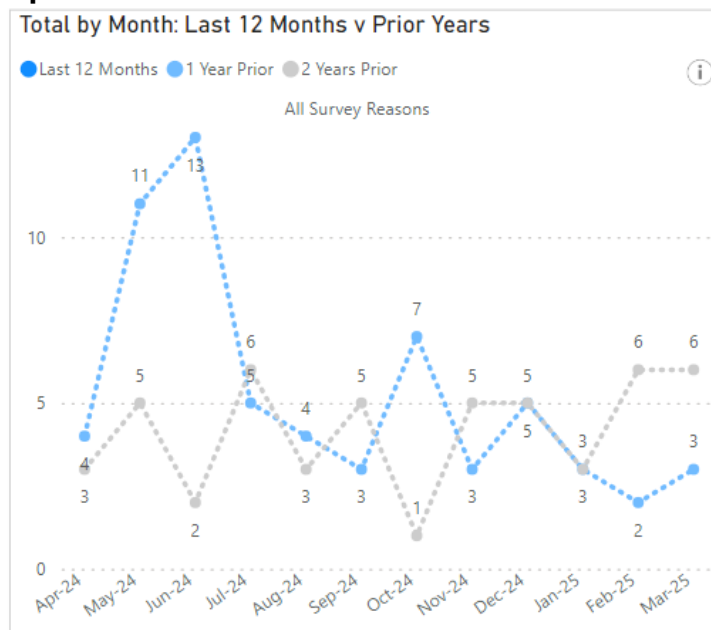
Feb 2024 – Routine youth outreach patrols were carried out in Woodrow, Matchborough, Smallwood, Town Centre, Lodge Park, Batchley and Brockhill. Groups of young people were engaged as the evenings began to get lighter. Youth workers promoted local youth clubs and activities and held conversations with the young people about their interests and their thoughts about the local area and the town.

Mar 2024 – Routine youth outreach patrols were carried out in Woodrow, Matchborough, Smallwood, Town Centre, Lodge Park, Batchley and Brockhill. With the patrols moving into the spring months, this enabled the number of patrol hours to be increased. Youth workers promoted local youth clubs and activities and held conversations with the young people about their interests and their thoughts about the local area and the town.

Performance measure

- Number of crime risk surveys carried out

Update



Jan 2024 – Detailed Crime prevention recommendations were provided for a Planning Application in Smallwood. Domestic Abuse Sanctuary recommendations were provided for properties in Lakeside and Woodrow.

Feb 2024 – Referrals were received from West Mercia Women’s Aid and the Police. Surveys completed related to Sanctuary improvements for survivors of DA and following reports of ASB. Locations included Church Hill and Lodge Park.

Mar 2024 – Crime prevention surveys were conducted in Woodrow, Batchley and Lodge Park. Requests for surveys related to Sanctuary recommendations for survivors of DA.

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3.6 Rubicon Leisure

Update:

		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Abbey Stadium	Total Health and Fitness Memberships	3416	3369	3384	3452	3499	3504	3473	3335	3244			
	Variance												
	Total Swimming Lesson Enrolment				1223		1282		1250	1233			
Palace Theatre													
	No. of performances	18	19	23	16	2	13	19	24	46	10	12	25
		17	18	16	16	2	16	21	20	47			
	Variance	6% ↑	6% ↑	44% ↑	0% →	0% →	-19% ↓	-10% ↓	20% ↑	-2%			
	Seats sold	5521	4735	5592	3925	326	3277	5217	7385	16469			
		4839	5979	3968	3890	264	3307	5229	6452	17686	3182	3439	6401
Forge Mill	Variance	14% ↑	-21% ↓	41% ↑	1% ↑	23% ↑	-1% ↓	0% →	14% ↑	-7%			
	Secondary Spend per head	£ 4.24	£ 4.55	£ 3.63	£ 3.04	£ 2.47	£ 5.65	£ 4.75	£ 4.06	2.28			
		£ 3.84	£ 2.68	£ 2.96	£ 2.21	£ 1.57	£ 3.82	£ 4.10	£ 3.50	£ 2.43	£ 4.13	£ 3.52	£ 4.68
Pitcheroak Golf Course	Variance	11% ↑	70% ↑	23% ↑	37% ↑	57% ↑	48% ↑	16% ↑	16% ↑	-6%			
	No. of Museum visits	536	380	331	431	608	476	397	301	0			
		298	283	235	383	468	338	407	224	0	0	220	274
Arrow Valley Visitor Centre	Variance	80% ↑	34% ↑	41% ↑	13% ↑	30% ↑	41% ↑	-2% ↓	34% ↑	0%			
	Total Membership	118	120	129	130	132	155	144	131	130			
Arrow Valley Visitor Centre	Variance												
	Average Transaction Value	£6.42	£6.67	£6.37	£6.32	£6.58	£6.17	5.59	5.51	5.71			
		£5.20	£5.34	£5.30	£4.98	£5.17	£ 5.03	£ 5.06	£ 5.31	£ 5.48	£ 5.20	£ 5.29	£ 5.17
	Variance	23% ↑	25% ↑	20% ↑	27% ↑	27% ↑	23% ↑	11% ↑	4% ↑	4%			

3.7 Green Thread

We continue to 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 modern technologies to our fleet but also how innovative 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 Act.

Performance Measure:

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

Update

The current Capital Replacement Programme has been approved for 2024/25, but it has been identified that amendments are needed to maintain service provision, as previous decisions to extend the life of some vehicles and engage in a refurbishment program to then extend them further have not given the expected results.

The existing capital replacement plan is currently being reviewed for RBC across all services to address this, and ensure services have the right assets to deliver on our duties across the borough. Proposed amendments will be presented for consideration in the first half of the 2024/25 financial year to vary the currently approved budgets.

Capital assets linked to Housing are funded from the HRA and managed through a parallel version of the Capital programme in place for Environmental Services but are being reviewed to ensure the assets are considered and procured alongside other vehicle purchases to ensure best value is achieved through standardisation where appropriate.

It is anticipated that, within the fleet replacement programme, small volumes of the Housing Fleet will switch to all electric based on the feasibility of infrastructure being installed at the Crossgates House/Redditch Depot site. This is part of a review with our new partner "Zest", who are reviewing our car parks and depots to support Electric Vehicle Charging points where viable.

Details of the funding required to support the changes to the Housing Fleet replacement programme are expected to be presented for review and approval during 2024/25.

Performance Measure:

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

Update

Funding has been built into the Medium-Term Financial Plan to support a partial transition for all Diesel vehicles and equipment operated from the Depot to be run on HVO (Hydrogenated Vegetable Oil) from April 2024, with an approved increase to fuel budgets to reflect an expected 30% HVO/70% Diesel across the Housing & Environmental Services fleet.

Due to the increased cost of HVO in comparison with Diesel, Officers will review the affordability of increasing this further as a phased transition beyond 2024/25 in order to further reduce our carbon emissions. This will be presented for consideration as part of the budget process for future years.

Performance measure

- Households supported by the Council's energy advice service.

Period	Households	Period	Households
2019/20 (09/19-03/20 only)	21	Q1 2023/24	250
2020/21	26	Q2 2023/24	176
2021/22	6	Q3 2023/24	412
2022/23 (part year)	57	Q4 2023/24	168

Update

The energy advice service is provided by Act on Energy on behalf of the council. In the final quarter of 2023/24 a total of 168 households received energy advice and guidance from Act on Energy. A range of support has been provided to residents across Redditch including an increase in the number of the most vulnerable households having an in person visit from an outreach worker.

3.8 Financial Stability

The Council's resources 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 (earlier section of this report)
- Increased levels of General Fund Balances over medium term.
- Towns Fund Project delivered within budget.

3.9 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 continues to move 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. There are currently 33 strategic measures available via the dashboards with another 3 new strategic measures expected. Work is also being undertaken on operational measures. The accident report has been finalised and has been used by staff in meetings and in the creation of formal reports.

Performance measure

- % of staff able to work in an agile way (annual measure – first reported Q3, 2023/24)

Update

The current overall percentage of staff able to work in an agile way is 56%.

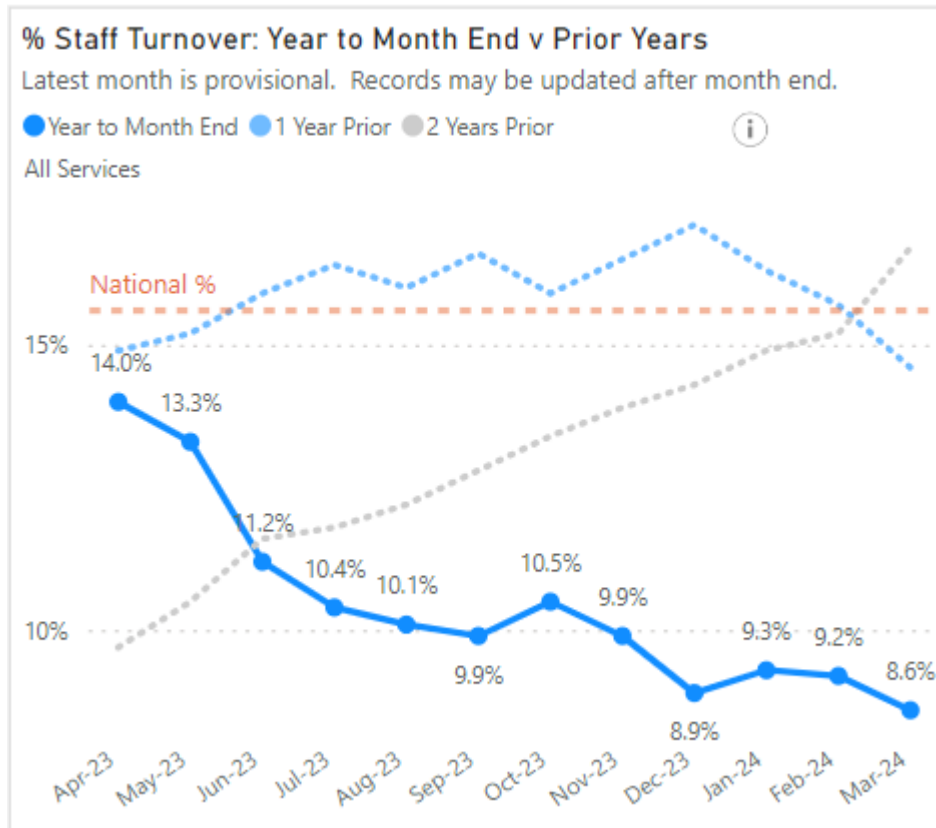
This measure is aligned with the ongoing agile project.

3.10 High Quality Services

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

Performance measure

- **Staff turnover rates in relation to national rates**

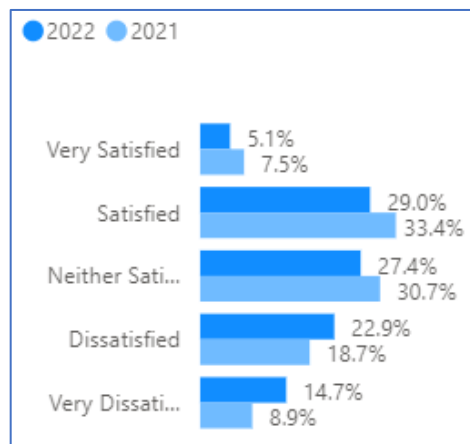


Update

Since January 2023, it can be seen there has been a continued improvement in turnover rates which brings the authority under the national average. We have launched a process for exit interviews which we are continuing to monitor.

Performance measure

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



Update

This is an annual measure. Data is extracted from the annual community survey. 2021 was the first year the public were asked about their level of satisfaction with the way the council delivers its services. National satisfaction with LA's, according to the Local Government Chronicle is currently at 40%.

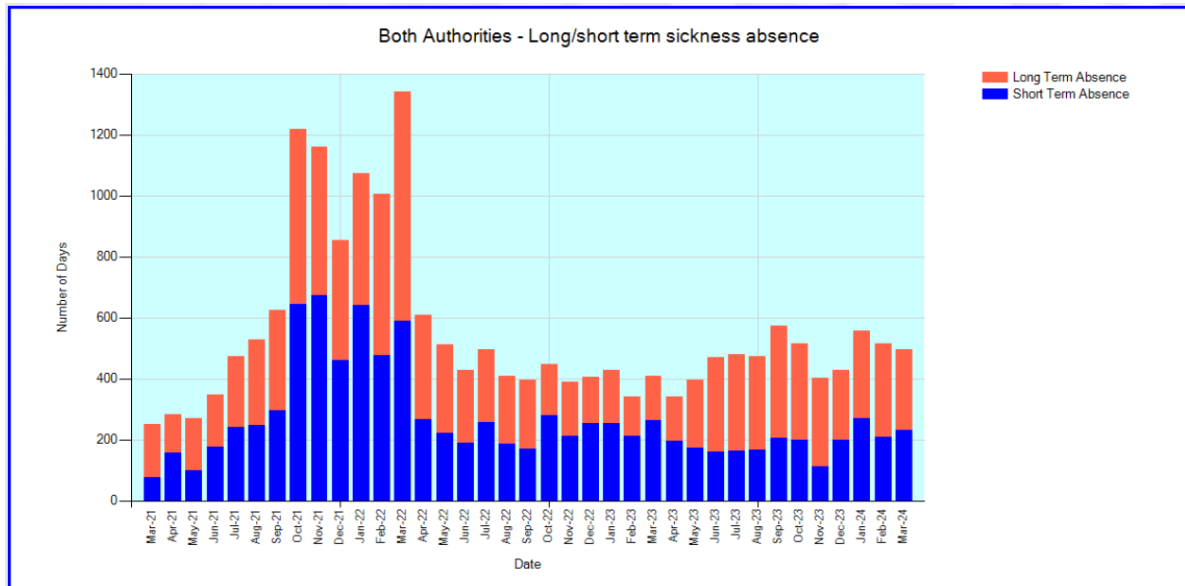
The 2023 survey was carried out in October/November 2023; the results for this survey are currently going through the reporting process and will be included in the performance report as soon as they are available.

4. Operational Measures

4.1 Business Transformation, Organisational Development & Digital Services

Performance measure

- Sickness absence



Update

We are continuing to undertake a fundamental review of the data source, data capture and data calculation, to utilise the increased functionality of PowerBI which will enhance both the overview and more in-depth analysis for this measure and in turn enable actions from the understanding gained. System issues have hindered the speed of progress; however, progress is being made.

Actions:

- Review data source, to include training where needed.
- Review of the absence reasons reported under in comparison to national data.
- Review of how the data is analysed and presented to managers.

4.2 Environmental and Housing Property Services**Environmental Services - RBC Domestic Waste Collection****Performance measure**

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

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 2021/22 Redditch was ranked 309th in the national league tables – Up from 315th in 2020/21. This ranking has been limited to date due to the lack of a widespread garden waste service in Redditch, with approximately 8% of residual waste collected being garden waste based on recent sampling. This is expected to improve as a result of launching the dedicated RBC garden waste service at the end of February 2024, which has already increased the number of residents using us to dispose of their garden waste by more than 700 households. Excessive rainfall in March though has meant many residents have been unable to carry out much maintenance to date and utilise the service to the extent expected, and we expect to see a significant surge in the Qtr1 figures for 2024/25 as the weather improves and allows residents to make full use of the service.

Percentage of household waste sent for reuse, recycling, and composting (%)

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2021/22	36.65	31.20	25.82	26.57	34.13	34.69	32.52	27.38	25.61	34.91	30.52	39.82
2022/23	35.27	28.45	28.16	29.31	39.52	38.06	33.21	27.96	28.89	38.44	30.74	37.50
2023/24	29.37	25.01	25.15	29.80	36.01	32.12	26.53	25.78	30.09	37.6	32.57	33.45

Actions:

Discussions have been had with our neighbouring Worcestershire Authorities about how we can increase our resources collectively to support more proactive engagement with residents to educate on waste reduction and effective use of our services, as we still have regular contamination of our recycling with non-recyclable items. Although this is not progressing as a partnership project across all the Worcestershire Authorities, Bromsgrove, and Redditch (with support from the Waste Partnership Strategy Officer) are still looking at how existing resources could be used differently to support more proactive engagement and education with residents.

Work is also on-going to consider the future of waste collection services alongside new legislative requirements that will see the introduction of a weekly food waste collection and potential changes to how we manage both residual waste and dry recycling. New banners were affixed to the side of our refuse collection fleet to highlight the issue of food waste as part of a joint

campaign with Worcestershire County Council earlier this financial year, and we also have resources available via our website to support households in using our services and reducing waste:

<https://www.worcestershire.gov.uk/lets-waste-less> .

Performance measure

- Residual Waste per household (kg)

This measures non-recyclable waste thrown away per household and shows a continued reduction per household in 2023/24 when compared with the previous two years. With an average weight of 477kg per household in 2023/24, down from 485kg in 22/23, and 531kg in 21/22. This is likely reflecting the gradual return to work for some residents who were working from home, as well as the increasing cost of living pressure on households.

Waste Composition Analysis was carried out across the district to sample waste during 2022 and identify what is being thrown away in our residual waste to support discussions on the future of our services, and any communication/education campaigns we may need to implement to support further recycling. In the samples taken, up to 18% of the residual waste put out for collection could have been collected as recycling, and up to 35% of the residual waste was food waste (45% of that was still in its packaging unused). This information is being considered as part of the wider Task and Finish project to consider future options for how we collect our residents waste in the future.

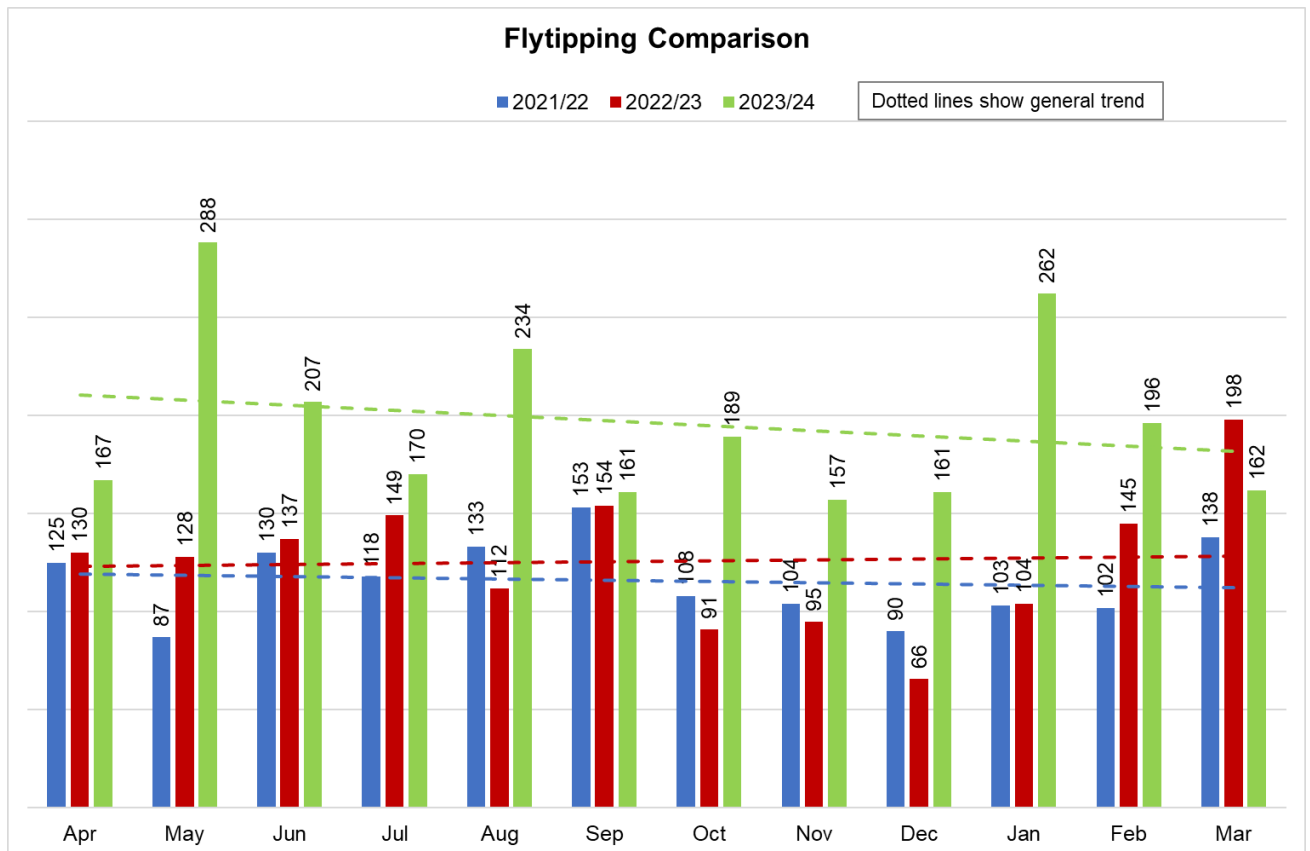
Residual Waste per Household (Kg)

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2021/22	44.77	41.84	55.21	51.00	40.09	40.96	38.78	46.10	51.99	41.79	39.64	39.26
2022/23	36.68	46.17	47.97	42.65	35.23	36.11	36.02	47.54	42.52	39.24	36.33	39.23
2023/24	39.35	47.53	45.53	35.98	36.73	35.70	41.89	46.01	36.70	39.59	36.22	36.28

Actions: As per comment on percentage of household waste sent for recycling and reuse.

Performance Measure

- Fly Tipping

**Update**

Redditch has had spikes in Fly tipping during May, August, and January, with approximately a quarter of all fly tips consisting of a single item, and half being equivalent to a car boot or small van load.

Action:

A Task and Finish group has been reviewing Fly tipping and bulky waste collections to assess potential options to help reduce the impact of this in residential areas. This is on-going and may result in proposals for changes to how we support and educate residents regarding the disposal of larger items of waste.

Housing Property Services

The Operational KPIs for Housing Property Services for 2023/24 are shown below. The Housing Property Services Manager has established several KPIs to provide both Operational and Strategic monitoring of Services delivered which will be utilised in 24/5. These are supplemented by the 22 KPIs created by the Regulator of Social Housing (RSH), of which 10 are the responsibility of the Landlord to provide and 12 of which are as a result of Tenant Perception Survey, the format of which is dictated by the RSH. In the interim however please see below:

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Performance measure

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

Update

The Performance Indicator is a measure of the compliance with Gas 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.

Through Q4 there was a drop in performance in February. This was because of 4 At Risk items identified through the audits undertaken by the external auditor. These issues were mainly installation issues identified. As part of our ongoing assurance there is an ongoing 121 supervision undertaken by our Auditor with engineers to maintain best practice.

Quarter 1, 2023/24		Quarter 2, 2023/24		Quarter 3, 2023/24		Quarter 4, 2023/24	
Apr 23	87.18%	Jul 23	95.56%	Oct 23	100.00%	Jan 24	97.53%
May 23	93.22%	Aug 23	94.12%	Nov 23	97.96%	Feb 24	82.86%
Jun 23	92.00%	Sep 23	94.59%	Dec 23	100.00%	Mar 24	94.44%

Across the year a total of 578 audits were undertaken and performance our Compliancy Score was 94.12%

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).

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Quarter 1, 2023/24		Quarter 2, 2023/24		Quarter 3, 2023/24		Quarter 4, 2023/24	
Apr 23	21.50	Jul 23	21.87	Oct 23	14.91	Jan 24	37.14
May 23	25.17	Aug 23	22.84	Nov 23	16.27	Feb 24	24.50
Jun 23	18.06	Sep 23	16.14	Dec 23	19.44	Mar 24	19.70

In January 2024 performance was more than the year to date at that point. This was attributable to a couple of factors firstly there were 3 properties that have directly affected performance due to various factors, major garden works to a property experienced delays caused by a contractor, clearance of a property following eviction and the clear up that was required was extensive as was the subsequent scope of works, finally asbestos was found in a roof void which lead to the removal of all first floor ceilings and the subsequent reinstatement, electrics and insulation. There were also some delays experienced with the start of the new electrical contractors working in voids. As the Quarter has progressed however performance has steadily returned to typical performance through the year.

A total of 346 Standard Voids were completed by Housing Property Services in 2023/4 at an average of 20.21 days. Over the course of the year performance was generally good with half of the months being below target however further work is required to increase productivity and identify early any significant delays that may occur to remedy and put measures in place at the earliest possible time.

4.3 Finance & Customer Services (inc Revenues & Benefits)

Performance measure

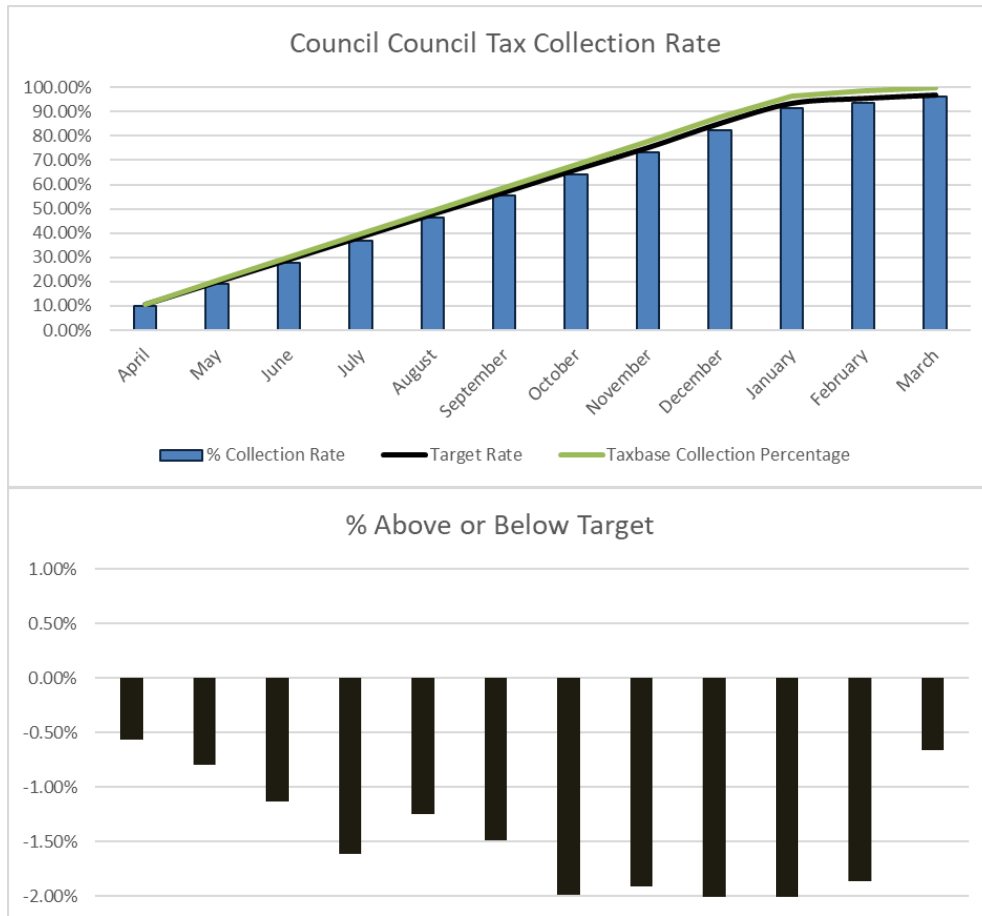
- Council Tax Collection Rate

The data remains as Quarter 4 2022/23 data. Revenues cannot accurately produce the updated information due to batch scheduling having stopped working within Civica-OpenRevenues; this issue is being progressed and updated data will be provided in Q1 2024/25.

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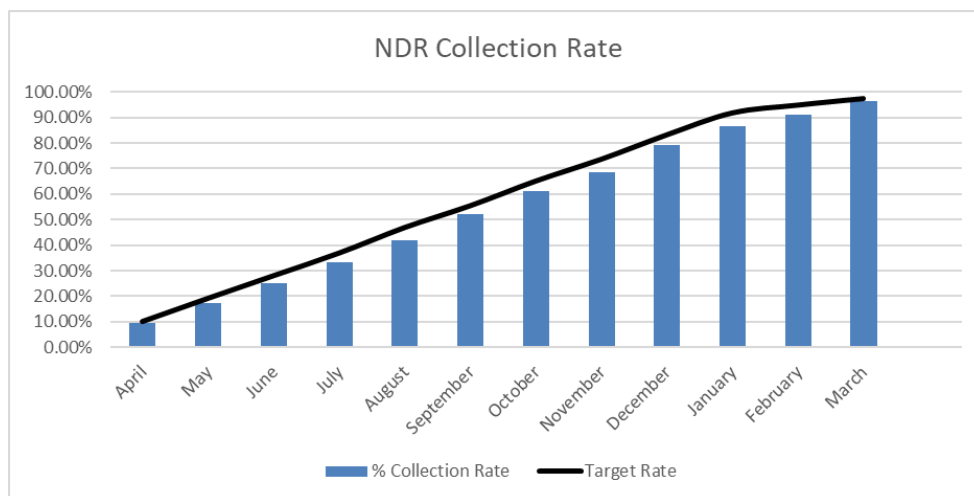
9 July 2024

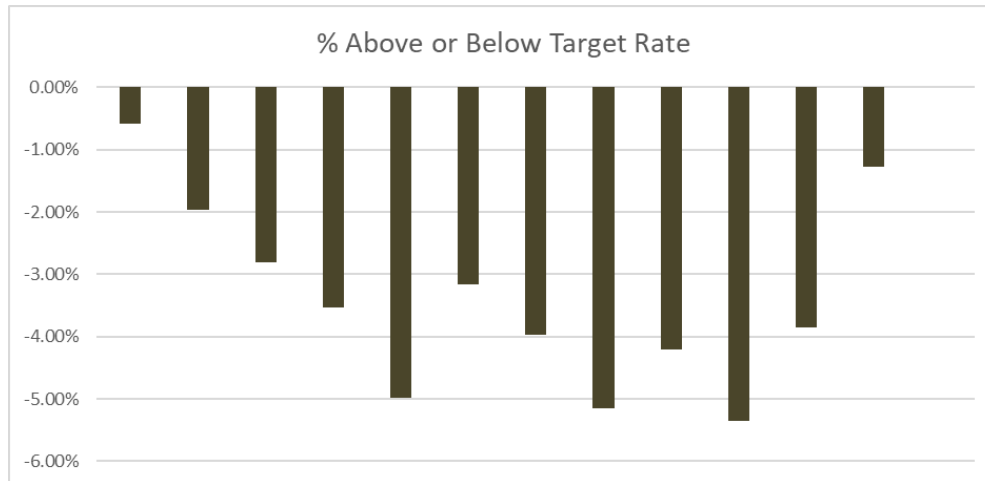


Performance measure

- NDR Collection Rate

The data remains as Quarter 4 2022/23 data. Revenues cannot accurately produce the updated information due to batch scheduling having stopped working within Civica-OpenRevenues; this issue is being progressed and updated data will be provided in Q1 2024/25..





Performance measure

- Revenues Processing

Month	Completed Items	Completed < 7 Days	Completed < 14 Days	Completed < 21 days	Completed < 28 Days	Completed > 28 days	Outstanding Documents
Apr-22	2083	588	301	308	517	368	1869
May-22	1659	409	230	138	75	807	2044
Jun-22	2115	442	239	152	201	1081	2031
Jul-22	2107	393	253	202	293	966	1605
Aug-22	1340	325	182	148	429	256	1421
Sep-22	2408	692	402	222	445	647	1430
Oct-22	3324	1070	675	338	537	704	1402
Nov-22	2778	1052	546	232	192	756	1399
Dec-22	2150	879	350	135	114	672	1270
Jan-23	3231	1391	361	234	215	1030	928
Feb-23	3376	1848	289	202	273	764	895
Mar-23	4357	2611	635	435	209	467	862
Apr-23	2764	1346	459	284	359	316	651
May-23	2368	1451	254	133	175	355	769
Jun-23	2321	1393	190	120	86	532	891
Jul-23	2735	1451	287	171	172	654	938
Aug-23	3106	1591	370	525	138	482	689
Sep-23	2915	1608	479	395	91	342	616

Update

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The Covid-19 Business Support Grants, Council Tax Energy Rebates, and Energy Bill Support Scheme – Alternative Funding schemes is no longer impacting on the workload for the Revenue Service. Some reconciliation work remains to be completed for these schemes, but there is no longer any day-to-day processing impact. This has enabled a reduction to the outstanding work items.

It is anticipated that the impact of inflation and rising interest rates will cause an increase in customer contact with regards to the payment of their council tax.

Actions

Available resources will be reviewed to ensure that they are sufficient to meet the ongoing demand on the service.

Performance measure

- Online Customer Interactions

Due to a server migration in early October, the report is not able to be produced due to the settings having to be re-established.

Customer Service**Performance measure**

- Revenues Calls (shared service)

Date	Calls Answered	Avg in Queue	Avg Wait (mm:ss)	Avg Logged in	Avg call length (mm:ss)
Jan 2024	2969	0.3	03:47	6.39	08:25
Feb 2024	2658	0.12	03:19	6.84	07:22
Mar 2024	3669	0.9	04:49	6.65	08:16

Update

The service met expectations with regards to answering calls during the quarter with an average queue fewer than 1 person and an average call answering time between 4-6 minutes. March is a busy time for calls as residents receive their annual council tax bills.

Performance measure

- Number of Web Payments

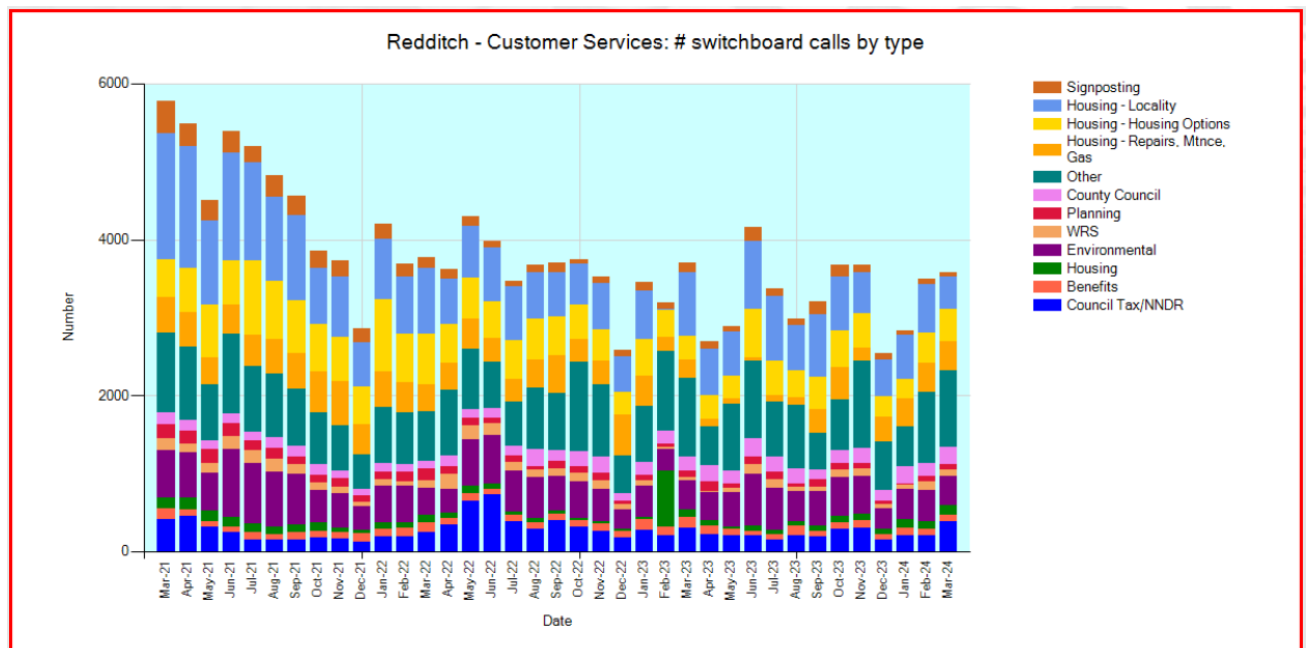
Date	Number of Payments
Jan 2024	3742
Feb 2024	3078
Mar 2024	3053

Performance measure

- Customer Service calls (Switchboard)

Date	Calls Answered	Avg in Queue	Avg Wait (mm:ss)	Avg Logged in	Avg call length (mm:ss)
Jan 2024	3831	0.07	00:44	1.95	00:42
Feb 2024	3553	0.05	00:37	1.99	00:43
Mar 2024	3676	0.07	00:38	1.97	00:47

Switchboard - The service met expectations with regards to answering calls during the quarter. 2 FTE officers that provide switchboard service across both Bromsgrove and Redditch Switchboard. We have requested an automated single option for the welcome message for all areas of housing (locality, housing options and repairs/gas) to reduce demand on operators on switchboard, however we are awaiting Housing to progress this which would improve the service provided to the customer.



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4.4 Planning, Regeneration & Leisure Services**Performance measure**

- **Deliver improved outcomes from the actions in the Leisure Strategy**

The health outcomes programme in line with Leisure and Culture strategy recommendations is ongoing. The service is currently focusing on key priorities and to build and develop its resources within the team. This will start to take more shape as we move into 2024 and increase our delivery outcomes.

In 2022/23 we worked with communities to help them identify and develop their strengths. We continue to look at ways to encourage physical movement, creative activities, and increased engagement with parks and open spaces as part of people's normal routines. We will also look to catalyse an integrated approach to care.

Update – Development Services: Delivery of endorsed Leisure Strategy Recommendations 40, 41 and 42 a) and b)

- Distribution of 5 ReNEW Grants of £1000 each for work in various Redditch Borough settings in partnership with various organisations inc Feckenham Parish Council, Feckenham in Bloom, Kingfisher Shopping Centre and All Womens House
- Establishment of public facing ReNEWS bulletin (public facing). First edition launched in March 2024
- £700k Place Partnership Fund Expression of Interest to Arts Council England submitted
- Initial exploration of connectivity between new £5m DLUC grant and the delivery of Cultural Strategy recommendations
- Creative People and Places projects generate audiences and participant numbers of 24,617 as part of 41 community activities
- Preparations for application to Arts Council England for Year 4 of Creative People and Places 2025/26 to secure an extra circa £280k of external funds
- Delivery of 46 Holiday Activity Fund sessions, 950 participants at health intervention sessions inc Public Health Voucher scheme, delivery of Menopause Awareness Day and a to be confirmed number of Short Breaks Disability Respite sessions (aprox 150)
- Completion of Changing Place Disability Toilet Facilities in Kingfisher Shopping Centre with funds as follows: £40k DLUC, £1k UKSPF, £21k RBC, £60k Redditch BID and KSC. Launch planned for May 2024

Update – Parks & Events Services: Delivery of endorsed Leisure Strategy

Recommendation: Develop an environmental management strategy for parks and environmental services.

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- Project lead identified to progress strategy. Working towards April 2025 completion. On track

Recommendation: Develop a volunteer plan and a clear approach to working with Friends groups tied to its aspirations for Green Flag Award across its priority parks.

- Green flag award achieved for Morten Stanley and scheduled awards over the next 4 years. Plan will be created when officers in post. First Draft April 2024. Draft moved to Aug no officer in place

Recommendation: Develop a rolling programme of applications to the Green Flag Award. On track

- Awarded to Morton Stanley Park and now working towards Arrow Valley Park, Batchley Pond and Brockhill Park, Overdale Park.

Recommendation: Engage more regularly with potential partners at a county wide level. Ongoing and continued to work with CC

- Officers working with partners to maximise potential of offers within parks and open spaces.

Recommendation: Develop a better understanding of the biodiversity value of the borough's green assets.

- Biodiversity plan established, focus and priorities, developing a Biodiversity network with Planning, County Council and 3rd Sector. Commencement February 2024. Commenced consultant's commissioned

Recommendation: Develop an application to the Levelling Up Parks Fund by October 2022.

- Levelling up scheme complete Reddi fox trail development, Orchard development investment in AVCP achieved. Additional £5000 for chess tables in Arrow Valley and Morton Stanley Parks. Complete

Recommendation: Develop a clear marketing plan for green spaces that includes new web pages, social media, and targeted work with key audiences.

- Work started on website development and modernisation. Social media use improved to promote, biodiversity, events, and mental health in respect of Parks and Green Spaces. Produced a digital plan, however council moving to new website/or development end of April awaiting details to progress further. Pages will be updated during this phase.

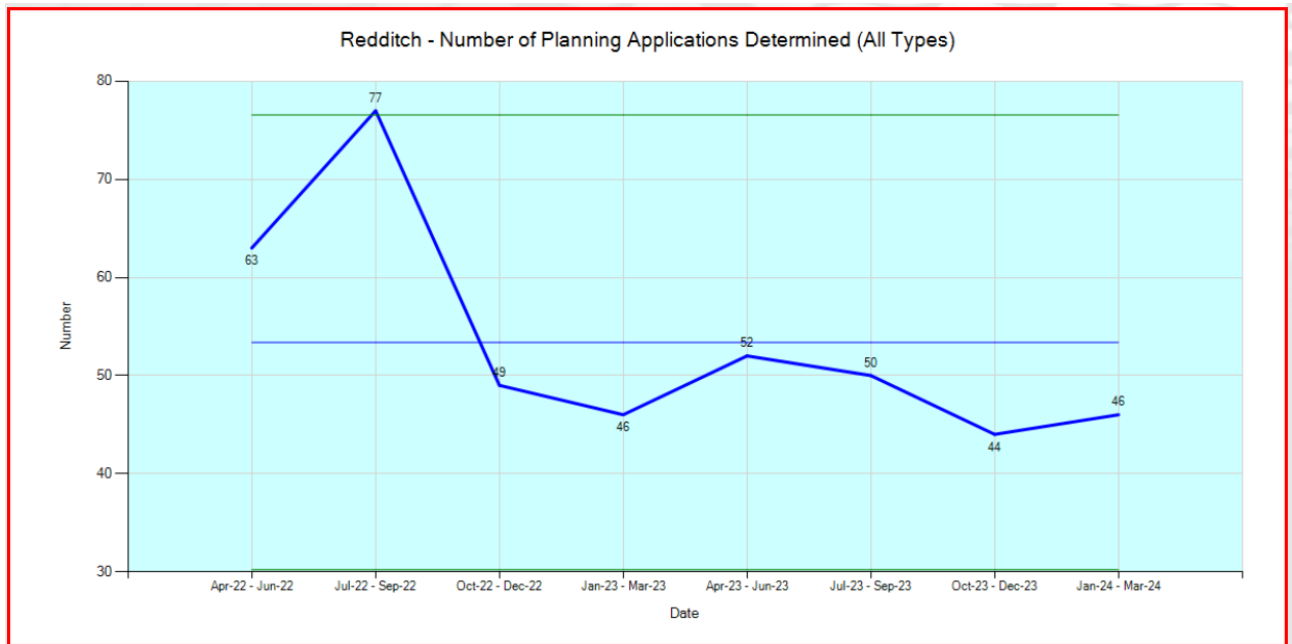
Recommendation: Carry out a feasibility study to establish a roadmap for the self-management of allotment sites across the borough.

- Action plan implemented, work carried out in the background to move this forward, new tenancy agreements with legal, service level agreements for new formed associations, website information, management of day-to-day issues, bills. On track and successfully

recruited action plan updated and merged with key recommendations within the L & C strategy

Performance measure

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

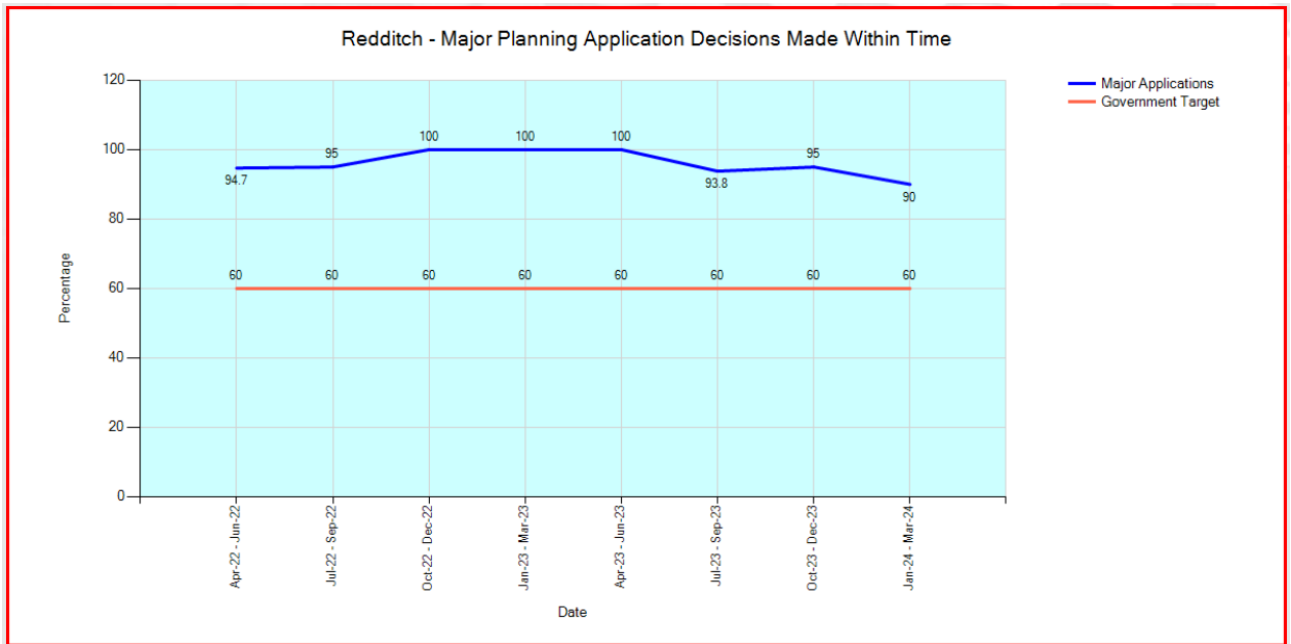


Update

Determination rates remain below average, but have marginally increased relative to the previous quarter.

Performance measure

- Speed of decision making for 'major applications' (over a rolling 2-year period) (Governmental targets for determining applications in time (or within an agreed extension of time) on major applications is 60%)

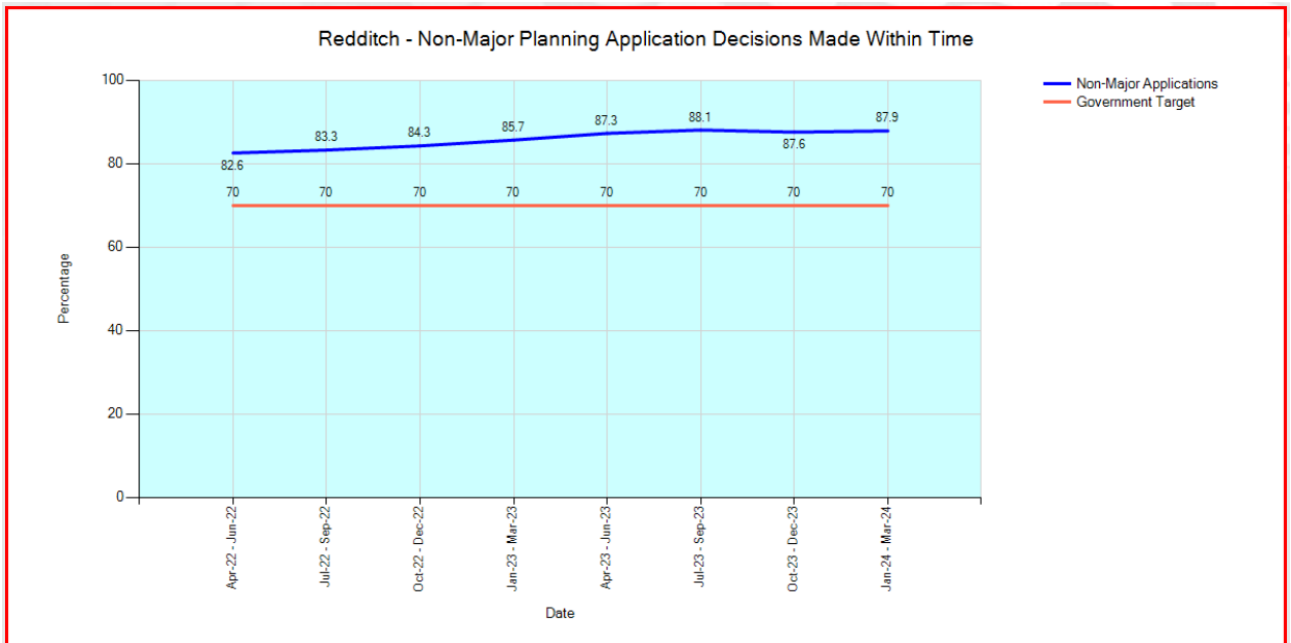


Update

The 2 year rolling performance for speed is 90%. This remains well excess of government targets which is 60%.

Performance measure

- Speed of decision making for ‘non-major applications’ (over a rolling 2-year period) (Governmental targets for determining applications in time (or within an agreed extension of time) on non-major applications is 70%)



Update

The rolling 2-year speed assessment is 87.9%. This remains well in excess of government targets which are 70%.

5. Corporate Project Oversight & Monitoring

The table below provides a summary of the fifteen projects, as at 12th April 2024. The majority of projects are shown as amber relating to their overall status.

All Projects (Number)	Overall Status RAG		Time Status RAG		Scope Status RAG		Budget Status RAG	
	No.	%	No.	%	No.	%	No.	%
Red	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Amber	10	66.6%	9	60.0%	6	40.0%	7	46.6%
Green	5	33.3%	5	33.3%	8	53.3%	5	33.3%

1. Review of Council Plan Priorities 2023 & 2024

Following the review, the top priorities are:

- Community safety
- Parks and well-maintained public spaces
- Housing
- Economic development

The timeframes (financial years) for delivery are:

- Short term (2023-2024)
- Short to medium term (2023-2025)
- Medium to long term (2024-2026)

The update below covers the short term and short to medium term priorities. There is also an update on one medium to long term priority (delivery of the Environment Act) where there is progress to report.

Housing - Short term priorities		Update
1	Completion of 19 new Council homes at Edgeworth Close. Planning permission obtained and work to commence on 6 new Council homes at Loxley Close.	The 19 new Council homes at Chalk Gardens, off Edgeworth Close were completed in October 2023 with tenants moving in from 13 th October. The new development comprises of three bungalows, six two-bedroom homes and ten three-bedroom homes all with affordable rents. The development included heat source pumps, electric charging

		<p>points and cycle storage, providing sustainable housing solutions.</p> <p>Planning permission for 6 properties Loxley close is due to be sought in May 2024, with Officers currently undertaking a biodiversity net gain survey and flood risk assessment.</p>
2	<p>Embed new Housing Policies and improve customer response times.</p>	<p>Housing Property Services are currently recruiting into the new establishment following the Service Review. This recruitment should be complete around June 2024. With permanent members of staff across all teams the work to embed Housing Policies across all teams will gather more momentum in 2024/5.</p> <p>Between May and June 2023, the Business Support Team that provides key front line services including operating the Repairs call centre, monitoring and responding to email e queries together with scheduling works for our trade operatives and contractors saw a major overhaul with 5 new starters including a new Team Leader.</p> <p>Call handling and response times showed poor levels of performance in April and May 2024 with approximately 35% of all calls being abandoned, average wait times of 15 minutes and longest wait times being approximately 2 hours in some instances. Since then, significant improvements have been undertaken with corresponding data at 12% abandoned calls, average wait times of 5 minutes and longest calls waiting at 30 minutes. There has been some change in personal as a consequence of the recruitment across the wider Housing Property Services and further work is ongoing to improve on all data sets.</p>
3	<p>Seek to reduce long term and high capital cost voids to enable a quicker turn- around of properties.</p>	<p>Work over the last 12 months has seen the current volume of Capital Voids reduced to an average of 14 when compared to 30 from 2022/3. The scope of works is currently under review to reduce the volume of works (including reducing wet trades e.g. plastering as well as the reducing the volume of asbestos containing materials that are removed) and therefore reduce timescales where appropriate. Discussions with the contractor have been ongoing in order to increase capacity to deliver the voids in a shorter timescale. We are also looking to bring in additional contractor support to further improve capacity to reduce timescales.</p>

4	Work with HOW College, construction department to undertake a VOID for learning/development processes.	Following the completion of the service review one of the key priorities is to recruit into the vacant and new posts in order to improve service delivery. Following this it is anticipated that work will commence with the College to understand the process for college students to be nominated to gain valuable on-site experience to deliver works that they have and continue to be taught. It is also anticipated that as part of these works that we will vet candidates for vacancies at apprentice level within the new structure.
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Parks & Green Spaces - Short term priorities		Update
1	Review grass cutting arrangements to prioritise footpaths and green areas within and connecting the Borough.	<p><u>Grass Cutting</u> The schedule for grass cutting is normally between 5 and 7 cuts per annum/season depending on weather conditions and resources being available. The plan for the current year is for 7 cuts by managing resources more effectively. In the short term progress is being hampered against this because of the significant rainfall experienced in 2024 so far which renders some areas impassable by the machinery required. We are also identifying areas that will receive only 1 major cut per year. However, as part of this we will ensure visibility splays and grass edges to footpaths will still be cut. Communication around these chosen sites will be undertaken in due course.</p> <p><u>Weedkilling</u> The review of weedkilling operations is in progress, however again weather conditions have a big part to play as the weedkiller needs dry weather to work, so areas may appear to be missed but wet weather has diluted what has been applied.</p>
2	Review mechanical street sweeping and weed killing arrangements, to ensure there is a consistent, improved quality standard across the Borough.	<p>The annual schedule for mechanical street sweeping is normally between 2 and 3 sweeps depending on weather conditions and resources being available.</p> <p>Due to issues in the year regarding availability of sweepers there have been build ups that require additional sweeps to return the roads and areas to the required standard because of the build-up of deep detritus on the main roads. This has led to a change where instead of sweeping the side roads and main roads in sequence, the main roads will be swept first and the side roads after. Once this first round of</p>

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		sweeping is completed then the sweeper will return to the main schedule. The current programme is on target for the first schedule to be completed in May 2024.
3	Creation of an accessible wood carve sculpture trail in Morton Stanley Park, including working with the on-site café to produce trail packs.	The works have been produced; four sculptures themed around nature and locations in Morton Stanley Park have been confirmed. Currently the ground conditions are too wet to carry out installation, we will reassess ground conditions in 4 weeks time.

Parks & Green Spaces – Short/Medium term priorities		Update
1	Establish and pilot a new model/approach for event delivery that allows local organisations, businesses, and communities to deliver programmes of events and activities supported by the Council.	This is in progress; recruitment of the community events officer is imminent and the programme of events and community led initiatives are being developed.
2	Focus will continue to deliver the leisure strategy with particular emphasis, in the short term on recommendation 8 <i>'Conduct a detailed assessment of the play value, quality, and accessibility of equipped play spaces across the Borough.'</i> and start to address any issues identified via the assessments.	The audit is complete; the implementation of improvements will take place according to the play audit recommendations.
3	The leisure strategy recommendations will form the basis of the short/medium term focus (link to leisure strategy).	Work is ongoing around the recommendations.

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Parks & Green Spaces/ Community Safety & Regeneration - Short term priorities		Update
1	ReNEW (Rediscover North East Worcestershire) activities: creative community grants distribution, creative digital tourism commission, £1.1m funding applications, branded participation campaign.	There have been 5 ReNEW grant activities delivering creative activities in redundant spaces. The distribution of the 5 ReNEW Grants of £1000 each for work in various Redditch Borough settings has been in partnership with various organisations including Feckenham Parish Council, Feckenham in Bloom, Kingfisher Shopping Centre and All Womens House. We have also established a public facing ReNEWS bulletin; the first edition launched in March 2024 A £700k Place Partnership Fund Expression of Interest has been submitted to Arts Council England. Initial exploration of connectivity between new £5m DLUC grant and the delivery of Cultural Strategy recommendations
2	Creative People and Places community projects.	There have been 24,617 resident engagements with Reimagine Redditch activities.
3	Bring Playing Pitch and Built Leisure Facility Strategies to Council for endorsement forward plan.	All strategies are now endorsed.
4	Management and delivery of Holiday Activity and Food, disability short breaks and multiple health intervention programmes.	There were 1756 participants who took part in the HAF, Short Breaks and Health Intervention programmes.
5	Complete phase 1 of the new Cemetery project.	The clearing of trees and shrubbery has been completed as part of forming the opening to the new cemetery. Discussions are ongoing to seek approval and feedback from the Statutory Bodies for works to the Highway.

Economy & Regeneration - Short term priorities		
1	Council will play an active role in shaping the redevelopment of the train station and public realm	Redditch Train Station Redevelopment WCC preparing to submit a planning application to itself in December, RBC will be a consultee. Dialogue with WCC about terrace buildings and public house on site with a view to RBC becoming financially involved in the project has

	<p>improvements at Unicorn Hill and Church Green. Town Hall Hub will be finalised, and redevelopment of Grove Street Police Station site will create an Innovation Centre.</p>	<p>stalled. RBC working with WCC to influence the next design. There is good progress in terms of the actual scheme but it does not reflect all local aspirations for the site.</p> <p>Redditch Public Realm The design has been frozen with the exception of the Church Grounds. A proposed plan of the Church Grounds has been sent to the diocese for approval. This can take up to 6 months. Utility diversions are taking place, exact dates to be confirmed. The project is currently being priced; costs expected by the end of April. Construction is expected to take place from May 2024 with handover February 2026.</p> <p>Town Hall Hub The initial project start date has been pushed back due to delays in the WCC agreement to lease and the change in the landlord position for the DWP. The PCSA contract for Seddon has been signed, however the D&B contract is yet to be agreed and signed – amendments to the contract and design due to the above are being reviewed and will be completed in the coming weeks. Seddon's contractors continue to attend site with the Project Manager representing RBC, as they focus on the practical requirements for the build. Weekly project meetings continue to take place with the project manager and key consultants, new meetings are now in place with DWP to cover the change of landlord/ lease. Continue to liaise with the NHS and any other stakeholders required to stay onsite – this includes our own Elections Team, CCTV & Lifeline. General decant work is well underway for the spaces required for the Hub Works and work continues to ensure the spaces are ready ahead of demolition work. In terms of alternative venues: Oakenshaw Community Centre has been identified as a suitable space for the democratic service meetings, now the Civic Suite is closed. 5 George Walk (Kingfisher S/C) has been identified as a suitable location for the Customer Service Team. Greenlands Business Centre/Parkside –have been identified for general staff wishing to work in the office environment.</p>
2	<p>Delivery of a “worry free day out” in Redditch Town Centre through capital build of Changing Places Disability Toilet Facilities in Kingfisher Shopping Centre.</p>	<p>The Changing Places Toilet has been completed.</p>
3	<p>Invite Executive Committee to</p>	<p>The Enforcement Policy was agreed by Executive on 9th January 2024.</p>

	consider a reviewed Planning Enforcement Policy.	
4	Implement the Enforcement Services business case if endorsed by Executive Committee.	The Enforcement Services Business Case has a provisional implementation date of 1 st May 2024; however, due to a timeline change to an element of the process, a delayed start date may be required.

Community Safety – Short term priorities		Update
1	Deliver crime prevention initiatives including Town Centre Public Spaces Protection Order, designing out crime housing estate improvements and enhanced youth support projects.	<p>The Town Centre specific measures have required an additional request to the CSP analyst to extract the ASB / Public Order offence data at the required LSOA level; due to the lag caused by verification, the first period for reporting will be Q1 2024-25.</p> <p>There were 82 young people who engaged with outreach in January 2024 (all through routine patrols).</p> <p>There were 259 young people engaged with outreach in February 2024 (256 through routine patrols and 3 due to community concern).</p> <p>There were 60 young people who engaged with outreach in March 2024 (all through routine patrols).</p> <p>Detailed monthly comments for the outreach can be found earlier in the report (section 3.5).</p>
2	Review and promote the CCTV re-deployable camera protocol and investigate a new camera at Arrow Valley Park.	<p>The CCTV re-deployable camera protocol will be reviewed during Q1. Any amendments will be highlighted and agreed through the Community Safety Partnership.</p> <p>Promotion of the re-deployable camera scheme will be through Safer Redditch and the Community Safety Partnership, where a quarterly report will be presented that details new requests, ongoing deployments and data from cameras that have been removed. We will remind partners how to apply for a camera deployment at these meetings.</p> <p>A Re-deployable camera has been allocated to Arrow Valley Park, covering the children’s play area. The camera was well received by the public during the consultation. 213 people responded to the online consultation. 92% of people</p>

		<p>either agreed or strongly agreed that the camera was a positive step. The camera was installed on 20th February 2024. It is monitored 24/7. The deployment will be reviewed after 12 weeks.</p> <p>During quarter 4 there was 1 deployment application. This application was agreed.</p>
3	Improve planning and environmental enforcement.	At the end of Q4, there were 77 active enforcement investigations in Redditch.

Value for Money – Short term priorities		Update
1	Prioritise a review of alternative models of delivery for shop mobility and Dial A Ride to achieve efficiencies.	<p>We are looking at an alternative delivery model for Shopmobility in conjunction with Kingfisher, however a formal review has not yet started – this is likely to commence in May 2024.</p> <p>No formal Dial A Ride review is planned. The delivery model remains as it has been, with an emphasis on promotion of the service to increase the number of customers; planning routes to increase capacity and reduce mileage and some savings by reducing salary costs by not recruiting to the full-time supervisor post.</p> <p>In Q4 Dial a Ride made 4274 journeys covering 17,415 miles. There were 631 cancellations. Increased road works across Redditch in the last six months has contributed to increased mileage and times of journeys as drivers have often had to circumvent closed roads. Dial a Ride are taking a number of steps to increase the efficiency of the service. An action plan has been produced with short, medium and long term targets for the service. Some of the work undertaken so far:</p> <ul style="list-style-type: none"> • We are highlighting to customers, through our newsletter and phone calls, the need to give notice when cancelling if possible. We are hopeful that this will result in more notice being given for cancellations giving more opportunity for these journeys to be reallocated. • Dial a Ride staff are targeting existing customers and positively encouraging them to commit to travelling with their neighbours on specific days to maximise the

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		<p>efficiency of each journey by raising the occupancy of the minibus.</p> <ul style="list-style-type: none"> Working with local organisations to offer group trips to cover quieter operational times, increasing income. Improved communication and planning for vehicle maintenance resulting in less off road time for minibuses.
2	Extending chargeable garden waste services to residents across the Borough.	The extension of the Garden Waste Service was advertised seeking new customers. This proved successful with approximately 2,800 customers now benefitting from the service that recommenced in late February 2024. This number of customers is in excess of our projected break-even target.

Value for Money – Medium to long term priorities		Update
2	Continue to work closely with the other Worcestershire Districts and County Council to deliver the requirements of the Environment Act with regard to waste collection and disposal services once the Government announce the outcome of the consistency consultations and the terms of the secondary legislation due late 2024.	<p>Task and Finish Group prepared a focused report requested by WLB looking at county-wide versus district-based food waste collection. The report was discussed at a meeting of the Board on 31st January 2024. Indicative modelled costs show a modest saving of around £500k for a county-wide service rather than delivered by each council separately. There was a general consensus that five authorities would consider a joint approach.</p> <p>At the January meeting and following discussion of the report, Leaders Board asked for further work to be undertaken:</p> <ul style="list-style-type: none"> a joint lobbying paper on capital transitional funding. an options paper looking in more detail at the options for dealing with collected food waste ('direct delivery' versus use of transfer stations). soft market testing to explore further the option of outsourcing the collection service and a collaborative approach. <p>Leaders asked that a joint lobbying paper be prepared outlining the issues with capital transitional funding. The lobbying paper was signed by leaders of all the Worcestershire councils and submitted to MPs, Defra, DLUHC etc. by individual authorities and on behalf of the partnership during March.</p> <p>On 28 March a further letter came from Defra to all CEOs outlining new and additional funding for a number of authorities including 4 of the Worcestershire districts and acknowledgement that Defra are still working through</p>

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appeals and hopefully this covers the appeals submitted by RBC.

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Overview and Scrutiny Committee

Thursday, 14th March, 2024

MINUTES

Present:

Councillor Sid Khan (Chair), Councillor Sharon Harvey (Vice-Chair) and Councillors Imran Altaf, Chris Holz, Joanna Kane, Emma Marshall, Jane Spilsbury and Monica Stringfellow

Also Present:

Councillor Craig Warhurst – Portfolio Holder for Housing and Procurement (on Microsoft Teams)

Officers:

Guy Revans and Andrew Rainbow

Democratic Services Officers:

M Sliwinski

90. APOLOGIES AND NAMED SUBSTITUTES

Apologies for absence were received from Councillor Ashley.

91. DECLARATIONS OF INTEREST AND OF PARTY WHIP

There were no declarations of interest nor of party whip.

92. MINUTES

The minutes of the meetings held on 19th February 2024 were submitted for Members' consideration.

RESOLVED that

the Minutes of the Overview and Scrutiny Committee meeting held on 19th February 2024 be approved as a true record and signed by the Chair.

93. PUBLIC SPEAKING

There were no public speakers registered on this occasion.

Chair

Overview and Scrutiny Committee

Thursday, 14th March, 2024

94. SOCIAL HOUSING REPAIRS - OVERVIEW

The Capital Programmes and Contract Manager provided a comprehensive update on social housing repairs including progress across Repairs and the wider Housing Revenue Account Capital Investment Programme.

The following aspects were covered during the presentation:

- The process for the tenant to report an issue to Repairs and Maintenance Team:

There were various ways the tenant could report a repair including by telephone, email, online, or in person. The Repairs and Maintenance Team was also looking to launch a portal for individual tenants which would enable tenants to report issues as well as view details about their properties etc.

- The waiting times for response to repair queries and undertaking repairs:

It was reported that the Council had established three categories of response times. For Emergency repairs the target was a response within 2 hours. Examples of emergency repairs were loss of power, leaks, and other types of issue which presented danger to the health and safety of the occupants. For Urgent repairs the target response was within 5 working days. Repairs classified as urgent included partial loss of power or water supply or leaking roof. For Routine repairs the target response time was within 20 working days.

- Actions that were being taken within Housing Property Services to improve repair turnaround times:

The Capital Programmes and Contract Manager reported that the Council had improved its telephone response times to repair enquiries by almost 100 per cent. Moreover, recruitment was currently being undertaken which would see a range of roles being recruited into on a permanent basis. This covers trade operatives (e.g. plasterers), supervisors, management and administrative support for the teams. It was noted that around 20 posts had been advertised in the last few weeks, with significant interest expressed in some positions such as for the plasterer post.

It was also reported that a package of training was being developed across Housing Services so that the individual's skills are improved

Overview and Scrutiny Committee

Thursday, 14th March, 2024

reducing the need for follow up trades or more than one operative to be booked for a job.

In terms of timetabling systems for repairs, The Council currently operated a diary system for the trade operatives which was labour intensive and had limited flexibility. The Council was working with its partner Total Mobile Solutions to configure their Mobilise and Connect ICT systems. These systems would provide each of the operatives with the ability to work in a more mobile way, receiving their jobs via a mobile device, rather than the current paper-based systems. This functionality would enable real time updates for each job to understand when it was completed, if there is a need for follow up works or there was no access.

It was reported that over the next 12-18 months 1200 Council properties (circa 20 per cent of the Council's stock) would be surveyed to assist with creating planned programmes of capital investment.

Details of the Tenant Satisfaction Survey were given and it was noted that the survey had gone out on the 14th March 2024 (today) to all tenants for whom the Council held telephone details on its database.

- Policy details regarding damage caused to Council properties, including damage caused by tenants, the Repairs and Maintenance Team and the contractors:

It was stated that the Council approved a Rechargeable Repairs Policy which set out the circumstances where repaying for repairs is a tenant's responsibility. Examples of where tenants were responsible for recharges included call out for lost keys to the property or broken glass. It was stated that tenants would always be provided with opportunity and a reasonable amount of time to either undertake the repair themselves to a satisfactory standard to RBC or elect to have RBC complete the repair at the current rate. Repairs would always be recharged in accordance with the current National Schedule of Rates (SOR) plus a fair and reasonable administration charge as agreed in Fees and Charges. The Council acknowledged that some tenants were too vulnerable or not in a financial position to pay in advance in part or in full for rechargeable repairs and would work to take this situation into account.

Where the Council had either undertaken or not undertaken a repair that had been requested, which was Council's responsibility, and there had been an impact on the personal effects of the tenant, then

Overview and Scrutiny Committee

Thursday, 14th March, 2024

this would be investigated either through the Complaints process or via the Council's claims team.

Where works had been undertaken by a contractor, working on behalf of the Council, and damage was caused directly or indirectly by the works that they had undertaken then the details of the claim would be passed to them to investigate and determine the outcome.

- Details of specific repairs / upgrades to Council properties which the Council was presently prioritising.

The Capital Programmes and Contract Manager stated that damp and mould works to carry out mould treatment works to affected properties were being prioritised. It was stated that the Government was planning to introduce a legal requirement for social tenants to investigate hazards, such as damp and mould, within 14 days, start fixing within a further 7 days, and make emergency repairs within 24 hours.

It was stated that a £40m Housing Capital Programme over the next four years had set out a range of Budget lines to improve the Council's Social Housing Stock. This £40m programme was composed of a range of projects and contracts. Some of the key projects included:

- £12 million Internal Refurbishment Contract – Two contractors operating in defined geographical areas (East/West). The scope of works were all 4 main internal elements, kitchens, bathrooms, rewires and gas central heating. Works had progressed well with the new contractors having recently passed the 100th kitchen to be replaced.
- Gas boiler replacements – Over the last 3 years the Gas Team had reviewed the boilers in the housing stock and identified many boilers that were over 10 years old, inefficient and with parts hard to acquire. Over this time more than 1,000 boilers had been replaced for more efficient boilers to assist our tenants with their heating bills. The new boilers installed were Bosch with a 7 year warranty.
- Internal Fire Door Replacement Programme – This was a programme of fire prevention upgrades including fire stopping measures and fire door replacements. It was noted that Redditch only had 3- and 2-storey buildings and all were under 11 metres in height.
- Energy Efficiency Measures – To improve the energy efficiency of housing stock, Housing Property Services had been successful in attracting external government funding (Social Housing Decarbonisation Fund - SHDF) of over £1.6m to move property Energy Performance Certificate

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ratings to C or above by undertaking insulation measures including loft, cavity and external wall insulation where applicable.

- Adaptations – Over the last 18 months the Council had worked to ensure that tenants identified through Occupational Therapist assessment have the adaptations to allow them to live independently. It was noted that circa 300 referrals from Occupational Therapists were processed over the last 12-14 months.

It was reported that the Council had also been looking at its stock properties which were in the worst condition in terms of energy efficiency (circa 750 properties) and had allocated significant funding for energy efficiency improvements in those properties. In concluding the presentation, it was highlighted that addressing the waiting lists for Council Housing remained a priority area.

Following the presentation, the Portfolio Holder for Housing and Procurement was invited to address the Committee. The Portfolio Holder commented that the Council had devoted resources to the tenant survey and that significant efforts were being made to seek feedback from Council Tenants. The Portfolio Holder spoke of the IT solutions that were being implemented to improve repair response times, the reporting accuracy from the Repairs and Maintenance Team and utilise the portal so clients could raise issues with repairs.

The Portfolio Holder highlighted that a lot of contractors had been brought in over the past 12-18 months to help expedite the work and backlogs in some areas. The Portfolio Holder spoke of several thousand stock condition surveys that were carried out two years ago with a further twelve hundred surveys incoming, and of investment in properties including kitchen and bathroom fitting, with around 140 kitchens fitted this municipal year and circa 1000 boilers fitted in the last year. The Portfolio Holder noted that the Housing Revenue Budget and the Capital Programme was looking strong.

The Portfolio Holder noted that where a property was damaged by a contractor or Council staff, there was an expectation that the contractor concerned would go back and repair the damage within appropriate timescales. The Portfolio Holder thanked the officers for their hard work and Overview and Scrutiny for raising the questions on social housing repairs.

Members held a detailed discussion, and the following points were raised:

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- A Member complimented the Repairs and Maintenance Team on dealing with cases of domestic violence with a lot of damage to the properties. It was noted that the Team was very sensitive in those cases, and the property issues were fixed promptly and with discretion where people in vulnerable situations requested repairs.
- Recording of customer calls – It was stated that calls were not yet being recorded. The Capital Programmes and Contract Manager stated that he would like to see this implemented as it would protect both the customers and staff and help resolve issues or complaints.
- Inspection of properties to identify issues at an early stage – It was stated that the Neighbourhood and Tenancy Team undertakes annual inspections of council stock properties. The Repairs and Maintenance Team was responsible for highlighting issues as and when they visit properties so that repair issues can be identified at an early stage.
- Online Portal for Repairs – It was stated that elected members would be able to log in and use the system once the Portal had been launched.
- The number of team members in Housing Property Services Team – It was stated that once fully recruited there would be circa 80 staff in the team. The full team was expected to be in place by July 2024 and would be integrated fully into working arrangements by January 2025 when the service delivery improvements were due to be launched. It was hoped that this would reduce reliance on agency contractors.
- Proportion of works currently undertaken by contractors – It was stated that there were several contractors in place. Some contractors did specific jobs such as major voids. On day-to-day basis there were several contractors carrying out circa 30 per cent of total work at present.
- Targets on responding to emergency, urgent and routine repairs – It was stated that the targets provided in the report at paragraph 3.2 were firm targets. It was acknowledged that the Council did not meet those targets in all cases, however, going forward there was a duty to deliver those targets. It was requested by Members as an action that Officers provide data on the proportion of repairs that were meeting target times.

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- Apprenticeships in the Housing Property Services and the Repairs and Maintenance Team – The Capital Programmes and Contract Manager stated that in the first place recruitment had to be undertaken to the main trades to deliver a good level of service. Once this was done, it was hoped there would be an opportunity to establish 3-4 apprenticeship posts. There was also a potential to establish an apprenticeship scheme in partnership with the college once a new structure was embedded. The Officer highlighted that it was imperative that the Service Area was first in a position to design an apprenticeship scheme so that the Council was able to retain apprentices within the Council following the apprenticeship period.
- Provision of multi-skilled tradesmen – It was stated that going forward all of the Council's tradesmen would be multi-trade. Currently, there were a large number of employees who were able to do multiple jobs. This was with the exception of earthing, where qualification requirements were in place, however, the Council could provide in house training programme for this and other areas.
- How many Council stock properties does the Council hold? – Just short of 5900.
- Home Adaptations – It was clarified that disabled facilities grant (DFG) was only available to private-sector, rather than Council housing properties. There was a separate fund for disabled facility improvements to Council stock properties through Council's own HRA budget.
- Social Housing Decarbonisation Fund (SHDF) – Funding of £1.6 million was acquired for 280 properties in Redditch which was match-funded by the Council. The Capital Programmes and Contract Manager explained that due to the Housing Capital team being under-resourced it was felt that this was an appropriate amount of funding at present and the Council would not be able to manage the workload if it received greater funding in this area. In-house resources were needed to manage grant funding in the future.
- Energy efficiency of Council properties – It was explained that out of circa 5900 properties that Redditch Borough Council held there were circa 1800 Council stock properties that had energy efficiency rating of C or above. The remainder properties were mostly at band D with very few properties on E and F. It was noted that due to the volume of

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work and updates to IT systems used by the team over the last couple of years not all records on property efficiency were up-to-date. With the implementation of the Asset Management Database there a more up-to-date picture of the current energy efficiency state of all Council properties would be acquired.

- It was stated that as part of the recruitment a retrofit manager and retrofit surveyor posts were being advertised. Once appointed these posts would assist the Council in delivering energy efficiency work and applying for funding schemes.
- Housing Services Transformation – The current Capital Programmes and Contract Manager had been in post since November 2021. During that time backlog in repairs had been almost eliminated and significant investment had been made in social housing properties. The Officers explained that in 2018 major issues were discovered in the Housing Department, at which point the current Interim Executive Director and the current Head of Community and Housing Services were asked to take over the management of the service. Since then, the failures identified were being redressed including through recruitment of a new Housing Services team. A technology and culture change had taken place in the Housing Services and it was hoped the Service changes could be fully embedded by January 2025 when the new IT solutions were due to be launched.
- Progress in delivery of changes – The Chair expressed a concern that much of the report covered future plans and changes that were still being implemented with not many examples of actual delivery noted in the report.
- Performance Data – The Officers stated that data was available with regard to customer calls to the Housing Service. This included calls taken by the Service, calls response rate, calls ratings, answer rates etc. It was stated that current waiting time for customers on the telephone was on average around 3 minutes, with circa 150 calls a day being received by the Service. It was stated that little data was currently available with respect to other performance areas of the Service. It was noted that as part of reporting requirements to the social housing regulator from 2024, the Council was required to report on a suite of measures and this would provide a baseline of the Council's Housing Service performance.

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- Negative tenant feedback on social media – It was highlighted that in some instances, there were negative comments and complaints posted on social media about the Housing Team and repairs, but where no complaints had been submitted to the Council – it was reiterated that the Council could only respond when individual complaints had been submitted to the Council via official channels (email, post etc). In response to a question as to whether Officers could respond to tenants on social media, it was noted that individual Officers were not allowed to respond directly to tenants on social media. Messaging of general nature (relating to issues affecting wider group of tenants for example) could be posted on social media by the Council's Communications Team.
- Contracts management process and negative feedback with respect to contractors' workmanship and behaviour – Officers reported that if it is brought to the Council's attention that a contractor had not undertaken the work properly or was being rude to a tenant, a discussion would be carried out with the tenant to understand the complaint. If found that a contracted worker was at fault, the Council would either direct the contractor to redo the work or raise an issue with the contractor's management. If further issues with the behaviour or workmanship were found, the Council could refuse to use the specific operative and request that another operative was used.
- Improvements in Housing Services – The Portfolio Holder for Housing and Procurement was invited to comment and in doing so stated that significant improvements in Housing Services had been made since restructure of the Service began in 2018. He noted significant improvements in terms of gas and electrical safety test compliance. Gas compliance was quoted as improving from the lowest level of 20 per cent to full compliance. It was highlighted that a new management of the Housing Services Team had been brought in after 2018, in addition most of the team structure being replaced. In addition, the Portfolio Holder brought to Members' attention improvements in the Team's responsiveness to calls from tenants. He also noted that the Housing Management IT system (CX) had also contributed to more detailed levels of reporting which was hoped to improve further over the coming year with further software integration. He commented that the Council worked hard to improve the service and placed on record his thanks to the Housing

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Services Team for their efforts in driving improvements over the last few years.

- The Portfolio Holder added that he was not complacent and pointed out that further improvements were needed, and faster improvements in areas such as combatting mould and damp in properties.
- Annual Tenant Satisfaction Survey – Officers reported that since September 2022 a requirement was set by the Regulator for Social Housing (RSH) for social housing landlords in England to undertake an annual survey with social housing tenants. There was an additional requirement that the Council needed to have at least a 10 per cent response rate to the survey. As Council was not able to achieve the required response rate with its in house resources, external company had been used to undertake this year's survey on Council's behalf. IT was reported that the 2024 survey was launched on 14th March (today) and was two last for two months. Following the conclusion of the survey, data would be analysed and the results shared in Members later in 2024-25 municipal year.
- The Chairman reported that he had conducted his own survey of tenants of social housing tenants in Redditch in the week preceding the meeting of Overview and Scrutiny Committee. The feedback that the Chairman collated from the discussions he had with Council tenants was outlined in detail. The Chairman reported that there was some positive feedback received in respect of the repairs. The majority of feedback from tenants was negative and highlighted long waiting times for repairs to be undertaken and issues with repairs not being undertaken to the required standard. Some examples were also outlined by the Chairman of long waiting times for response to mould and damp issues. An example was cited of a repair classed as urgent not being carried out for over 12 months.
- Officers present asked the Chairman to share the list of properties where the Chairman had been made aware of problems with repairs so that Officers could investigate all complaints raised at tonight's meeting. It was noted that in order to investigate and undertake repairs, Council Officers had to be allowed access to the property. Officers asked that should Members become aware of repair problems in a property, they ask the tenant to report those to the Council so that they were logged on the system.

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- Social housing disrepair claims – It was noted that there was a large market of law firms offering social housing disrepair services whereby claims could be submitted against social landlords for disrepair. It was highlighted that in such cases tenants were often advised to refuse access to Council Officers / contractors for a length of time in order to maximise the chances of a successful claim for disrepair. It was noted that this could be a factor in some cases where Council repairs team / contractors had been denied access to properties.
- Repair jobs output in the Team – It was stated by Officers that since 2021 the Repairs and Maintenance Team had improved the number of repairs they undertook per day from one on average to five jobs a day. Members asked that future reports set out performance measures on housing repairs and that a traffic light rating be used to indicate the trend in performance.

Following the discussion, it was proposed that the report on social housing repairs together with minutes record of tonight's meeting be submitted to the Executive Committee for their consideration. This recommendation was seconded and on being put to the vote it was carried.

RECOMMENDED that

the Executive Committee consider the report on social housing repairs (as presented to the Overview and Scrutiny Committee on 14th March 2024), together with the minutes record of that meeting, in the new municipal year.

[Following the conclusion of this item, the meeting was adjourned at 8.40pm. The meeting reconvened at 8.45pm.]

95. EXECUTIVE COMMITTEE WORK PROGRAMME - SELECTING ITEMS FOR SCRUTINY

The Executive Committee Work Programme was submitted for Members' consideration.

RESOLVED that

the contents of the Executive Committee's Work Programme be noted.

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96. OVERVIEW AND SCRUTINY WORK PROGRAMME

The Overview and Scrutiny Work Programme was submitted for Members' consideration.

A question was raised with regard to the proposed scrutiny task group review of Health Inequalities in BAME communities. It was agreed that the Committee Officer would investigate whether this was removed from the work programme, and if this was not previously agreed, reinstate the item to the work programme.

RESOLVED that

Subject to the pre-ambles above, the Overview and Scrutiny Work Programme be noted.

97. TASK GROUPS, SHORT SHARP REVIEWS AND WORKING GROUPS - UPDATE REPORTS

Updates on Task Groups and Working Groups were provided as follows:

a) Budget Scrutiny Working Group – Chair, Councillor Kane

Councillor Kane reported that the last meeting of Budget Scrutiny Working Group took place on 11th March 2024. At the meeting Members scrutinised the Quarter 3 Finance and Performance Monitoring Report. It was reported that topics discussed included the capital programme and budget, the Housing Revenue Account (HRA), and the forecast revenue overspend for 2023/24, which was in the region of £950,000, before the application of £557,000 from the Utilities Reserve as approved at Quarter 1 2023/24. It was explained that this currently left a forecast overspend at Quarter 3 of approximately £383,000.

Councillor Kane reported that a recommendation was made at the 11th March 2024 meeting in respect of the increased cost of temporary housing accommodation being added to the Council's Risk Register. Councillor Kane explained that it was subsequently identified that this risk already appeared on the Departmental Risk Register as risk HOU7 - 'Fail to manage impact of increasing homelessness cases and recruitment challenges' – which was linked to Corporate Risk 19. It was marked as an amber risk at the moment. The recommendation was, therefore, no longer deemed necessary.

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- b) Performance Scrutiny Working Group – Chair, Councillor Holz

Councillor Holz reported that two meetings of the Working Group had taken place since the last meeting of Overview and Scrutiny, on 5th and 12th March respectively.

At the first meeting, on 5th March, which was chaired by Councillor Marshall as apologies were provided by Councillor Holz, Temporary Accommodation and update on social housing voids and allocations was provided to Members of the Working Group.

The meeting on 12th March was devoted to discussion concerning tree maintenance and the Council's Place Teams.

- c) Fly Tipping and Bulky Waste Task Group – Chair, Councillor Khan

It was reported by Councillor Khan that the next meeting of the Task Group was due to take place on 19th March 2024.

RESOLVED that

the Task Groups, Short Sharp Reviews and Working Groups Update Reports be noted.

98. EXTERNAL SCRUTINY BODIES - UPDATE REPORTS

The Council's Representative on external scrutiny bodies, Councillor Marshall, reported that there were no updates since the last meeting of the Committee. The next meeting of Worcestershire Health Overview and Scrutiny Committee (HOSC) would be taking place on Friday 15th March.

RESOLVED that

the External Scrutiny Bodies updates be noted.

The Meeting commenced at 6.30 pm
and closed at 8.51 pm

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