



Council

Mon 29 Jul

2024

7.00 pm (or as soon as the Executive Committee meeting immediately prior to Council has finished)

REDDITCH BOROUGH COUNCIL



*making
a
difference*

www.redditchbc.gov.uk

Oakenshaw Community Centre,
Castleditch Lane,
Redditch
B98 7YB

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 and will be live streamed for general access via the Council's YouTube channel.

You are able to see and hear the livestream of the meeting from the Committee Pages of the website, alongside the agenda for the meeting.

[Link to the Live Stream of Council - 29th July 2024](#)

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

GUIDANCE FOR ELECTED MEMBERS ATTENDING MEETINGS IN PERSON

Meeting attendees are encouraged not to attend the meeting if they have any of the following common symptoms of Covid-19 on the day of the meeting; a high temperature, a new and continuous cough or a loss of smell and / or taste.

PUBLIC ATTENDANCE AT MEETINGS

Members of the public are encouraged not to attend the meeting if they have any of the following common symptoms of Covid-19 on the day of the meeting; a high temperature, a new and continuous cough or a loss of smell and / or taste.

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 and for any such items the live stream will be suspended and that part of the meeting will not be recorded.



Council

Monday, 29th July, 2024

7.00 pm

Oakenshaw Community
Centre - Oakenshaw
Community Centre

Agenda

Membership:

Cllrs:

Juma Begum
(Mayor)
Joanna Kane
(Deputy Mayor)
Joe Baker
Juliet Barker Smith
William Boyd
Brandon Clayton
Claire Davies
Matthew Dormer
James Fardoe
Andrew Fry
Bill Hartnett
Sharon Harvey
Chris Holz
Sid Khan

Wanda King
Alan Mason
Sachin Mathur
Gemma Monaco
David Munro
Rita Rogers
Gary Slim
Jen Snape
Jane Spilsbury
Monica Stringfellow
Craig Warhurst
Ian Woodall
Paul Wren

- 1. Welcome**
- 2. Apologies for Absence**
- 3. Declarations of Interest**

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

- 4. Minutes (Pages 7 - 28)**
- 5. Announcements**

To consider Announcements under Procedure Rule 10:

- a) Mayor's Announcements
- b) The Leader's Announcements
- c) Chief Executive's Announcements.

- 6. Questions on Notice (Procedure Rule 9)**

7. Motions on Notice (Procedure Rule 11) (Pages 29 - 30)

8. Executive Committee

Minutes , 26/02/2024 Executive

The minutes of the Executive Committee meeting held on 26th February 2024 have been attached for noting. However, Members are asked to note that the recommendations arising from this meeting have already been considered and approved at a meeting of the Council held on 26th February and therefore no decision will be required on these minutes at this meeting of Council.

Minutes , 18/03/2024 Executive

8 .1 Finance and Performance Quarter 3 Report 2023/24 (Pages 47 - 126)

NOTE: Confidential appendices, Appendices E – G, attached for this report has only been made available to Members and relevant Officers. Should Members wish to these appendices in any detail, a decision will be required to exclude the public and press from the meeting on the grounds that exempt information is likely to be divulged, as defined in paragraph 3 of Schedule 12 (a) of Section 100 1 of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006.

(Paragraph 3: Subject to the “public interest” test, information relating to the financial or business affairs of any particular person (including the authority holding that information).)

Minutes , 09/07/2024 Executive

8 .2 Independent Remuneration Panel Members' Allowances (Pages 143 - 158)

8 .3 Combined Financial Outturn and Quarter 4 Financial Monitoring Report (Including Update on the Fleet) (Pages 159 - 182)

To consider any recommendations arising from the meeting of the Executive Committee due to take place on 29th July 2024

On the date of the publication of the Council agenda it was not anticipated that any recommendations would be made at the Executive Committee meeting immediately prior to Council that would require Council consideration. However, should any recommendations be agreed at the Executive Committee meeting, these will be tabled at the Council meeting.

9. Establishment of a Joint Appointments Committee including Terms of Reference (Pages 183 - 202)

10. Outside Bodies Appointments (Information to Follow)

11. Urgent Business - Record of Decisions (Pages 203 - 218)

To note any decisions taken in accordance with the Council's Urgency Procedure Rules (Part 9, Paragraph 5 and/or Part 10, Paragraph 15 of the Constitution), as specified.

Urgent decisions have been taken on the following subjects since the previous meeting of Council:

- Levelling Up Cultural Funding – Urgent Decision and background information attached.
- Productivity Plan – Urgent Decision and Productivity Plan Report attached. Members are also advised to refer to Minute Item No. 7 in the minutes of the Executive Committee meeting held on 9th July 2024 for further background information in respect of this matter.

12. Urgent Business - general (if any)

To consider any additional items exceptionally agreed by the Mayor as Urgent Business in accordance with the powers vested in him by virtue of Section 100(B)(4)(b) of the Local Government Act 1972.

(This power should be exercised only in cases where there are genuinely special circumstances which require consideration of an item which has not previously been published on the Order of Business for the meeting.)

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Council

Monday, 20th May, 2024

MINUTES

Present:

Councillors Joe Baker, Juliet Barker Smith, Juma Begum, William Boyd, Brandon Clayton, Claire Davies, Matthew Dormer, James Fardoe, Andrew Fry, Bill Hartnett, Sharon Harvey, Chris Holz, Joanna Kane, Wanda King, Alan Mason, Sachin Mathur, Gemma Monaco, David Munro, Rita Rogers, Gary Slim, Jen Snape, Jane Spilsbury, Monica Stringfellow, Ian Woodall and Paul Wren

Officers:

Claire Felton, Sue Hanley and Guy Revans.

Democratic Services Officer:

Jess Bayley-Hill.

1. WELCOME

The Mayor welcomed all present to the meeting.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Sid Khan and Craig Warhurst.

3. DECLARATIONS OF INTEREST

There were no declarations of interest.

4. MAYOR'S OPENING REMARKS

The Mayor welcomed all newly elected Councillors to the Council and thanked former Councillors for their service. He also thanked Council officers for their hard work.

The Mayor referred to his year in office as being an honour and privilege and thanked his deputy, Karen Ashley, for her support. He referred to the highlights of his year in office, including visits to care homes and schools. In particular, he recalled the 800th year of freedom celebrations in Auxerre, Redditch's twin town. The Mayor thanked Peter Martin from his chosen charity Drop the Knife and

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announced that £7,329 had been raised for this during the year. He also thanked his family for their support during the year.

5. ELECTION OF THE MAYOR FOR 2024/25

Councillor Joe Baker proposed, Councillor Juliet Barker Smith seconded that Councillor Juma Begum be elected Mayor. There were no further nominations, so Councillor Juma Begum was elected Mayor of the Borough for the forthcoming year. She made the statutory declaration of acceptance of office and was invested with the Chain of Office.

Councillor Begum thanked the outgoing Mayor, Salman Akbar, for his service to the Borough over the last year.

RESOLVED that

Councillor Juma Begum be elected Mayor for the Borough of Redditch to serve until the next Annual Meeting of the Council.

6. ELECTION OF THE DEPUTY MAYOR FOR 2024/25

Councillor Joe Baker proposed, Councillor Andy Fry seconded that Councillor Joanna Kane be elected Deputy Mayor.

There were no further nominations, so Councillor Kane was elected Deputy Mayor of the Borough of Redditch for the forthcoming year. She made the statutory declaration of acceptance of office verbally and was then invested with the Deputy Mayor's Badge of Office.

RESOLVED that

Councillor Joanna Kane be elected Deputy Mayor of the Borough of Redditch to serve until the next Annual Meeting of the Council.

7. MINUTES

RESOLVED that

The minutes of the meeting held on Monday, 26th February 2024 be approved as a true and correct record and signed by the Mayor.

8. ANNOUNCEMENTSa) The Mayor's Announcements

The Mayor thanked her family and Councillors for their support and looked forward to representing the Council during the year. Her charity would be Disability Support Project and she would arrange various events during the year to support this. The Mayor's consorts would be her sons and daughter in law.

b) The Leader's Announcements

Councillor Dormer announced that following the election he was standing down as Leader of the Council. He thanked all those who had supported the Council during his tenure as Leader and highlighted the efforts of the officers of the Council.

c) The Chief Executive's Announcements

On behalf of the Officers of the Council, the Chief Executive congratulated the Mayor on her election.

9. LEADER OF THE COUNCIL

Following the outcome of the recent local elections and change in political administration of the Council, it was necessary to elect a Leader. Councillor Bill Hartnett proposed, Councillor Sharon Harvey seconded that Councillor Joe Baker be elected Leader of the Council.

RESOLVED that

Councillor Joe Baker be elected Leader of the Council for the ensuing four years.

10. LEADER'S APPOINTMENTS

Councillor Joe Baker thanked his predecessor, Councillor Matt Dormer, and the former Mayor and Deputy Mayor for their work during their terms of office.

Councillor Baker informed the Council of the following Portfolio appointments:

Councillor Sharon Harvey – Deputy Leader and Portfolio Holder for Climate Change.

Councillor Juliet Barker-Smith – Leisure.

Councillor Bill Hartnett – Housing.
Councillor Sid Khan – Environmental Services.
Councillor Jane Spilsbury – Performance.
Councillor Monica Stringfellow – Community Services and Regulatory Services.
Councillor Ian Woodall – Finance.
Councillor Jen Snape – Executive Member without Portfolio.

11. CONSTITUTION REVIEW

The Council considered a report setting out proposed changes to the Council's constitution. Many of these changes were proposed at a meeting of the Constitutional Review Working Party (CRWP) held on 7th March 2024.

Councillor Joe Baker proposed, Councillor Bill Hartnett seconded and it was

RESOLVED that

- 1) The current version of the Officer Scheme of Delegations is agreed;**
- 2) The introduction to the constitution be reduced in length;**
- 3) The Articles, the Information Security Policy and the Members' ICT Policy be removed from the Council's constitution;**
- 4) The Shareholder Committee Terms of Reference be amended as set out at Appendix B to the report;**
- 5) Authority be delegated to officers to determine applications for licences to use vehicles as hackney carriages or private hire vehicles where the vehicle does not meet the Council's required criteria in respect of the age of the vehicle;**
- 6) The Council Procedure Rules be amended to clarify that Questions on Notice cannot be asked on the subject of specific Licensing or Planning applications at Council meetings;**
- 7) The Audit, Governance and Standards Committee Procedure Rules be amended to require the Monitoring Officer's report to be provided for the Committee's consideration on a quarterly basis;**

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- 8) The Joint Arrangements in the constitution be updated to remove referrals to the Joint WRS Board, West Midlands Combined Authority and Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP);
- 9) The Best Practice for Handling Member Enquiries Guidance be added as an appendix to the Protocol for Relations Between Councillors and Officers section of the constitution; and
- 10) The proposed terms of reference for the Employment Appeals Committee be approved.

12. APPOINTMENTS OF COMMITTEES, PANELS ETC AND THEIR CHAIRS AND VICE-CHAIRS

A report on the proposed political balance of the Council's Committees and appointments to them and various Working Groups was presented for Councillors' consideration.

It was proposed by Councillor Joe Baker, seconded by Councillor Sharon Harvey and

RESOLVED that

- 1) the Political balance of the Committees of the Council be agreed as set out at Appendix 1;
- 2) appointments by political group leaders to the places on each Committee etc. be noted;
- 3) the Council appoints Chairs and Vice-Chairs to the Committees and other bodies as set out in Appendix 2;
- 4) appointments to Working Groups and other bodies listed in Appendix 2 be agreed; and
- 5) the terms of reference for the Committees be confirmed.

13. OUTSIDE BODIES

Councillors considered appointments to various Outside Bodies and it was

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RESOLVED that

Council makes appointments to the bodies listed in the appendix to the report.

14. REGULATORY COMMITTEES - STATEMENT OF LICENSING POLICIES

Councillors considered recommendations from the Licensing Committee meeting on 4th March 2024, relating to updating the statement of licensing policy. This had followed a period of public consultation and consideration of responses to it.

It was proposed by Councillor Sharon Harvey, seconded by Councillor Monica Stringfellow and

RESOLVED that

the revised Statement of Licensing Policy shown at Appendix 3 of the Public Reports pack for the Licensing Committee on 4th March 2024 be approved and published to take effect on 1st June 2024.

15. URGENT BUSINESS - RECORD OF DECISIONS

Members were advised that no urgent decisions had been taken since the previous meeting of the Council.

16. URGENT BUSINESS - GENERAL (IF ANY)

There was no urgent business for consideration on this occasion.

The Meeting commenced at 7.00 pm
and closed at 7.48 pm

Appendix 1 - Political Balance Calculation May 2024

Committee	Lab 21 77.78% of total	Con 5 18.52% of total	Green (non- aligned) 1 3.70% of total	Total
Overview and Scrutiny Committee	7 7.00 *Take 6	2 1.67	0 0.33 *Take 1	9 9 members on Committee 9
Licensing Committee	9 8.56	2 2.04	0 0.41	11 11 members on Cttee
Planning Committee	7 7.00	2 1.67	0 0.33	9 9 members on Cttee
Audit, Gov'ce & Standards Committee	7 7.00	2 1.67	0 0.33	9 9 members on Cttee
Statutory Officers Disciplinary Action Panel	4 3.89	1 0.93	0 0.19	5 5 members on committee
Crime and Disorder Scrutiny Panel	4 3.89	1 0.93	0 0.19	5 5 Members on the Committee
Appointments Committee	4 3.89	1 0.93	0 0.19	5 5 Members on Committee
Appeals Committee	4 3.89	1 0.93 *Take 0	0 0.19 Take 1	5 5 Members on Committee 5
Electoral Matters Committee	4 3.89	1 0.93	0 0.19	5 5 Members on Committee
Original Allocated Total	50	13	0	63
Entitlement Mathematical calculation	49 49.00	12 11.67	2 2.33	63 63
Final Total	49	12	2	63

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Appendix 2 - Nominations and Appointments to Committees that Form Part of the Political Balance

Committee / Sub-Committee etc.	Size (Members)	Labour	Conservative	Non-Aligned
Audit, Governance and Standards Committee	9	7 Cllrs Begum, Boyd, Fardoe, Fry, Kane, Munro and Mason	2 (Ch) Cllr Monaco (v Ch) Cllr Holz	-
Licensing Committee (Note the sub-committees are now selected from the committee membership)	11	9 (Ch) Munro (V Ch) Mathur Cllrs Barker Smith, Harvey, Khan, Slim, Snape, Stringfellow and Wren	2 Cllrs Clayton and Dormer	-
Planning Committee (A pool of named substitutes would be welcomed for this Committee from both groups)	9	7 (Ch) Cllr Fry (V Ch) Cllr Boyd Cllrs Begum, Hartnett, Khan, Munro and Snape <u>Named substitutes:</u> Cllrs Barker Smith, Mason and Woodall	2 Cllrs Clayton and Monaco <u>Named Substitutes:</u> Cllrs Dormer, Holz and Warhurst	-

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Committee / Sub-Committee etc.	Size (Members)	Labour	Conservative	Non-Aligned
Overview and Scrutiny Committee	9	6 Cllrs Boyd, Kane, King, Mathur, Monro, Roberts	2 (Ch) Cllr Dormer (VC) Cllr Warhurst	1 Cllr Davies
Crime and Disorder Scrutiny Panel	5	4 Cllrs Fry, Kane, Rogers and Wren	1 *(Ch) Cllr Warhurst	-
Appointments Committee	5	4 (Ch) Baker (V Ch) Harvey Cllrs Hartnett and Spilsbury	1 Cllr Dormer	-
Electoral Matters Committee	5	4 Members (Ch) Cllr Baker (V Ch) Fardoe Cllrs Mathur and Rogers	1 Cllr Clayton	-
Employment Appeals Committee	5	4 (Ch) Baker (V Ch) Khan Cllrs Munro and Spilsbury	-	1 Cllr Davies
Statutory Officers Disciplinary Panel	5	4 Members (Ch) Cllr Baker (V Ch) Cllr Khan Cllrs Munro and Spilsbury	1 Cllr Warhurst	-

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Committees that do not form part of the political balance

Committee / Sub-Committee etc.	Size (Members)	Labour	Conservative	Non-Aligned
Corporate Health, Safety and Welfare Committee (Usually relevant Portfolio Holder)	1	1 Cllr Stringfellow	-	-
Worcestershire Shared Services Joint Committee	2 (+ 2 subs)	Cllr Stringfellow Sub: Cllr Munro	Cllr Dormer Sub: Cllr Clayton	-
Planning Advisory Panel	5	4 (Ch) Cllr Hartnett (V Ch) Cllr Khan Cllrs Snape and Wren	1 Cllr Holz	-
Member Support Steering Group	5	4 (Ch) Cllr Barker Smith (V Ch) Cllr Rogers Cllrs Baker and Wren	1 Cllr Monaco	-
Climate Change Advisory Panel	5	4 (Ch) Cllr Harvey (V Ch) Cllr Boyd Cllrs Mathur and Rogers	1 Cllr Holz	-
Constitutional Review Working Party	5	4 (Ch) Cllr Baker (V Ch) Cllr Hartnett Cllrs Begum and Harvey	1 Cllr Dormer	-

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Committee / Sub-Committee etc.	Size (Members)	Labour	Conservative	Non-Aligned
Holocaust Memorial Committee	5	4 (Ch) Cllr Hartnett (Vc) Cllr Barker Smith Cllrs Mason and Woodall	1 Cllr Monaco	-
Redditch Matters Editorial Panel	3	Cllrs Kane, Mathur and Wren	-	-

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Scrutiny Groups**(Political proportionality not required)**

Working Group / Task Group / Short Sharp Review	Size (Members)	Labour	Conservative	Non-aligned
*Budget Scrutiny Working Group	5 (maximum)	Kane and Munro	(Ch) Cllr Warhurst Cllrs Dormer and Holz	-
*Performance Scrutiny Working Group	5 (maximum)	Kane and Rogers	(Ch) Cllr Warhurst Cllrs Dormer and Holz	-
*Fly Tipping Task Group	5 (maximum)	Boyd, Mason and Slim	(Ch) Cllr Dormer Cllr Clayton	-
*Post-16 Education Task Group	5 (maximum)	Boyd, Mathur and Wren	(Ch) Cllr Warhurst Cllr Dormer	-

*The Chairs of each of these scrutiny groups must be a member of the Overview and Scrutiny Committee.

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REDDITCH BOROUGH COUNCIL**Annual Council**20th May 2024**APPENDIX 1 - BOROUGH COUNCIL REPRESENTATIVES ON
OUTSIDE BODIES – NOMINATIONS FOR 2024/2025****STRATEGIC APPOINTMENTS TO NOTE:**

Organisation	Appointee 2023/24	Appointment Requirements	Nomination 2024/25
Local Government Association	Councillor Matt Dormer	1 Representative (usually Leader) Term: 1 Year No liability issues identified.	Councillor Baker
West Mercia Police and Crime Panel	Councillor Beecham Sub: Councillor Ashley	1 representative (Relevant Portfolio Holder) and 1 substitute. Term: 1 Year Quorum 6 out of 17 (including at least 3 members from the Worcestershire authorities and 3 from the non-Worcestershire authorities) No liability issues identified.	Councillor Stringfellow Sub: Councillor Munro
Assembly of the District Councils' Network	Councillor Matt Dormer	1 representative Term: 1 Year To represent the Council on the Assembly of this body which is a voice for District Councils within the Local Government Association. The Assembly of the DCN comprises the Leaders of the Member Authorities or equivalent. No liability issues identified.	Councillor Baker
West Midlands Employers (WME) Shareholder Board	New	1 representative (preferably the Leader) Preferred Term: 4 years To represent the Council at meetings of the WME Shareholders Committee. There are 6 scheduled meetings per year plus an induction session to attend.	Councillor Baker

REDDITCH BOROUGH COUNCIL**Annual Council**20th May 2024

Organisation	Appointee 2023/24	Appointment Requirements	Nomination 2024/25
Worcestershire Local Transport Board (<i>WLTB</i>)	Councillor Matt Dormer Sub: Councillor Karen May (Bromsgrove District Council)	2 representatives from North Worcestershire Councils plus one substitute. 2 representatives not to be drawn from the Council supplying the “main” representative on Worcestershire LEP	<i>These appointments are shared with Bromsgrove and Wyre Forest District Councils. The nominations to these positions will be reported to the next Council meeting.</i>
Corporate Parenting Board (<i>Worcestershire County Council</i>)	Councillor Harrison	1 Representative - Must be relevant Portfolio Holder Term: 1 Year (Monthly meetings – approx. 2 hrs each time – generally Friday mornings – 9.30a.m. start) No liability issues identified.	Councillor Stringfellow
Redditch Partnership (Local Strategic Partnership including Redditch District Collaborative)	Councillor Matt Dormer	1 Representative – Leader Term: 1 Year No liability issues identified.	Councillor Baker
Redditch Partnership Business Leaders Group (<i>Formerly an Economic Theme Group</i>)	Councillor Matt Dormer	1 Representative – Leader - Economic Development Portfolio Holder Term: 1 Year	Councillor Baker
Redditch BID Limited (<i>Company no 11964088</i>)	Councillor Matt Dormer	1 Representative to act as a director of the company. Term: 1 Year No liability issues identified	Councillor Baker
Redditch Town’s Fund Board	Councillor Matt Dormer	1 Representative – Leader Term: 1 Year No liability issues identified.	Councillor Baker

REDDITCH BOROUGH COUNCIL**Annual Council**20th May 2024

Organisation	Appointee 2023/24	Appointment Requirements	Nomination 2024/25
North Worcestershire Community Safety Partnership	Councillor Harrison Sub: Councillor Beecham	1 representative (relevant Portfolio Holder) and 1 named substitute Term: 1 Year Each district Council has a place on the Partnership Board as an Invitee to Participate. No liability issues identified.	Councillor Stringfellow Sub: Councillor Munro
Waste Management Board (Lead Officer – Guy Revans)	Councillor Clayton Sub: Councillor Marshall	1 representative (relevant Portfolio Holder) Term: 1 Year <u>Note: Meets Friday mornings - 4 times per year</u> No liability issues identified	Councillor Khan Sub: Councillor Munro
Worcestershire Health and Wellbeing Board	Councillor Harrison Sub: Councillor Beecham	1 representative and 1 substitute Term: 1 Year	Councillor Stringfellow Sub: Councillor Boyd
Health Improvement Group	Councillor Harrison Sub: Councillor Beecham	1 Representative (relevant Portfolio Holder) Term: 1 Year	Councillor Stringfellow Sub: Councillor Boyd
West Midlands Combined Authority Board	Councillor Matt Dormer Sub: Councillor Craig Warhurst	1 Representative (Leader by Office) and 1 substitute Term: 1 Year	Councillor Baker Sub: Councillor Hartnett
West Midlands Combined Authority Housing and Land Delivery Board	Councillor Matt Dormer Sub: Councillor Craig Warhurst	1 Representative (Must be relevant Portfolio Holder, function to include Housing and/or Land Use) Term: 1 Year	Councillor Hartnett Sub: Councillor Baker

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Organisation	Appointee 2023/24	Appointment Requirements	Nomination 2024/25
West Midlands Combined Authority – Audit Risk and Assurance Committee	Councillor Ashley Sub: Councillor Clayton	Worcestershire Non-constituent Authorities 1 Representative and 1 substitute. Must be members of the majority group	Councillor Woodall Sub: Councillor Fardoe
West Midlands Combined Authority – Economic Growth Board	Councillor Matt Dormer	1 Representative – Leader Non-constituent Authorities Term: 1 Year	Councillor Baker
West Midlands Combined Authority – Overview and Scrutiny Committee	Councillor Marshall Sub: Councillor Ashley	Worcestershire Non-constituent Authorities 1 representative and 1 substitute. Must be members of the majority group and ideally members of O&S	Councillor Kane Sub: Councillor King
West Midlands Combined Authority - Transport Delivery Overview & Scrutiny Committee	Councillor Marshall Sub: Councillor Clayton	Worcestershire Non-constituent Authorities 1 representative and 1 substitute.	Councillor Munroe Sub: Councillor Kane
Worcestershire Local Enterprise Partnership	Cllr Marcus Hart (Wyre Forest District Council) Sub: Cllr Karen May (BDC)	1 representative on behalf of the 3 North Worcestershire authorities	<i>These appointments are shared with Bromsgrove and Wyre Forest District Councils. The nominations to these positions will be reported to the next Council meeting.</i>
Herefordshire and Worcestershire Integrated Care Partnership Assembly	Councillor Harrison	1 representative (Ideally Relevant Portfolio) and one named substitute Term: 1 Year	Councillor Stringfellow

REDDITCH BOROUGH COUNCIL**Annual Council**20th May 2024**LOCAL APPOINTMENTS**

<p>Worcestershire Health Overview and Scrutiny Committee</p> <p><i>(Worcestershire County Council)</i></p>	<p>Councillor Marshall</p>	<p>1 representative (Must be a member of the Redditch Overview and Scrutiny Committee)</p> <p>Term: 1 year.</p> <p>Comprises 8 County Councillors and 6 District Councillors who scrutinise the local NHS and are consulted by the NHS on any proposed substantial changes to local health services.</p>	<p>Councillor Kane</p>
<p>Redditch Highways & Transportation Forum Members Discussion Group</p> <p><i>(Worcestershire County Council)</i></p>	<p>Councillor Brandon Clayton</p> <p>Councillor Andrew Fry</p>	<p>Up to 2 Representatives</p> <p>Term: 1 Year</p> <p>Role is that of non-voting observers only.</p> <p>No liability issues identified.</p>	<p>Councillor Fry</p> <p>Councillor Clayton</p>
<p>Worcestershire Local Access Forum</p> <p><i>(Worcestershire County Council)</i></p>	<p>Councillor Anthony Lovell</p>	<p>1 representative from north Worcestershire District Councils.</p> <p>Term: 1 year</p> <p><i>(Note: Would be beneficial if the representative had a keen interest in countryside access and recreation issues.)</i></p> <p>No liability issues identified.</p>	<p><i>This appointment is shared with Wyre Forest District Council. The nominations to these positions will be reported to the next Council meeting.</i></p>
<p>Redditch Eastern Gateway Steering Group</p>	<p>Councillor Anthony Lovell</p>	<p>1 Representative (Must be a ward member for Winyates Ward)</p> <p>Term: 1 year</p> <p>Group of local stakeholders set up by Stratford on Avon District Council to consider proposals regarding the Eastern Gateway Development as to reserved matters and routing strategy/survey.</p> <p>No liability issues identified.</p>	<p>Councillor Snape</p>

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Citizens Advice Bromsgrove and Redditch	New 2016 No appointments made since 2017	1 representative and 1 substitute. Term: 3 years Appointments will be trustees of the CAB which is a charitable company limited by guarantee.	Councillor Rogers
Redditch Co-operative Homes	Councillors Altaf, Fardoe, Hartnett and Lovell	4 Representatives Term: 1 year Liability appears to be limited providing there are no breaches of duty or trust.	Councillors Slim, Spilsbury and Wren + 1 vacancy
Redditch One World Link Executive Committee	Councillor Ashley and Marshall	2 Representatives Nominations should not include the Mayor who is a Member ex-officio*. Term: 1 year Liability appears to be limited, provided there are no breaches of duty or trust.	Councillor Barker Smith and Kane
PATROL Traffic Penalty Tribunal (Civil Parking Enforcement)	Councillor Clayton Deputy: Councillor Pearman	1 Representative plus 1 Deputy. Term: 1 Year No liabilities identified / unlikely to be any liabilities.	Councillor Khan Deputy: Councillor Mathur
'Where Next' Association	Councillor Lovell Councillor Spilsbury	2 Representatives – 2 places variation previously agreed Term: 1 Year Liability appears to be limited.	Councillors King and Slim
Worcestershire Armed Forces Covenant Partnership	Councillor Alex Fogg	1 Representative Term: 1 year to Council's AGM Nature of representation: to represent the Borough Council.	Councillor Khan
Tardebigge Relief in Need and Sickness Charity	Councillor Harrison (Exp 2025) Councillor Baker (Exp 2026)	2 Representatives (However, only one position is due for appointment in 2024). Term: 4 years.	Councillor Mathur

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Eadie Mews Trust (Formerly Smallwood Almshouses Trust)	Councillor Pearman (Exp 2025)	1 Representative Term: 4 years	Councillor Rogers
Feckenham Educational Endowment	Councillor Clayton	1 Representative Term: 1 Year	Councillor Barker Smith

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Redditch Borough Council

29th July 2024

Motions on Notice

1. Hillcrest Ward.

Proposed by Councillor David Munro and seconded by Councillor Ian Woodall

“That the Council asks Herefordshire and Worcestershire Health and Care NHS Trust to reconsider the proposed closure of Hillcrest Ward in Redditch and the consequential transfer of all adult acute mental health in-patient treatment to the Elgar Unit at the Worcester Royal Acute Hospital site”

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Executive Committee

Monday, 26th February,
2024

MINUTES

Present:

Councillor Matthew Dormer (Chair), Councillor Gemma Monaco (Vice-Chair) and Councillors Joe Baker, Brandon Clayton, Luke Court, Lucy Harrison, Bill Hartnett and Craig Warhurst

Also Present:

Councillors Karen Ashley, Juliet Barker Smith, Andrew Fry, Sharon Harvey, Joanna Kane, Kerrie Miles, Timothy Pearman and Monica Stringfellow

Officers:

Peter Carpenter, Claire Felton and Sue Hanley

Principal Democratic Services Officer:

Jess Bayley-Hill

95. APOLOGIES

There were no apologies for absence.

96. DECLARATIONS OF INTEREST

There were no declarations of interest.

97. LEADER'S ANNOUNCEMENTS

The Leader highlighted that there had been an exempt minute recorded at the meeting of the Overview and Scrutiny Committee held on 1st February 2024, which had been attached for Members' consideration. Members were advised that the Leader wanted to remain in public session throughout the meeting, if possible, to avoid disruption to the proceedings for the public, but Members were asked to notify him if they wished to discuss any of the exempt information. However, no reference was made to the content of the exempt minute and therefore the meeting remained in public session for the duration.

Chair

Executive Committee

Monday, 26th February, 2024

98. MINUTES

RESOLVED that

the minutes of the meeting of the Executive Committee held on 6th February 2024 be approved as a true and correct record and signed by the Chair.

99. COUNCIL TAX RESOLUTIONS 2024/25 (TO FOLLOW)

The Council Tax Resolutions 2024/25 were presented for the Executive Committee's consideration.

Members were asked to note a typographical error in the report, in respect of the total amount of Council Tax due to be paid cumulatively to precepting authorities in the 2024/25 financial year. This should have been recorded as £57 million rather than as £56 million.

Reference was made to the proposed 200 per cent increase to the precept for Feckenham Parish Council and Members questioned why this rise was so high. The Committee was informed that the precept figure was increasing from £20,000 to £60,000 for Feckenham Parish Council. The increase had been proposed by Feckenham Parish Council and Redditch Borough Council had no control over the level proposed by the Parish Council. It was further noted that Parish Councils had an increasing range of responsibilities and Feckenham Parish Council had historically charged a relatively low precept. The increase in this instance would enable Feckenham Parish Council to cover the costs of many of their additional duties.

RESOLVED to note that

at a meeting held on 9th January 2024, the Executive Committee calculated the Council Tax Base 2024/25 as:

- (a) for the whole Council area as 26,317.10 [Item T in the formula in Section 31B of the Local Government Act 1992, as amended (the "Act")]; and**
- (b) for dwellings in those parts of its area to which a Parish precept relates; this being Feckenham Parish as 380.30.**

RECOMMENDED

- 1) The calculation for the Council Tax requirement for the Council's own purposes for 2024/25 (excluding Parish precepts) as £7,094,467.10.**

Executive Committee

Monday, 26th February, 2024

- 2) That the following amounts be calculated for the year 2024/25 in accordance with sections 31 to 36 of the Act:
- (a) £49,227,739.00 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A (2) of the Act (taking into account all precepts issued to it by Parish Councils) (*i.e.*, *Gross expenditure*)
 - (b) £42,133,272.00 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A (3) of the Act. (*i.e.*, *Gross income*)
 - (c) £7,094,467.10 being the amount by which the aggregate of 1.2.2(a) above exceeds the aggregate at 1.2.2(b) above, calculated by the Council, in accordance with Section 31A (4) of the Act, as its Council Tax requirement for the year. (Item R in the formula in Section 31B of the Act).
 - (d) £271.86 being the amount at 1.2.2 (c) above (Item R), all divided by Item T (1.1(a) above), calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year (including Parish precepts).
 - (e) £60,000 being the aggregate amount of all special items (Feckenham Parish precept) referred to in Section 34 (1) of the Act.
 - (f) £269.58 being the amount at 1.2.2 (d) above less the result given by dividing the amount at 1.2.2 (e) above by Item T (1.1 (a) above), calculated by the Council, in accordance with Section 34 (2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish precept relates.
 - (g) £427.35 being the amount given by adding to the amount at 1.2.2(f), the amount of the special item relating to the Parish of Feckenham 1.2.2(e), divided by the amount in 1.1(b) above.
 - (h) The amounts below given by multiplying the amounts at 1.2.2(f) and 1.2.2(g) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band, divided by the number which in that

Executive Committee

Monday, 26th February, 2024

proportion is applicable to dwellings listed in Band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwelling listed in different valuation bands.

Valuation Band	Proportion of Band D Paid	Feckenham Parish Council Precept £	Parish of Feckenham Total £	All other parts of the Council £
A	6/9	105.18	284.90	179.72
B	7/9	122.71	332.38	209.67
C	8/9	140.24	379.87	239.63
D	1.00	157.77	427.35	269.58
E	11/9	192.83	522.32	329.49
F	13/9	227.89	617.28	389.39
G	15/9	262.95	712.25	449.30
H	18/9	315.54	854.70	539.16

- 3) It be noted that for the year 2024/25, Worcestershire County Council, Police and Crime Commissioner for West Mercia and Hereford and Worcester Fire Authority have issued precepts to the Council in accordance with Section 40 of the Local Government Finance Act 1992 for each category of dwelling in the Council's area as indicated below:

	Valuation Bands							
	A £	B £	C £	D £	E £	F £	G £	H £
Worcestershire County Council	1025.95	1196.94	1367.93	1538.92	1880.90	2222.88	2564.87	3077.84
Police and Crime Commissioner for West Mercia	185.00	215.83	246.67	277.50	339.17	400.83	462.50	555.00
Hereford and Worcester Fire Authority	64.81	75.62	86.42	97.22	118.82	140.43	162.03	194.44

- 4) That having calculated the aggregate in each case of the amounts at 1.2.2(h) and 1.2.3 above, that Redditch Borough Council in accordance with Sections 30 and 36 of the Local Government Finance Act 1992 hereby sets the amounts shown below as the amounts of Council Tax for 2024/25. for each part of its area and for each of the categories of dwellings:

Executive Committee

Monday, 26th February, 2024

Valuation Band	Proportion of Band D Paid	Parish of Feckenham Total £	All other parts Precepts £
A	6/9	1,560.66	1,455.48
B	7/9	1,820.77	1,698.06
C	8/9	2,080.89	1,940.65
D	1.00	2,340.99	2,183.22
E	11/9	2,861.21	2,668.38
F	13/9	3,381.42	3,153.53
G	15/9	3,901.65	3,638.70
H	18/9	4,681.98	4,366.44

- 5) That the Interim Director of Finance be authorised to make payments under Section 90(2) of the Local Government Finance Act 1988 from the Collection Fund by ten equal instalments between April 2024 to March 2025 as detailed below:

	Precept £	Deficit on Collection Fund £	Total to pay £
Worcestershire County Council	40,499,912.00	(523,331.44)	39,976,580.06
Police and Crime Commissioner for West Mercia	7,302,995.25	(94,435.15)	7,208,560.10
Hereford & Worcester Fire Authority	2,558,548.43	(33,705.20)	2,524,843.23

- 6) That the Interim Director of Finance be authorised to make transfers under Section 97 of the Local Government Finance Act 1988 from the Collection Fund to the General Fund the sum of £7,060,742.33 being the Council's own demand on the Collection Fund (£7,094,467.10) and Parish Precept (£60,000) and the distribution of the deficit on the Collection Fund (-£93,724.77).
- 7) That the Interim Director of Finance be authorised to make payments from the General Fund to Feckenham Parish Council the sums listed above (£60,000) by instalment after 1 April 2024 in respect of the precept levied on the Council.

Executive Committee

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- 8) That the above resolutions to be signed by the Chief Executive for use in legal proceedings in the Magistrates Court for the recovery of unpaid Council Taxes.
- 9) Notices of the making of the said Council Taxes signed by the Chief Executive are given by advertisement in the local press under Section 38(2) of the Local Government Finance Act 1992.

100. RECOMMENDATION FROM THE AUDIT, GOVERNANCE AND STANDARDS COMMITTEE

Members were advised that at a meeting of the Audit, Governance and Standards Committee held on 25th January 2024, Members had agreed the following recommendation for the Executive Committee's consideration:

"In view of the lack of potential audit resources, can we invite the Executive to consider the implications of having at least one set of unaudited accounts at the end of this financial year."

The recommendation was discussed by Members and in doing so it was noted that the end of the 2023/24 financial year was due to occur at the end of the following month and there would be no implications to not having submitted the Council's accounts by this point. It was noted that this applied to all of the Council's accounts that had not yet been audited.

Reference was made to the consequences arising to the Council should audited accounts have not been submitted by the actual deadline in autumn 2024. Officers advised that the consequences were likely to be clarified later in the year, following completion of a number of Government consultation processes. However, Members were informed that approximately two thirds of Councils had at least two unaudited sets of accounts by the date of the meeting. The Government would need to consider the potential consequences, in terms of reputational damage, that might arise from imposing sanctions on so many local authorities that did not have audited accounts submitted in time to meet national deadlines. Furthermore, the Committee was asked to note that the main cause of the delays nationally were capacity issues within external audit, which were outside the control of local government.

Concerns were raised about the potential impact that failure to submit audited accounts to deadline might have on the Council's credit rating. Officers explained that this would not impact on the Council's credit rating, as their credit rating reflected that of the

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national Government. However, this could have a negative impact on the credit rating of local authority companies.

All Councils were due to change auditors in 2024. Usually, external auditors undertook a much more extensive audit of a Council's accounts in the first year that they operated as that authority's auditor, to check that nothing had been missed by the previous auditors. There were more and more local authorities that had issued Section 24 Notices and these also resulted in more detailed audits having to be undertaken. Given the capacity issues within external audit already, it was anticipated that this could exacerbate existing issues and result in further delays to the auditing of local government accounts in the future.

RESOLVED that

the comments from the Audit, Governance and Standards Committee be noted.

101. 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.

102. OVERVIEW AND SCRUTINY COMMITTEE

Members considered the minutes of the meeting of the Overview and Scrutiny Committee held on 1st February 2024. During the meeting, reference was made to the Overview and Scrutiny Annual Report and questions were raised about why the Committee had agreed a resolution in respect of the content of the report when the item was also due to be considered by Council. Officers explained that, as the report detailed the achievements of the Overview and Scrutiny Committee and scrutiny working groups during the year, the content needed to be agreed by the Committee prior to presentation to Council. Once approved by the Overview and Scrutiny Committee, the Annual Report was always presented for Members' consideration at the last meeting of Council in the municipal year.

RESOLVED that

the minutes of the Overview and Scrutiny Committee meeting held on 1st February 2024 be noted.

Executive
Committee

Monday, 26th February, 2024

The Meeting commenced at 6.30 pm
and closed at 6.42 pm



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**

Executive Committee

Monday, 18th March, 2024

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

Executive Committee

Monday, 18th March, 2024

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

Executive Committee

Monday, 18th March, 2024

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.

Executive Committee

Monday, 18th March, 2024

- 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**

Executive
Committee

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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
2024**18th March**Quarter 3 2023-24 – Financial and Performance Report**

Relevant Portfolio Holder	Councillor Court
Portfolio Holder Consulted	Yes
Relevant Head of Service	Bernard Ofori Atta Deborah Poole
Report Authors	Head of Finance and Customer Services bernard.ofori-atta@bromsgroveandredditch.gov.uk Head of Business Transformation, Organisational Development and Digital Strategy d.poole@bromsgroveandredditch.gov.uk Contact Tel:
Wards Affected	All Wards
Ward Councillor(s) consulted	No
Relevant Strategic Purpose(s)	All
Non-Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	
This report contains exempt information as defined in Paragraph(s) 3 of Part I of Schedule 12A to the Local Government Act 1972, as amended	

1. 1. RECOMMENDATIONS**The Executive is asked to RESOLVE 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 £383k after applying £557k from the Utilities Reserve as approved at Quarter1 be noted.
- 2) The HRA Position is noted.
- 3) There is an updated procurements position set out in the appendix, and those items over £200k should be included on the forward plan.
- 4) The Q3 Performance data for the Period April to December 2023 be noted.

The Executive is asked to RECOMMEND that:

- 5) The updated WRS 2023/4 Charges are approved.
- 6) That the half-yearly Treasury Management position is noted.

2. BACKGROUND

- 2.1 This report presents at Quarter 3 (April – December) 2023/24
 - the Council's forecast outturn revenue monitoring position for 2023/24 based on data to the end of Quarter 3.
 - Procurement pipeline projects (over £200k).

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- 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.

3. DETAILED PERFORMANCE**Financial Performance**

- 3.1 As part of the monitoring process a detailed review has been undertaken to ensure that issues are considered, and significant savings and cost pressures are addressed. This report sets out, based on the position at the end of Quarter 3, the projected revenue outturn position for the 2023/24 financial year and explains key variances against budget.
- 3.2 The £11.1m full year revenue budget included in the table below is the budget that was approved by Council in February 2023.

	2023/24 Approved Budget	2023/24 Forecast Outturn	2023/24 Forecast Variance from Budget
Business Transformation and Organisational Development	1,767,562	2,077,769	310,207
Community and Housing GF Services	1,576,893	1,706,302	129,408
Corporate Financing	344,035	344,035	0
Corporate Services	(1,558,136)	(1,548,734)	9,402
Environmental Services	2,615,992	2,849,311	233,319
Financial and Customer Services	1,777,749	2,066,533	288,784
Legal, Democratic and Property Services	2,071,581	2,068,217	(3,364)
Planning, Regeneration and Leisure Services	1,282,538	1,120,304	(162,235)
Regulatory Client	451,038	426,905	(24,133)
Rubicon Client	764,746	933,707	168,961
Net Budget	11,094,000	12,044,349	950,349
Utilities Reserve		(567,000)	(567,000)
Overall Total	11,094,000	11,477,349	383,349

Budget Variances

- 3.3 During August and September 2023, budget managers were invited to budget monitoring training which focused on how to predict their financial position for the 2023/24 financial year, as well as how to input that forecast into the TechOne financial system. Q3 monitoring is the second time that budget managers have been asked to directly input their forecast financial positions into the system since the implementation of TechOne, and budget managers have been supported by the Finance Team throughout this process. A detailed review of the financial position input to TechOne has been undertaken by the Finance management team with some adjustments to assumptions reflected in the figures. This has included updating

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forecasts where they have been inadvertently omitted, updating signage, reviewing the forecast position per nominal code and verifying the salary costs including pay award included in the financial position.

- 3.4 Overall, the Council is currently forecasting a revenue overspend for 2023/24 in the region of £950k, before the application of £557k from the Utilities Reserve as approved at Quarter 1. This forecast overspend is predominantly due to:
- 7) the implications of the 2023/24 pay award - £1,925 level per pay point plus on costs has been offered by the Employers and was agreed on 1st November 2023. This will be paid in the December payroll and backdated to 1st April 2023.
 - 8) temporary and interim staff requirements - whilst there are several vacancies within teams across the Council, some posts are being covered by temporary staff and this has therefore resulted in some cost pressures.
 - 9) the impact of homelessness and the cost of temporary accommodation costs. A review of grants available to offset the cost pressures is taking place.
 - 10) higher than expected ICT costs in Business Transformation and Organisational Development
 - 11) higher than expected share of service cost in from Bromsgrove in Environmental Services

This overspend is offset in part by:

- 12) a forecast underspend against the utilities budget provision due to utilities inflation running at 70%. In the 2023/24 budget we assumed a 100% increase in budget and set up a reserve for the same amount.
 - 13) anticipated additional income across various services.
 - 14) lower than expected costs in various services.
 - 15) higher than expected grant income in Community and Housing
 - 16) higher than expected fees and charges in Planning and Leisure
- 3.5 This position will continue to be reviewed particularly given the impact of the increasing costs linked to inflation, and further updates will be provided to Members throughout 2023/24.
- 3.6 This in-year budget forecast reflects the best information available at the present time, however it is important to note that there are a number of key factors that may impact upon the financial position which are not yet reflected fully within the forecast, including:

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2024**18th March

-
- The present cost of living crisis and the impact that this may have upon demand for council services throughout the winter period, including the impact of homelessness and the cost of bed and breakfast temporary accommodation costs.
 - Inflationary increases – general inflation is coming down but is still running at 6.8% and will impact upon transport costs, utilities and contracts in particular.
- 3.7 The full year effect of a £950k overspend will be mitigated in part by the application of £557k from the Utilities Reserve as approved at Quarter 1. **This leaves a £383k overspend position.** The ongoing 2023/24 pay increases position has been reflected as a budget pressure in the 2024/25 MTFP process.
- 3.8 As previously reported, it is important to note that the Council is yet to close its accounts for the 2020/21, 2021/22 and 2022/23 financial years. This could therefore result in adjustments to the actual expenditure/income and forecast outturn positions as reported in the table above. Further updates will be provided to Members throughout the financial year (this work is being led by the Audit Standards and Governance Committee).

Additional Funding Requirements

- 3.9 There are no revenue based additional funding requests in Q3.
- 3.10 There are however updates to the Worcestershire Regulatory Services Fees and Charges. These were originally agreed in Tranche 1 of the 2024/5 budget but updates are needed in areas where fees are Statutorily set. The full set is set out in **Appendix A**.

Capital Monitoring

- 3.11 A capital programme of £10.6m was approved in the Budget for 2023/24 in March 2023. Many of these schemes are 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 MTFP Report) to be carried forward into 2023/4. The table also splits amounts by funding Source, Council or third party.

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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

3.12 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.
- We have passed the deep dive review on our application with limited action points, including updating our Subsidy Policy and ensuring Towns Board Member Register of Interest Forms are up to date. This was confirmed at the start of August and has been reported to the August Towns Board meeting. We now have the Completion Statement in October.
- The Library project will overrun, DLUHC view is that they could not come to a view on 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:
 - Innovation Centre – Present estimated costs £10.1m (no change from last month)
 - £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.

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- 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.
 - 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.
 - New Town Square - £4.2m
 - Scheme expected to be to budget, with Library moving from present location to the Town Hall. But real time dependencies. Will over run by at least 6 months.
 - Project managers Gardiner and Theobold appointed by Executive in January 2024.
 - Confirmation is required from DLUHC that if their funds are not fully drawn down by 31st March 2026, that if following the right process, they will be available in 26/7 and it will **not** be the Councils responsibility for fund any shortfall. It should be noted that a similar process is now being accepted for Levelling Up funds
 - A report went to Executive in September on the new Community Hub at the Town Hall. The report set out that costs had increased by £1m to £6.2m, as per the up to date RIBA Stage 3 costings at today's prices however these would be covered by the agreed additional income from our new tenants. The Council is following a 2 stage tender process and have awarded the tender to Seddon consultants. Their price, along with the Council costs are below the revised £6.2m budget. Seddons have been working through January to fully evaluate the building following their Tender bid and procure their sub-contractors. The final design, where contingency has been reduced as design variables have been confirmed, is expected in February.
- 17) UK Shared Prosperity Schemes totalling £2.5m (although it should be noted that these grant funded schemes are a mix of capital and revenue).
- 3.13 The spend at Quarter 3 is £2.586m (£1.267m Q2) against the overall 2023/24 capital budget totalling £12.651m is detailed in Appendix B. It should be noted that as per the budget decision carry forwards of

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£3.292m will be added to this figure to take account of slippage from 2022/23.

- 3.14 Capital Programmes (21/22 and 22/23) are set out in **Appendix B**.

Earmarked Reserves and their application

- 3.15 The position as reported to Council in February 2023 as per the 2023/24 – 2025/26 Medium Term Financial Plan is shown in **Appendix C**.
- 3.16 As was noted in paragraph 3.7 above, £557k of the Utilities Reserve was approved by Council to mitigate the impact of the increased costs arising from the 2023/24 pay award. However, this still leaves £383k to be funded from the general fund to bring the overall position back to break even.

Treasury Half Yearly Report

- 3.17 The Council sets out its Treasury Management Strategy and associated indicators as part of the Medium Terms Financial Planning process. The 2023/4 Strategy and Indicators were agreed at Council in February 2023.
- 3.18 There is a requirement for a report to be produced to Council to show performance against these strategic indicators at the half yearly position and then at year end. **Appendix D** sets out the half yearly performance. Presently the Council is meeting its prudential indicators and returning 4.7% on its short term investments.

Procurement

- 3.19 The Q1 Finance and Performance Report set out the initial set of procurements to be delivered by the Council over the next year. Following this initial report:
- On a quarterly basis a “Approval to Spend Report” will be provided to Executive which sets out the Council’s Procurement Pipeline for approval to be included on the forward plan and an analysis of spending over the past 4 years.
 - This report will also identify spending with suppliers over the £200k limit to ensure this spending is converted to properly contracted expenditure.

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- That the Council investigate and put in place processes that allow local businesses to access Council procurements more easily, following the passage of the Procurement Bill.
 - The “Approval to Spend Report” report also provides a list of all procurement between £50k and £200k, which Executive can request further detail and subject to additional scrutiny where they see fit.
 - That items from the initial pipeline report at the appropriate Key Decision level are added to the forward plan.
- 3.20 The table in **Appendix E** sets out the latest list of procurements (Capital and Revenue) over £200k which are delegated for approval to Executive or Officers over the next year with new ones highlighted. It is proposed that these new items are added to the forward plan. There are 16 contracts listed.
- 3.21 A list of all procurement between £50k and £200k are set out in **Appendix F**. Executive can request further detail and subject to additional scrutiny where they see fit. There are 11 contracts listed here.
- 3.22 As the Council runs a shared service, a number of procurements that impact on Redditch will be procured through Bromsgrove. For reference these are also included in **Appendix G**.

Housing Revenue Account

- 3.23 The table below details the financial position for the Housing Revenue Account (HRA) for the period April – December 2023. The major variances are due to the following:
- Repairs & Maintenance - Favourable variance due to posts being left vacant pending restructure of some parts of the service. However, this is offset by cost of temporary staff.
 - Supervision & Management - Variance is mainly due to vacancies - Posts left vacant due to the ongoing review of the Housing Services function.
 - Provision for Bad Debts - Increase in insurance premiums, disrepair claims by tenants have increased.

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HOUSING REVENUE ACCOUNT (HRA)							
REVENUE 2023/24 PROVISIONAL OUTTURN Q3							
		2023/24 Full Year Budget	2023/24 Budget Apr - Dec	2023/24 Actual Apr - Dec	2023/24 Variance Apr - Dec	2023/24 Projected Outturn	2023/24 Projected Variance
INCOME							
Dwelling Rents	DR	-25,658	-19,243	-18,920	323	-25,645	13
Non-Dwelling Rents	NDR	-572	-429	-480	-51	-573	-0
Tenants' Charges for Services & Facilities	CSF	-618	-464	-508	-44	-626	-8
Contributions towards Expenditure	CTE	-53	-40	-110	-70	-104	-50
Total Income		-26,902	-20,177	-20,019	158	-26,947	-45
EXPENDITURE							
		6,528	4,896	6,281	1,385	6,453	-75
Repairs & Maintenance	R&M						
Supervision & Management	S&M	8,690	6,518	2,634	-3,883	8,515	-175
Rent, Rates, Taxes & Other Charges	RRT	259	194	296	101	527	268
Provision for Bad Debts	BDP	538	404	0	-404	538	0
Depreciation & Impairment of Fixed Assets	DEP	6,259	4,694	0	-4,694	6,259	0
Interest Payable & Debt Management Cost	INT	4,179	3,134	-135	-3,269	4,179	0
Total Expenditure		26,453	19,840	9,077	-10,763	26,471	18
Net cost of Services		-449	-337	-10,942	-10,606	-476	-27
Net Operating Expenditure		-449	-337	-10,942	-10,606	-476	-27
Interest Receivable	IR	-234	0	0	0	-234	-0
Revenue Contribution to Capital Outlay	RCCO	0	0	0	0	0	0
Planned use of Balances	UB	682	0	0	0	710	28
Transfer to Earmarked Reserves	TER	0	0	0	0	0	0
(Surplus)/Deficit on Services		-0	-337	-10,942	-10,606	-0	-0

In capital terms

We are presently forecasting a £105k underspend on the £11.725m programme.

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HRA Capital Provisional		Outturn 2023-24 Q3		2023/24	2023/24	2023/24	2023/24	2023/24	2023/24
Project	Project	Project Description	Full Year Budget	Budget to Date	Actuals + Comm	Variance	Projected	Projected	
			£	Apr - Dec	Apr - Dec	Apr - Dec	Outturn	Variance	
				£	£	£	£	£	£
100050 - Housing 1-4-1 p	100050	- Housing 1-4-1 p	3,000,000	2,250,000	1,162,330	- 1,087,670	1,800,000	-1,200,000	
100053 - Asbestos Genera	100053	- Asbestos Genera	100,000	75,000	122,634	47,634	110,000	10,000	
100054 - Structural Repa	100054	- Structural Repa	75,000	56,250	132,099	75,849	100,000	25,000	
100055 - Electrical Upgr	100055	- Electrical Upgr	100,000	75,000	66,122	8,878	40,000	-60,000	
100056 - Boiler Replacem	100056	- Boiler Replacem	850,000	637,500	824,870	187,370	850,000	0	
100058 - Window Replacem	100058	- Window Replacem	-	-	542,266	542,266	750,000	750,000	
100059 - Disabled Adapta	100059	- Disabled Adapta	500,000	375,000	722,304	347,304	700,000	200,000	
100060 - Environmental E	100060	- Environmental E	250,000	187,500	89,287	98,213	90,000	-160,000	
100061 - FRA Works	100061	- FRA Works	-	-	40,209	40,209	40,000	40,000	
100062 - Stock Condition	100062	- Stock Condition	150,000	112,500	125,000	-	15,000	-135,000	
100063 - Housing Managem	100063	- Housing Managem	-	-	333,105	333,105	360,000	360,000	
100066 - Design and Supe	100066	- Design and Supe	500,000	375,000	-	375,000	600,000	100,000	
100067 - Door Entry/CCTV	100067	- Door Entry/CCTV	100,000	75,000	372,924	297,924	320,000	220,000	
100068 - HRA Hard Wire S	100068	- HRA Hard Wire S	300,000	225,000	182,000	43,000	200,000	-100,000	
100074 - Balcony Replace	100074	- Balcony Replace	100,000	75,000	169,831	94,831	100,000	0	
100083 - HRA Compartment	100083	- HRA Compartment	1,000,000	750,000	2,177,309	1,427,309	1,500,000	500,000	
100084 - Major Voids wor	100084	- Major Voids wor	500,000	375,000	946,972	571,972	900,000	400,000	
100085 - Fencing Renewal	100085	- Fencing Renewal	-	-	-	-	-	0	
100098 - HRA-Energy Effic	100098	- HRA-Energy Effic	750,000	562,500	659,205	96,705	750,000	0	
100115 - HRA Stock Remod	100115	- HRA Stock Remod	100,000	75,000	70,643	-	40,000	-60,000	
100116 - HRA Estates Gar	100116	- HRA Estates Gar	150,000	112,500	-	-	-	-150,000	
110001 - INTERNAL REFURB	110001	- INTERNAL REFURB	2,500,000	1,875,000	1,075,338	799,662	1,500,000	-1,000,000	
110003 - HIGH TREES PROJ	110003	- HIGH TREES PROJ	350,000	262,500	406,308	143,808	405,000	55,000	
110004 - DISREPAIR CASES	110004	- DISREPAIR CASES	50,000	37,500	85,153	47,653	100,000	50,000	
110005 - External Improvements	110005	External Improvements	300,000	225,000	513,884	288,884	350,000	50,000	
110006 - Community Safety	110006	- Community Safety	-	-	67,368	67,368	-	0	
			11,725,000	8,793,750	10,752,426	2,063,033	11,620,000	-105,000	

Performance Report

- 3.24 The first section of this report shows the organisations performance against the strategic priorities outlined in the Council Plan Addendum. Additional comments and updates have been provided for the success measures to explain progress/activity. The final section of the report includes some operational measures to demonstrate how the council is delivering its services to customers.
- 3.25 The process of performance reporting will develop iteratively, however this document is a snapshot in time and very much a temperature check of the organisation, the layout comprises:
- Strategic Priorities – success measures
 - Operational Measures – by service area
 - Financial Data (separate report on this occasion)
 - Corporate Projects (by exception)
- 3.26 The Council has an approved Council Plan in place that was completed before the Covid-19 outbreak., the Council then developed the Council Plan Addendum to take the potential shift in priorities brought about by the pandemic into consideration. The current key priorities are:
1. Economic Development and Regeneration
 2. Housing Growth
 3. Work and Financial Independence
 4. Improved Health and Wellbeing

5. Community Safety and Anti-Social Behaviour
6. Green Thread
7. Financial Stability
8. Organisational Sustainability
9. High Quality Services

3.27 **Appendix H** 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.

3.28 In addition, **Appendix H** also sets out Operational Service Measures.

4. FINANCIAL IMPLICATIONS

4.1 The financial implications are contained in the body of the report.

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 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 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

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- 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 – Updated WRS Charges
Appendix B – Capital Programme
Appendix C – Reserves Position
Appendix D – Half Year 2023-24 Treasury Management Report
Appendix E – Procurement Pipeline (over £200K) (Exempt)
Appendix F – Procurements between £50k and £200k (Exempt)
Appendix G – Procurements undertaken by Bromsgrove on behalf of Redditch (Exempt)
Appendix H - Strategic and Operational Performance Measures

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Appendix A – Updated Worcestershire Regulatory Services Fees and Charges

LICENSING FEES AND CHARGES	2023/24	2024/25
TAXI AND PRIVATE HIRE		
Hackney Carriage Vehicle Licence	£277.20	£296.60
Private Hire Vehicle Licence	£277.20	£296.60
Temporary Hackney Carriage Vehicle Licence	£207.90	£222.50
Temporary Private Hire Vehicle Licence	£207.90	£222.50
Private Hire Operator Licence (5 year)(1 - 3 vehicles)	£637.00	£681.60
Private hire operator licence (per additional vehicle)	£17.00	£18.20
Dual Hackney carriage / Private Hire driver licence (3 years)	£157.50	£168.50
Private hire driver licence (3 years)	£157.50	£168.50
Knowledge Test	£24.20	£25.90
Administration Charge - new applications	£38.90	£41.60
Replacement vehicle licence plate	£24.20	£25.90
Replacement driver's licence	£13.70	£14.70
Amendment to paper licence e.g. change of address	£12.60	£13.50
Transfer of ownership of a licensed vehicle	£53.60	£57.40
Criminal Record (DBS) Check	£58.80	£62.90
Replacement hackney carriage / private hire door signs (per sign)	£12.50	£13.40
ANIMAL ACTIVITY LICENCES		
Hiring out horses, breeding of dogs, providing or arranging the provision of boarding for cats or dogs and selling animals as pets		
Application fee	£329.00	£355.00
Licence fee (1 year)	£184.00	£199.00
Licence fee (2 years)	£364.00	£393.00
Licence fee (3 years)	£546.00	£590.00
Application to vary a licence	£240.00	£259.00
Veterinary fees (if applicable)	Recovered at cost	Recovered at cost
Local authority inspection (on request of licence holder)	£164.00	£177.00
Keeping or training animals for exhibition (only)		
Application fee	£219.00	£237.00
Licence fee (3 years)	£300.00	£324.00
Application to vary a licence	£158.00	£170.00
Veterinary fees (if applicable)	Recovered at cost	Recovered at cost
Local authority inspection (on request of licence holder)	£163.00	£177.00

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ACUPUNCTURE, COSMETIC PIERCING, SEMI-PERMANENT SKIN COLOURING, TATTOOING, ELECTROLYSIS		
Fee to register a premises	£142.80	£152.80
Fee to register a practitioner	£93.50	£100.00
GAMBLING ACT 2005 (inc. SMALL LOTTERIES)		
Small society lotteries		
Fee to register a small society lottery	£40.00	£40.00
Small society lottery annual maintenance fee	£20.00	£20.00
Application for the grant of a premises licence		
Betting (excluding tracks)	£1,945.70	£2,081.90
Betting Tracks	£1,945.70	£2,081.90
Bingo	£2,279.60	£2,439.20
Adult Gaming Centres	£1,302.00	£1,393.10
Family Entertainment Centres	£1,302.00	£1,393.10
Premises licence annual fees		
Betting (excluding tracks)	£389.60	£416.90
Betting Tracks	£389.60	£416.90
Bingo	£671.00	£718.00
Adult Gaming Centres	£671.00	£718.00
Family Entertainment Centres	£619.50	£662.90
Application to vary a premises licence		
Betting (excluding tracks)	£972.30	£1,040.40
Betting Tracks	£972.30	£1,040.40
Bingo	£1,139.30	£1,219.10
Adult Gaming Centres	£671.00	£718.00
Family Entertainment Centres	£671.00	£718.00
Application to transfer a premises licence		
Betting (excluding tracks)	£779.10	£833.60
Betting Tracks	£779.10	£833.60
Bingo	£782.30	£837.10
Adult Gaming Centres	£1,302.00	£1,200.00
Family Entertainment Centres	£651.00	£696.60

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Application for a provisional statement		
Betting (excluding tracks)	£1,945.70	£2,081.90
Betting Tracks	£1,945.70	£2,081.90
Bingo	£2,279.60	£2,439.20
Adult Gaming Centres	£1,302.00	£1,393.10
Family Entertainment Centres	£1,302.00	£1,393.10
Application for the grant of a premises licence (provisional statement holders)		
Betting (excluding tracks)	£779.10	£833.60
Betting Tracks	£779.10	£833.60
Bingo	£782.30	£837.10
Adult Gaming Centres	£782.30	£837.10
Family Entertainment Centres	£651.00	£696.60
Application for reinstatement of a premises licence		
Betting (excluding tracks)	£782.30	£837.10
Betting Tracks	£782.30	£837.10
Bingo	£782.30	£837.10
Adult Gaming Centres	£782.30	£837.10
Family Entertainment Centres	£638.40	£683.10
Premises licence fees (miscellaneous)		
Copy of a premises licence (all types)	£25.00	£25.00
Notification of a change in respect of a premises licence (all types)	£50.00	£50.00
Licensed Premises Gaming Machine Permits		
Application for grant of a permit	£150.00	£150.00
Application for variation of a permit	£100.00	£100.00
Application for the transfer of a permit	£25.00	£25.00
Annual permit fee	£50.00	£50.00
Change of name shown on a permit	£25.00	£25.00
Request for a copy of a permit	£15.00	£15.00
Licensed Premises Gaming Machines (Automatic Entitlement)		
Fee to serve notification	£50.00	£50.00

Club Gaming Permits		
Application for grant of a permit	£200.00	£200.00
Application for grant of a permit (Club premises certificate holders)	£100.00	£100.00
Application for variation of a permit	£100.00	£100.00
Application for renewal of a permit	£200.00	£200.00
Application for renewal of a permit (club premises certificate holders)	£100.00	£100.00
Annual permit fee	£50.00	£50.00
Request for a copy of a permit	£15.00	£15.00
Club Machine Permits		
Application for grant of a permit	£200.00	£200.00
Application for grant of a permit (Club premises certificate holders)	£100.00	£100.00
Application for variation of a permit	£100.00	£100.00
Application for renewal of a permit	£200.00	£200.00
Application for renewal of a permit (club premises certificate holders)	£100.00	£100.00
Annual permit fee	£50.00	£50.00
Request for a copy of a permit	£15.00	£15.00
Family Entertainment Centre Gaming Machine Permit		
Application for grant of a permit	£300.00	£300.00
Application for renewal of a permit	£300.00	£300.00
Change of name shown on a permit	£25.00	£25.00
Request for a copy of a permit	£15.00	£15.00
Prize Gaming Permits		
Application for grant of a permit	£300.00	£300.00
Application for renewal of a permit	£300.00	£300.00
Change of name shown on a permit	£25.00	£25.00
Request for a copy of a permit	£15.00	£15.00
Temporary Use Notices		
Fee to serve a Temporary Use Notice	£325.50	£348.30
Fee for a copy of a Temporary Use Notice	£16.80	£18.00

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STREET TRADING		
Annual street trading consent - food - initial	£1,519.40	£1,625.80
Annual street trading consent - food - renewal	£1,393.40	£1,490.90
Annual street trading consent - non-food - initial	£1,267.40	£1,356.10
Annual street trading consent - non-food - renewal	£1,139.30	£1,219.10
SCRAP METAL DEALERS LICENCES		
Application for a new site licence	£296.00	£311.00
Fee per additional site	£153.00	£160.00
Application for renewal of a site licence	£245.00	£257.00
Fee per additional site	£153.00	£170.00
Application for a new collectors licence	£148.00	£155.00
Application for renewal of a collectors licence	£97.00	£102.00
Variation of a licence	£67.00	£70.00
Request for a copy of a licence (if lost or stolen)	£26.00	£27.00
ZOO LICENCES		
Application for grant or renewal of a licence	£250.00	£267.50
Secretary of state inspector and veterinary fees	Recovered at cost	Recovered at cost
DANGEROUS WILD ANIMALS (DWA)		
Application for grant or renewal of a licence	£235.00	£251.50
Veterinary inspection fees	Recovered at cost	Recovered at cost
SEX ESTABLISHMENTS		
Application for grant or renewal of a licence	£1,020.00	£1,091.40
Application for transfer of a licence	£500.00	£535.00
Application for variation of a licence	£1,020.00	£1,091.40
PAVEMENT LICENCES		
Application for grant of licence (6 month licence)	£100.00	£100.00
HYPNOTISM		
Application for authorisation	£50.00	£53.50

REDDITCH BOROUGH COUNCIL**Executive
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Temporary Event Notices					
	Fee to serve a Temporary Event Notice (TEN)	£21.00			
	Copy of a TEN (if lost or stolen)	£10.50			
Personal licences					
	Application for the grant of a personal licence	£37.00			
	Fee for a replacement personal licence (if lost or stolen)	£10.50			
	Fee to notify a change of name or address on a personal licence	£10.50			
Applications for new premises licences or club premises certificates					
	Applications for the grant of a premises licence or club premises certificate				
	Band A (NDRV 0 - 4300)	£100.00			
	Band B (NDRV 4301 - 33000)	£190.00			
	Band C (NDRV 33001 - 87000)	£315.00			
	Band D (NDRV 87001 - 125000)	£450.00			
	Band E (NDRV 125001 +)	£635.00			
	Applications for the grant of a premises licence or club premises certificate (where the premises is used exclusively or primarily for the supply of alcohol for consumption on the premises)				
	Band A (NDRV 0 - 4300)	£100.00			
	Band B (NDRV 4301 - 33000)	£190.00			
	Band C (NDRV 33001 - 87000)	£315.00			
	Band D (NDRV 87001 - 125000)	£900.00			
	Band E (NDRV 125001 +)	£1,905.00			
	Additional fees for grant of a premises licences (for large venues with capacities over 5000)				
	5000 - 9999	£1,000.00			
	10000 - 14999	£2,000.00			
	15000 - 19999	£4,000.00			
	20000 - 29999	£8,000.00			
	30000 - 39999	£16,000.00			
	40000 - 49999	£24,000.00			
	50000 - 59999	£32,000.00			
	60000 - 69999	£40,000.00			
	70000 - 79999	£48,000.00			
	80000 - 89999	£56,000.00			
Applications to vary premises licences and club premises certificates					
	Applications to vary a premises licence or club premises certificate				
	Band A (NDRV 0 - 4300)	£100.00			
	Band B (NDRV 4301 - 33000)	£190.00			
	Band C (NDRV 33001 - 87000)	£315.00			
	Band D (NDRV 87001 - 125000)	£450.00			
	Band E (NDRV 125001 +)	£635.00			

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Applications to vary a premises licence (where the premises is used exclusively or primarily for the supply of alcohol for consumption on the premises)			
Band A (NDRV 0 - 4300)	£100.00		
Band B (NDRV 4301 - 33000)	£190.00		
Band C (NDRV 33001 - 87000)	£315.00		
Band D (NDRV 87001 - 125000)	£900.00		
Band E (NDRV 125001 +)	£1,905.00		
Application for a minor variation of a premises licence or club premises certificate	£89.00		
Annual maintenance fees			
Annual premises licence or club premises certificate fee			
Band A (NDRV 0 - 4300)	£70.00		
Band B (NDRV 4301 - 33000)	£180.00		
Band C (NDRV 33001 - 87000)	£295.00		
Band D (NDRV 87001 - 125000)	£320.00		
Band E (NDRV 125001 +)	£350.00		
Annual premises licence (where the premises is used exclusively or primarily for the supply of alcohol for consumption on the premises)			
Band A (NDRV 0 - 4300)	£70.00		
Band B (NDRV 4301 - 33000)	£180.00		
Band C (NDRV 33001 - 87000)	£295.00		
Band D (NDRV 87001 - 125000)	£640.00		
Band E (NDRV 125001 +)	£1,050.00		
Additional annual fees premises licences (for large venues with capacities over 5000)			
5000 - 9999	£500.00		
10000 - 14999	£1,000.00		
15000 - 19999	£2,000.00		
20000 - 29999	£4,000.00		
30000 - 39999	£8,000.00		
40000 - 49999	£12,000.00		
50000 - 59999	£16,000.00		
60000 - 69999	£20,000.00		
70000 - 79999	£24,000.00		
80000 - 89999	£28,000.00		
Other applications and notifications			
Application to transfer a premises licence	£23.00		
Application to vary a premises licence to nominate a premises supervisor	£23.00		
Fee to change name or address of the holder of a premises licence	£10.50		
Fee to change the name or address of a designated premises supervisor on a premises licence	£10.50		
Fee for a replacement premises licence or club premises certificate (if lost or stolen)	£10.50		
Fee to notify licensing authority of a property interest in a premises	£21.00		
Notification of change or club name or alteration to club rules	£10.50		
Notification of change of registered address of club	£10.50		
Interim authority notice following death, incapacity or insolvency of licence holder	£23.00		
Application for grant of a provisional statement	£315.00		
Pavement Licenses			
Every 6 months	£100.00		

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Description of Charge		Current Charge 2023-24	Proposed Charge 2024-25		
ENVIRONMENTAL SERVICES					
Stray Dogs	Fine (statutory)	£25.00	£25.00	WRS	
	Out of hours charge	£47.00	£50.00	WRS	
	Repeat offender penalty	£42.00	£45.00	WRS	
	Administration Charge	£17.00	£18.00	WRS	
	Kennelling per dog, per day	£18.00	£20.00	WRS	
	Kennelling of dangerous dogs - per dog, per day	£26.00	£28.00	WRS	
	Vets' fees	At cost	At Cost	WRS	
	Treatment Costs (wormer, flea treatment etc.)	£12.00	£13.00	WRS	
	Return charge (during office hours when resource available)	£42.00	£45.00	WRS	
	Penalty charge for non-compliance of Microchipping regulations (not microchipped or contact details out of date) or Control of Dogs Order 1992 (no owner contact details on collar or tag)	New	£15.00	WRS	
Trading Certificates	Health/Export	Annual specific export inspection Certificate	£428.00 + vat	£457.00+VAT	WRS
			£95.00 + vat	£100.00+VAT	WRS
	Per hour (minimum 1 hour)		£50.00	£54.00	WRS
FHRS (Food Hygiene Rating Scheme) re-rating		£178.00	£190.00	WRS	
Food Advisory Visits		£150.00	£160.00	WRS	
Private Water Supplies	Risk Assessment per hour (minimum 1 hour)	£59.00 per hour	£63.00 per hour	WRS	
	Investigation per hour (minimum 1 hour)	£59.00 per hour	£63.00 per hour	WRS	
	Granting an Authorisation per hour (minimum 1 hour)	£59.00 per hour	£63.00 per hour	WRS	
	Sampling Visit per hour (minimum 1 hour)	£59.00 per hour	£63.00 per hour	WRS	
	Sample analysis per sample taken	£59.00 per hour plus laboratory charges	£63.00 per hour plus laboratory charges	WRS	
	Sample taken during check monitoring	£59.00 per hour plus laboratory charges	£63.00 per hour plus laboratory charges	WRS	

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	Sample taken during audit monitoring	£59.00 per hour plus laboratory charges	£63.00 per hour plus laboratory charges	WRS
Environmental Information Regulations Request	Charge applied to locate and provide where request concerns 'environmental information' held by WRS (Worcestershire Regulatory Services)	£46.00 per hour to collate information (as estimated at time of request)	£49.00 (flat fee)	WRS
Copies of public registers / other public documents		N/A	N/A	WRS
Copies of food registration forms		N/A	N/A	WRS

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Appendix B – Capital Programme

Description	Department	21/22 Spend £	2022/23 Total £	22/23 Spend £	c/f	2023/24 Total £	23/24 Spend Q3 £	2024/25 Total £	2025/26 Total £
Large Schemes									
Towns Fund									
- Innovation Centre	Planning, Regeneration & Leisure Services		500,000	71,000	429,000	2,500,000		4,000,000	1,000,000
- Innovation Centre	Planning, Regeneration & Leisure Services				0				1,948,000
- Library	Planning, Regeneration & Leisure Services		500,000	90,611	409,389	2,000,000	18,574	1,700,000	
- Public Realm	Planning, Regeneration & Leisure Services		500,000	-796,500	1,296,500	1,500,000	611,349	1,000,000	
- Public Realm	Planning, Regeneration & Leisure Services				0			439,000	
					0				
Town Hall Redevelopment	Legal, Democratic and Property Services		400,000	210,822	189,178	3,000,000	448,996	1,800,000	
					0				
					0				
UK Shared Prosperity Fund									
- Capital Element	Planning, Regeneration & Leisure Services		108,500		108,500		245,747		
- Revenue Element	Planning, Regeneration & Leisure Services		195,147		195,147				
- Remainder (to be allocated)	Planning, Regeneration & Leisure Services		20,000		20,000	607,294		1,591,109	
					0				
					0				
					0				
Schemes Agreed to Continue in Tranche 1									
Car Park Maintenance	Environmental Services	0	25,000	3,055	21,945	150,000	26,428	150,000	150,000
Footpaths		0			0	75,000	66,444	75,000	75,000
Disabled Facilities Grant	Community & Housing GF Services	765,000	839,000	850,979	-11,979	839,000	471,116	839,000	0
Energy & Efficiency Installs.	Community & Housing GF Services	19,000	110,000	305	109,695	0		0	0
GF Asbestos	Finance & Customer Services	82,000	40,000	1,770	38,230	0	763	0	0
Improved Parking Scheme (includes locality funding)	Environmental Services	-5,000	400,000	0	400,000	0		0	0
Camera Replacement programme	Planning, Regeneration & Leisure Services	0	0		0	0		0	0
Improvement to Morton Stanley Open Space	Planning, Regeneration & Leisure Services	24,000	0	256	-256	0		0	0
Improvement to Morton Stanley -Play Area for toddler and junior play	Planning, Regeneration & Leisure Services	35,000	0		0	0		0	0

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Description	Department	21/22 Spend £	2022/23 Total £	22/23 Spend £	c/f	2023/24 Total £	23/24 Spend Q3 £	2024/25 Total £	2025/26 Total £
Improvements at Business Centres	Planning, Regeneration & Leisure Services	88,000	0	17,861	-17,861	0	18,916	0	0
Locality Capital Projects - Woodrow Footpath Work	Environmental Services	3,000	0	0	0	0		0	0
Morton Stanley Play, Sport and Open Space Improvements (General)	Planning, Regeneration & Leisure Services	217,000	0	40,022	-40,022	0	4,579	0	0
New Finance Enterprise system	Finance & Customer Services	233,000	0	228,991	-228,991	0	6,295	0	0
Public Building	Finance & Customer Services	266,000	250,000	336,260	-86,260	250,000	96,991	250,000	250,000
Fleet Replacement new line		275,000	450,000	12,750	437,250	843,000		3,848,000	1,204,000
Removal of 5 weirs through Arrow Valley Park	Planning, Regeneration & Leisure Services	3,000	20,000	93,143	-73,143	414,000		0	0
Sports Contributions to support improvements to Outdoor facilities at Terry	Planning, Regeneration & Leisure Services	19,000	0	6,781	-6,781	0		0	0
Wheelie Bin purchase	Environmental Services	88,000	85,000	53,579	31,421	100,000	18,468	100,000	100,000
New Digital Service	Community & Housing GF Services	19,000	50,502	149,270	-98,768	50,502	120,425	0	0
Environmental Services Computer System	Environmental Services	84,000	0	80,793	-80,793	0	26,428	0	0
Café and Infrastructure Morton Stanley Park	Planning, Regeneration & Leisure Services	49,000	0	61,464	-61,464	0		0	0
Green Lane Studley									
Locality Capital Projects - Capital Landscape Improvement	Environmental Services	8,000	0	0	0	0		0	0
Salix	Legal, Democratic and Property Services	1,111,111	0	431,367	-431,367	0		0	0
Improvement Holly trees childrens centre	Community & Housing GF Services	9,000	0	0	0	0		0	0
Passing bay at main access AVCP	Planning, Regeneration & Leisure Services	6,000	0	0	0	0		0	0
Greener Homes	Community & Housing GF Services	-81,000	0	-69,444	69,444	0	126,103	0	0
Bomford Hill Pathway		32,000		31,272	-31,272				
Grassland Mitigation	Planning, Regeneration & Leisure Services	0	0	0	0	0		0	0

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Description	Department	21/22 Spend £	2022/23 Total £	22/23 Spend £	c/f	2023/24 Total £	23/24 Spend Q3 £	2024/25 Total £	2025/26 Total £
Hedgerow Mitigation measurres by restoration and hedge laying with associated fencing and gates at AVP SHM and AVP North	Planning, Regeneration & Leisure Services	0	0		0	0		0	0
HMO Grants	Community & Housing GF Services	0	25,000		25,000	25,000	13,500	25,000	25,000
Home Repairs Assistance	Community & Housing GF Services	0	40,000		40,000	40,000		40,000	40,000
Improvement to original Pump Track at AVCP	Planning, Regeneration & Leisure Services	0	0		0	0	7,285	0	0
Replacing 3 fuel pumps and upgrading tank monitoring equipment	Environmental Services	0	0		0	0		0	0
Fleet Management Computer System	Environmental Services	0	0		0	0		0	0
Cisco Network Update	Business Transformation and Organsiational Development	0	53,561	53,090	471	5,463		0	47,339
Server Replacement Est(Exact known Q2 2022)	Business Transformation and Organsiational Development	0	83,250	0	83,250	2,000	78,451	177,500	18,500
Laptop Refresh	Business Transformation and Organsiational Development	0	5,000	4,961	39	25,000	11,542	150,000	5,000
Ipsley Church Lane Cemete y	Environmental Services	0	195,000		195,000	125,000		0	0
Provide the Crossgate Depot site with a new and Compliant Deisel Fuel	Environmental Services	0	56,000		56,000	0		0	0
Widen access road to Arrow Valley Country park	Planning, Regeneration & Leisure Services	0	25,000	366	24,634	0		0	0
Forge Mill and Bordelsey Open Space Improvements	Planning, Regeneration & Leisure Services	0	18,684	15,787	2,897	0	38	0	0
Arrow Valley Entrance Improvements 18/10149	Planning, Regeneration & Leisure Services	0	10,000		10,000	0		0	0
MUGA at Greenlands Sports Pitches. 2018/169/FUL Land	Planning, Regeneration & Leisure Services	0	137,649	0	137,649	0	115,571	0	0
Play Area I(£26,777.32) and POS (£6055.22) mprovements	Planning, Regeneration & Leisure Services	0	32,833	0	32,833	0		0	0

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Description	Department	21/22 Spend £	2022/23 Total £	22/23 Spend £	c/f	2023/24 Total £	23/24 Spend Q3 £	2024/25 Total £	2025/26 Total £
Play Area (£26,079.84) and POS (£5,191.82) improvements at Batchley and Brockhill Park.	Planning, Regeneration & Leisure Services	0	32,379		32,379	0		0	0
Play Area improvements at Birchfield Road,/Headless Cross Rec Ground. 17/00737/FUL	Planning, Regeneration & Leisure Services	0	7,575	0	7,575	0		0	0
Play area (£34,583.39), Open space (£12,001.36) and Sport (£8,516) improvements at Mayfields Park. 11/019/FUL	Planning, Regeneration & Leisure Services	0	55,101	53,379	1,722	0	550	0	0
Play Area and POS improvements at Winyates. 2016/290/FUL	Planning, Regeneration & Leisure Services	0	40,449	49,749	-9,300	0		0	0
Arrow Valley Country Park - Play, Open Space and Sports Improvements.	Planning, Regeneration & Leisure Services	-1,000	0	2,269	-2,269	0		0	0
Arrow Valley Country Park - Play, Open Space and Sports Improvements.	Planning, Regeneration & Leisure Services	0	0		0	0		0	0
Improvement to Sports Pitches infrastructure in Morton Stanley Park	Planning, Regeneration & Leisure Services	0	0	51,666	-51,666	0	20,802	0	0
Investment into Health and Fitness Facilities	Planning, Regeneration & Leisure Services	0	0		0	0		0	0
Upgrade hardwired lifeline schemes	Community & Housing GF Services	0	0		0	0		0	0
Localilty Capital Projects - Garage Condition Survey (Housing)	Environmental Services	0	0		0	0		0	0
Digital Screens	Planning, Regeneration & Leisure Services	0	0		0	0		0	0
Fire compartmentation works in Corporate buildings	Legal, Democratic and Property Services	0	120,000		120,000	100,000		0	0

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Description	Department	21/22 Spend £	2022/23 Total £	22/23 Spend £	c/f	2023/24 Total £	23/24 Spend Q3 £	2024/25 Total £	2025/26 Total £
Improvement of Parking Arrow Valley South							17,632		
Scag Tiger Cat Mower							12,700		
Total		3,348,111	5,430,629	2,137,674	3,292,955	12,651,259	2,585,693	16,184,609	4,862,839

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Appendix C – Reserves Position

	Balance at 31/3/21	Transfers In 2021/22	Transfers out 2021/22	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	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
	£000																
General Fund	1,889	180		2,069		(967)	1,584	2,686	200	(694)	2,192	1,245	0	3,437	97	0	3,534
General Fund Earmarked Reserves:																	
Business Rate grants	0			0				0			0			0			0
Business Rates Retention Scheme	2,832			2,832			(1,500)	1,332	(200)		1,132			1,132			1,132
Support for Commercialism	0			0				0			0			0			0
Community Development	74			74				74			74			74			74
Community Safety	232			232				232			232			232			232
Corporate Services	149			149		(150)		(1)			(1)			(1)			(1)
Customer Services	93			93			(93)	0			0			0			0
Economic Growth	330			330				330			330			330			330
Electoral Services	49			49				49			49			49			49
Environmental Vehicles	29			29				29	(15)		14		(14)	0			0
Equalities	0			0				0			0			0			0
Equipment replacement	25			25			(25)	0			0			0			0
Financial Services	87			87				87			87			87			87
General Risk reserve	45			45			(45)	0			0			0			0
Housing Benefit Implementation	270			270			(130)	140			140			140			140
Housing Support	978			978				978			978			978			978
Land Charges	9			9				9			9			9			9
Land Drainage	129			129				129			129			129			129
Leisure	0			0				0			0			0			0
Mercury Emissions	0			0				0			0			0			0
Parks & Open spaces	8			8				8			8			8			8
Planning Services	516			516				516			516			516			516
Public Donations - Shop mobility	0			0				0			0			0			0
Sports Development	9			9				9			9			9			9
Town Centre	7			7				7			7			7			7
Warmer Homes	16			16				16			16			16			16
Transformational Growth	100			100				100			100			100			100
Pensions	200			200			(200)	0			0			0			0
Regeneration Income	273			273				273			273			273			273
Utilities Reserve							1,710	1,710		(570)	1,140	(1,140)		0			0
Covid-19 (General)	580	496	(135)	941			(941)	0			0			0			0
Covid-19 Sales Fees and Charges	0	100		100			(100)	0			0			0			0
Covid-19 (Collection Fund)	4,433		(1,478)	2,955		(1,478)		1,478		(1,478)	0			0			0
Total General Fund	11,473	596	(1,613)	10,456	0	(1,628)	(1,324)	7,504	(200)	(2,063)	5,242	(1,140)	(14)	4,088	0	0	4,088

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Appendix D – RBC Treasury Management Half Yearly Report 23/24

Introduction

The Authority has adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice* (the CIPFA Code) which requires the Authority to approve, as a minimum, treasury management semi-annual and annual outturn reports.

This report includes the new requirement in the 2021 Code, mandatory from 1st April 2023, of quarterly reporting of the treasury management prudential indicators.

The Authority's treasury management strategy for 2023/24 was approved at a meeting on the 27th February 2023. The Authority has invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk remains central to the Authority's treasury management strategy.

External Context

Economic background: UK inflation remained stubbornly high over much the period compared to the US and euro zone, keeping expectations elevated of how much further the Bank of England (BoE) would hike rates compared to the regions. However, inflation data published in the latter part of the period undershot expectations, causing financial markets to reassess the peak in BoE Bank Rate. This was followed very soon after by the BoE deciding to keep Bank Rate on hold at 5.25% in September, against expectation for another 0.25% rise.

Economic growth in the UK remained relatively weak over the period. In calendar Q2 2023, the economy expanded by 0.2%. However, monthly GDP data showed a 0.5% contraction in July, the largest fall to date in 2023 and worse than the 0.2% decline predicted which could be an indication the monetary tightening cycle is starting to cause recessionary or at the very least stagnating economic conditions.

July data showed the unemployment rate increased to 4.3% (3mth/year) while the employment rate rose to 75.5%. Pay growth was 8.5% for total pay (including bonuses) and 7.8% for regular pay, which for the latter was the

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highest recorded annual growth rate. Adjusting for inflation, pay growth in real terms were positive at 1.2% and 0.6% for total pay and regular pay respectively.

Inflation continued to fall from its peak as annual headline CPI declined to 6.7% in July 2023 from 6.8% in the previous month against expectations for a tick back up to 7.0%. The largest downward contribution came from food prices. The core rate also surprised on the downside, falling to 6.2% from 6.9% compared to predictions for it to only edge down to 6.8%.

The Bank of England's Monetary Policy Committee continued tightening monetary policy over most of the period, taking Bank Rate to 5.25% in August. Against expectations of a further hike in September, the Committee voted 5-4 to maintain Bank Rate at 5.25%. Each of the four dissenters were in favour of another 0.25% increase.

Financial market Bank Rate expectations moderated over the period as falling inflation and weakening data gave some indication that higher interest rates were working. Expectations fell from predicting a peak of over 6% in June to 5.5% just ahead of the September MPC meeting, and to then expecting 5.25% to be the peak by the end of the period.

Following the September MPC meeting, Arlingclose, the authority's treasury adviser, modestly revised its interest forecast to reflect the central view that 5.25% will now be the peak in Bank Rate. In the short term the risks are to the upside if inflation increases again, but over the remaining part of the time horizon the risks are to the downside from economic activity weakening more than expected.

The lagged effect of monetary policy together with the staggered fixed term mortgage maturities over the next 12-24 months means the full impact from Bank Rate rises are still yet to be felt by households. As such, while consumer confidence continued to improve over the period, the GfK measure hit -21 in September, it is likely this will reverse at some point. Higher rates will also impact business and according to S&P/CIPS survey data, the UK manufacturing and services sector contracted during the quarter with all measures scoring under 50, indicating contraction in the sectors.

The US Federal Reserve increased its key interest rate to 5.25-5.50% over the period, pausing in September following a 0.25% rise the month before, and indicating that it may have not quite completed its monetary tightening cycle.

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Having fallen throughout 2023, annual US inflation started to pick up again in July 2023, rising from 3% in June, which represented the lowest level since March 2021, to 3.2% in July and then jumping again to 3.7% in August, beating expectations for a rise to 3.6%. Rising oil prices were the main cause of the increase. US GDP growth registered 2.1% annualised in the second calendar quarter of 2023, down from the initial estimate of 2.4% but above the 2% expansion seen in the first quarter.

The European Central Bank increased its key deposit, main refinancing, and marginal lending interest rates to 4.00%, 4.50% and 4.75% respectively in September, and hinted these levels may represent the peak in rates but also emphasising rates would stay high for as long as required to bring inflation down to target.

Although continuing to decline steadily, inflation has been sticky, Eurozone annual headline CPI fell to 5.2% in August while annual core inflation eased to 5.3% having stuck at 5.5% in the previous two months. GDP growth remains weak, with recent data showing the region expanded by only 0.1% in the three months to June 2023, the rate as the previous quarter.

Financial markets: Financial market sentiment and bond yields remained volatile, with the latter generally trending downwards as there were signs inflation, while still high, was moderating and interest rates were at a peak.

Gilt yields fell towards the end of the period. The 5-year UK benchmark gilt yield rose from 3.30% to peak at 4.91% in July before trending downwards to 4.29%, the 10-year gilt yield rose from 3.43% to 4.75% in August before declining to 4.45%, and the 20-year yield from 3.75% to 4.97% in August and then fell back to 4.84%. The Sterling Overnight Rate (SONIA) averaged 4.73% over the period.

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Credit review: Having completed a review of its credit advice on unsecured deposits at UK and non-UK banks following concerns of a wider financial crisis after the collapse of Silicon Valley Bank purchase of Credit Suisse by UBS, as well as other well-publicised banking sector issues, in March Arlingclose reduced the advised maximum duration limit for all banks on its recommended counterparty list to 35 days. This stance continued to be maintained at the end of the period.

During the second quarter of the period, Moody's revised the outlook on Svenska Handelsbanken to negative from stable, citing concerns around the Swedish real estate sector.

Having put the US sovereign rating on Rating Watch Negative earlier in the period, Fitch took further action in August, downgrading the long-term rating to AA+, partly around ongoing debt ceiling concerns but also an expected fiscal deterioration over the next couple of years.

Following the issue of a Section 114 notice, in September Arlingclose advised against undertaking new lending to Birmingham City Council, and later in the month cut its recommended duration on Warrington Borough Council to a maximum of 100 days.

Arlingclose continued to monitor and assess credit default swap levels for signs of ongoing credit stress and although no changes were made to recommended durations over the period, Northern Trust Corporation was added to the counterparty list.

Heightened market volatility is expected to remain a feature, at least in the near term and, as ever, the institutions and durations on the Authority's counterparty list recommended by Arlingclose remains under constant review.

Local Context

On 31st March 2023, the Authority had net borrowing of £113.2m arising from its revenue and capital income and expenditure. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while balance sheet resources are the underlying resources available for investment. These factors are summarised in Table 1 below.

Table 1: Balance Sheet Summary

	31.3.23 Estimate £m	31.3.24 Forecast £m

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General Fund CFR	12.8	6.4
HRA CFR	122.2	122.2
Regeneration	2.2	9.6
Capital Investments	0.9	0.9
Total CFR	138.1	139.1
External borrowing**	124.1	124.1
Internal (over) borrowing	14.0	15.0
Less: Balance sheet resources	-24.9	-23.9
Net investments	-10.9	-8.9

* finance leases, PFI liabilities and transferred debt that form part of the Authority's total debt

** shows only loans to which the Authority is committed and excludes optional refinancing

The treasury management position at 30th March and the change over the six months' is shown in Table 2 below.

Table 2: Treasury Management Summary

	31.3.23 Balance £m	Movement £m	30.9.23 Balance £m	30.9.23 Rate %
Long-term borrowing				
- PWLB	98.93	0	98,93	3.31%
- Other	5.00	0	5.00	4.71%
Short-term borrowing				
Total borrowing	103.93	0	103.93	
Long-term investments				
Short-term investments	11.25	4.70	15.95	4.7%
Cash and cash equivalents				
Total investments	11.25	4.70	15.95	
Net borrowing	92.68	-4.70	87.98	

Borrowing

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CIPFA's 2021 Prudential Code is clear that local authorities must not borrow to invest primarily for financial return and that it is not prudent for local authorities to make any investment or spending decision that will increase the capital financing requirement and so may lead to new borrowing, unless directly and primarily related to the functions of the Authority. PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield unless these loans are for refinancing purposes.

The Authority has not invested in assets primarily for financial return or that are not primarily related to the functions of the Authority. It has no plans to do so in future.

Borrowing strategy and activity

As outlined in the treasury strategy, the Authority's chief objective when borrowing has been to strike an appropriately low risk balance between securing lower interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Authority's long-term plans change being a secondary objective. The Authority's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio.

There was a substantial rise in the cost of both short- and long-term borrowing over the last 18 months. Bank Rate rose by 1% from 4.25% at the beginning of April to 5.25% at the end of September. Bank Rate was 2% higher than at the end of September 2022.

UK gilt yields were volatile, mainly facing upward pressure since early April following signs that UK growth had been more resilient, inflation stickier than expected, and that the Bank of England saw persistently higher rates through 2023/24 as key to dampening domestic demand. Gilt yields, and consequently PWLB borrowing rates, rose and broadly remained at elevated levels. On 30th September, the PWLB certainty rates for maturity loans were 5.26% for 10-year loans, 5.64% for 20-year loans and 5.43% for 50-year loans. Their equivalents on 31st March 2023 were 4.33%, 4.70% and 4.41% respectively.

A new PWLB HRA rate which is 0.4% below the certainty rate was made available from 15th June 2023. Initially available for a period of one year, this

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discounted rate is to support local authorities borrowing for the Housing Revenue Account and for refinancing existing HRA loans, providing a window of opportunity for HRA-related borrowing. The Council's existing £104m of loans relating to the HRA fall outside this time period.

At 30th September the Authority held £104m of loans, which is no change since the 31st March 2023, as part of its strategy for funding previous and current years' capital programmes. Outstanding loans on 30th September are summarised in Table 3A below.

Table 3A: Borrowing Position

	31.3.23 Balance £m	Net Movement £m	30.9.23 Balance £m	30.9.23 Weighted Average Rate %	30.9.23 Weighted Average Maturity (years)
Public Works Loan Board	98,93		98,93	3.31%	23
Banks (LOBO)	5.00		5.00	4.71%	25
Barclays Bank (fixed-term)					
Local authorities (long-term)					
Local authorities (short-term)					
Total borrowing	103.93		103.93		

The Authority's short-term borrowing cost has continued to increase with the rise in Bank Rate and short-dated market rates, although at the present time is has no short term debt.

Table 3B: Long-dated Loans borrowed (if applicable to your borrowing activity)

	Amount £m	Rate %	Period (Years)
PWLB Maturity Loan 1	15.00	3.01%	15 years

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PWLB Maturity Loan 2	25.00	3.30%	20 years
PWLB Maturity Loan 3	40.00	3.44%	25 years
PWLB Maturity Loan 4	18.93	3.50%	30 years
Commercial Loan 1	5.00	4.71%	25 years
Total borrowing	103.93		

The Authority's borrowing decisions are not predicated on any one outcome for interest rates and a balanced portfolio of short- and long-term borrowing was maintained.

Treasury Investment Activity

The CIPFA Treasury Management Code now defines treasury management investments as those investments which arise from the Authority's cash flows or treasury risk management activity that ultimately represents balances that need to be invested until the cash is required for use in the course of business.

The Authority holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. During the half year, the Authority's investment balances ranged between £10 and £28 million due to timing differences between income and expenditure. The investment position is shown in table 4 below.

Table 4: Treasury Investment Position

	31.3.23	Net	30.9.23	30.9.23	30.9.23
	Balance	Movement	Balance	Income Return	Weighted Average Maturity
	£'000	£'000	£'000	%	days
Banks & building societies (unsecured)					
Banks & building societies (secured deposits)					
Covered bonds (secured)					
Government		15,950	15,950	4.80%	21
Local authorities and other govt entities	11,250	-11,250	0	4.40%	34
Corporate bonds and loans					
Money Market Funds					
Total investments	11,250	4,700	15,950		

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**Weighted average maturity will apply to the first five categories above and to cash plus and bond funds.*

Both the CIPFA Code and government guidance require the Authority to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

As demonstrated by the liability benchmark in this report, the Authority expects to be a long-term borrower and new treasury investments are therefore primarily made to manage day-to-day cash flows using short-term low risk instruments. The existing portfolio of strategic pooled funds will be maintained to diversify risk into different asset classes and boost investment income.

Bank Rate increased by 1%, from 4.25% at the beginning of April to 5.25% by the end of September. Short-dated cash rates rose commensurately, with 3-month rates rising to around 5.25% and 12-month rates to nearly 6%. The rates on DMADF deposits also rose, ranging between 5.17% and 5.26% by the end of September.

Non-Treasury Investments

The definition of investments in the Treasury Management Code now covers all the financial assets of the Authority as well as other non-financial assets which the Authority holds primarily for financial return. Investments that do not meet the definition of treasury management investments (i.e. management of surplus cash) are categorised as either for service purposes (made explicitly to further service objectives) and or for commercial purposes (made primarily for financial return).

Investment Guidance issued by the Department for Levelling Up Housing and Communities (DLUHC) and Welsh Government also includes within the definition of investments all such assets held partially or wholly for financial return.

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The Authority held no investments for commercial purposes although it does have a 100% owned Company that delivers Leisure and Cultural activities to the Borough.

Treasury Performance

The Authority measures the financial performance of its treasury management activities both in terms of its impact on the revenue budget and its relationship to benchmark interest rates, as shown in table 5 below.

Table 5: Performance

	Actual £m	Budget £m	Over/ under
<i>PWLB Maturity Loan 1</i>	15.00		
<i>PWLB Maturity Loan 2</i>	25.00		
<i>PWLB Maturity Loan 3</i>	40.00		
<i>PWLB Maturity Loan 4</i>	18.93		
<i>Barclays Loan</i>	5.00		
Total borrowing			
PFI and Finance leases			
Total debt	103.93	170.00	-66.07
<i>Short-term Investments</i>	15.95	10.00	5.95
Total treasury investments	15.95	10.00	5.95

Compliance

The Interim Director of Finance reports that all treasury management activities undertaken during the quarter complied fully with the principles in the Treasury

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Management Code and the Authority's approved Treasury Management Strategy. Compliance with specific investment limits is demonstrated in table 6 below.

Table 6: Investment Limits

	2023/24 Maximum	30.9.23 Actual	2023/24 Limit	Complied? Yes/No
Any single organisation, except the UK Government	£5m			
UK Central Government	Unlimited	£15.9m		Yes
Any group of organisations under the same ownership	£5 per group			
Any group of pooled funds under the same management	£5m per manager			
Negotiable instruments held in a broker's nominee account	£5m per broker			
Limit per non-UK country	£5m per country			
Registered providers and registered social landlords	£2.5m in total			
Unsecured investments with banks and building societies	£2.5m in total			
Loans to unrated corporates	£1m in total			
Money Market Funds	£11m in total			
Real Estate Investment Trusts	£2.5m in total			

Compliance with the Authorised Limit and Operational Boundary for external debt is demonstrated in table 7 below.

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Table 7: Debt and the Authorised Limit and Operational Boundary

	H1 2023/24 Maximum	30.9.23 Actual	2023/24 Operational Boundary	2023/24 Authorised Limit	Complied? Yes/No
Borrowing	104,429	103,929	170,000	180,000	Yes
PFI and Finance Leases	?	?	1,500	1,500	Yes
Total debt	104,429	103929	171,500	181,500	Yes

Since the operational boundary is a management tool for in-year monitoring it is not significant if the operational boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure.

Treasury Management Prudential Indicators

As required by the 2021 CIPFA Treasury Management Code, the Authority monitors and measures the following treasury management prudential indicators.

1. Liability Benchmark:

This new indicator compares the Authority's actual existing borrowing against a liability benchmark that has been calculated to show the lowest risk level of borrowing. The liability benchmark is an important tool to help establish whether the Council is likely to be a long-term borrower or long-term investor in the future, and so shape its strategic focus and decision making. It represents an estimate of the cumulative amount of external borrowing the Council must hold to fund its current capital and revenue plans while keeping treasury investments at the minimum level of £2m required to manage day-to-day cash flow.

	31.3.22 Actual £m	31.3.23 Estimate £m	31.3.24 Forecast £m	31.3.25 Forecast £m	31.3.26 Forecast £m
CFR	139.1	138.1	139.1	141.0	141.8
Less: Usable reserves	-21.9	-20.0	-19.0	-18.0	-18.0
Less: Working capital	-4.9	-4.9	-4.9	-4.9	-4.9
Plus: Minimum investments	0.2	0.2	0.2	0.2	0.2
Liability Benchmark	112.5	113.4	115.4	118.3	119.1

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Following on from the medium-term forecast above, the long-term liability benchmark assumes capital expenditure funded by borrowing of £119m, minimum revenue provision on new capital expenditure based on a 40 year asset life and income, expenditure and reserves all increasing by inflation of 7% in 2024/5 reducing to 2% ongoing. This is shown in the chart below together with the maturity profile of the Authority's existing borrowing.

Whilst borrowing may be above the liability benchmark, strategies involving borrowing which is significantly above the liability benchmark carry higher risk.

2. Maturity Structure of Borrowing: This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of all borrowing were:

	Upper Limit	Lower Limit	30.9.23 Actual	Complied?
Under 12 months	50%	0%		
12 months and within 24 months	50%	0%		
24 months and within 5 years	50%	0%		
5 years and within 10 years	50%	0%		
10 years and above	100%	0%	100%	Yes

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

3. Long-term Treasury Management Investments: The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The prudential limits on the long-term treasury management limits are:

	2023/24	2024/25

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Limit on principal invested beyond year end	£1.0m	£0.5m
Actual principal invested beyond year end	Nil	Nil
Complied?	Yes	Yes

Long-term investments with no fixed maturity date include strategic pooled funds, real estate investment trusts and directly held equity but exclude money market funds and bank accounts with no fixed maturity date as these are considered short-term.

Additional indicators

Security: The Authority has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

	2023/24 Target	30.9.23 Actual	Complied?
Portfolio average credit rating	A	UK Govt	Yes

Liquidity: The Authority has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three-month period, without additional borrowing.

	30.9.23 Actual	2023/24 Target	Complied?
Total cash available within [3] months	£15m	£2.5m	Yes
Total sum borrowed in past [3] months without prior notice	0	0	Yes

For context, the changes in interest rates during the quarter were:

	<u>31/3/23</u>	<u>30/9/23</u>
Bank Rate	4.25%	5.25%
1-year PWLB certainty rate, maturity loans	4.78%	5.69%
5-year PWLB certainty rate, maturity loans	4.31%	5.22%

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10-year PWLB certainty rate, maturity loans	4.33%	5.26%
20-year PWLB certainty rate, maturity loans	4.70%	5.64%
50-year PWLB certainty rate, maturity loans	4.41%	5.43%

The impact of a change in interest rates is calculated on the assumption that maturing loans and investment will be replaced at new market rates.

Appendix H - Strategic and Operational Performance Measures**REDDITCH Strategic & Operational Performance Measures
Quarter 3, 2023/24****1. Introduction**

This document is a snapshot in time and very much a temperature check of the organisation.

Redditch Executive and the Corporate Management Team met twice to review and re-prioritise the Strategic Objectives in August and September 2023, taking into account residents feedback and other key data.

The top three key priorities were highlighted by residents in completed surveys.

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

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Based on this feedback and taking into account other key data, these three priorities were proposed as the focus for the Council's strategic purposes moving forward, alongside economic development.

It was also agreed a full review of The Council Plan and priorities for 2024 – 2027 will take place in Autumn 2024 alongside the financial planning process and in accordance with the Medium-Term Financial Plan (MTFP). It was further acknowledged that there is a need to work closely with other key partners in order to meet the needs of local communities and to address the strategic purposes.

The priorities are shown following the existing measures in this report and measures will be reported on in Quarter 4 reporting cycle.

2. Background

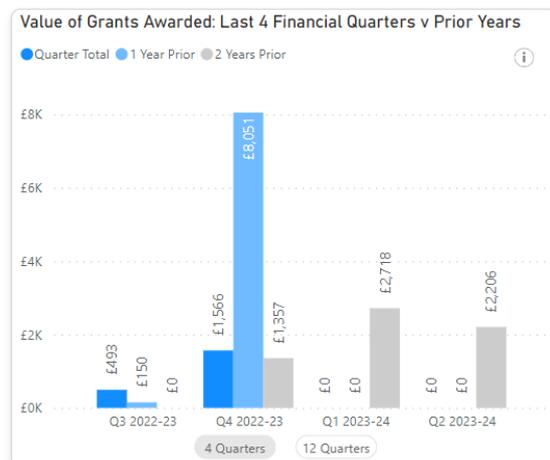
The performance measures for the current key priorities are shown in the next section.

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.

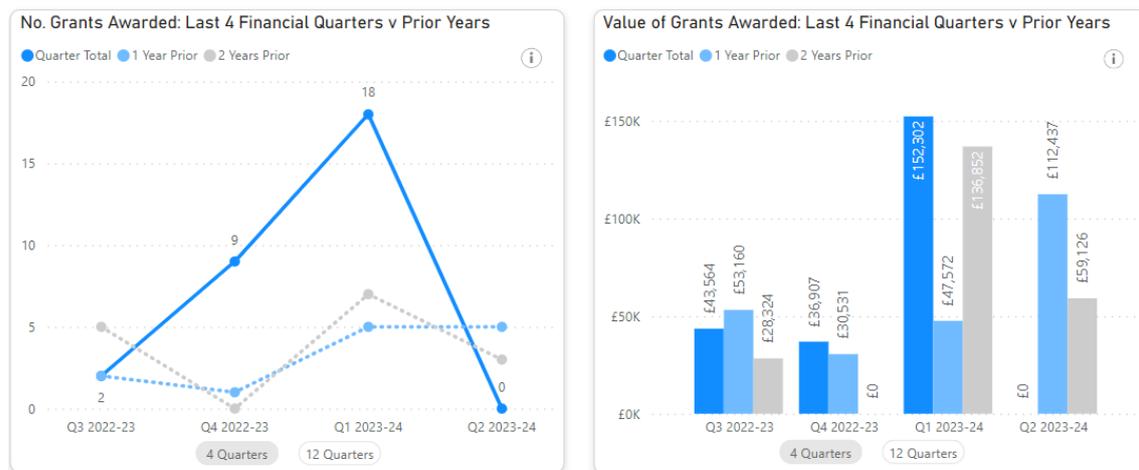
3.1.1 Supporting businesses to start and grow.**Performance measure:**

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

Start-up grants

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The new UKSPF (UK Shared Prosperity Fund) funded start up programme, Enterprising Worcestershire, was launched in September 2023; therefore, no grants were awarded in this quarter. Following a soft launch in August, there is a pipeline of businesses who have expressed an interest in the grant. The first grant awards are likely to be made late in Q3 or Q4 2023/24.

Grants to Established Businesses**Update**

All EU funded grant programmes have now closed. The UKSPF funded programmes were launched in September 2023. There is a pipeline of businesses waiting for the grants so it is expected that the first grants will be paid out in late Q3 or Q4.

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.**

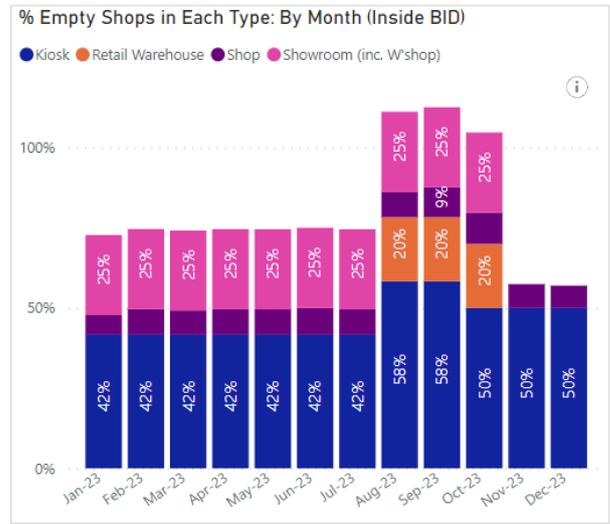
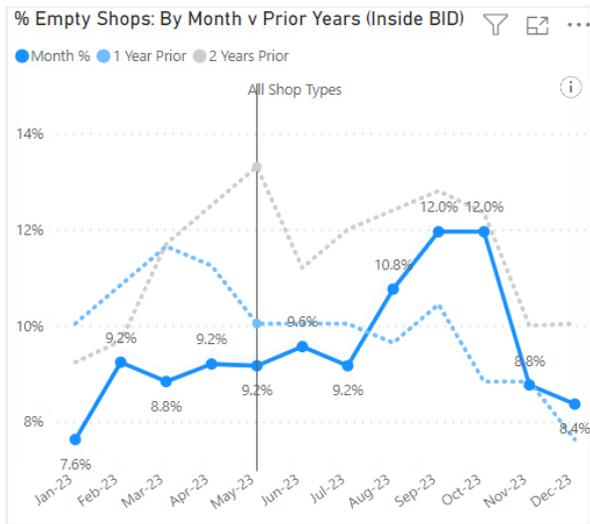
A project Management team has been selected via procured partnership. This is currently going through an internal agreement process at Redditch Borough Council before they are appointed.

Performance measure

- % of empty shops

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Redditch Annual Monitoring

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)

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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

The 19 properties in Edgeworth Close have now been completed and successfully handed over in Autumn 2023.

Performance measure

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

	No. of homeless approaches	No. of threatened with homelessness preventions	No. of homeless applicants housed
October	41	2	6
November	48	0	10
December	41	0	5*
TOTAL	130	2	21

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*Please Note: * The figure of 5 in December is not necessarily representative, as we will still have households within the statutory 56 days under either prevention or relief, this figure would change if we reviewed in a couple of months' time.*

Where we are working to a statutory framework, there will always be a discrepancy issue so close to the previous month.

Homelessness pressures have remained similar to the last quarter, albeit reflecting a small drop. This is not however uncommon in the run up to the festive period.

The ability to prevent homelessness and obtain housing in the PRS (Private Rented Sector) remains an area that is impacting on homelessness, and in line with the national picture due to the cost of living and mortgage costs causing landlords to increase rents or evict tenants.

Update:

- The financial situation in the UK continues to affect the housing market, which creates unavoidable pressure on homelessness services.
- There are and continue to be many private sector landlords issuing 'with' and 'without fault' S.21 notices on their tenants.
- Many are selling their portfolios, due to cost of living rises and subsequent rent arrears of tenants already affected by rent affordability and cost of living. Many professional landlords must increase the rent cost in their properties to ensure that they are able to successfully remain in the rental market, and this simply is not within reach of many residents in Redditch whom inadvertently present as homeless. This is further exacerbated by the local housing allowance remaining at the former rates, with no up-lift. The gap is such that many low paid working applicants and those not in employment cannot access the private sector. The gap continues to grow,
- Homelessness approaches are because of the cost-of-living crisis, private rent affordability and economic struggles. The impending introduction of the banning of 'no fault' evictions by private landlords is likely to further exacerbate this situation, as landlords continue to sell or re-let in the competitive rental market.
- A recent report suggests an average of 30 + applicants apply for private rented properties when they are advertised, allowing agents and landlords to 'cherry-pick' and this often forces homeless households further away from consideration due to lower earnings, or credit checking. Where we were previously able to negotiate, these opportunities are rare.
- Demand continues to outweigh supply in the social housing sector and we, as other local authorities, need to identify and commit to increased build programmes.

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- The pressure on resources and limited exit options continues to put pressure on temporary accommodation, and the staff within homelessness services.

Our Actions:

1. The Homelessness and Housing Solutions (HHS) Manager is committed to upskilling the housing officers to identify more innovative temporary accommodation arrangements, with friends/family where possible. Well trained staff and stable teams in terms of staff retention are starting to offer a more consistent service offer.
2. The Voids, Allocation and Lettings Manager and HHS Manager are meeting with the young people's providers; and other bespoke supported facilities to create a better move-on policy.
3. Conversations pertinent to a single point of access arrangement are taking place with the supported providers that we have in our district, in the hope that this will afford more spaces offered to homeless individuals and limit the pressure from alternative local authority areas. This should provide a better streamlined through-put, with less bed blocking and increased availability.
4. We are in discussions with providers who are keen to discuss what they can offer in Redditch, however the crisis in neighbouring Birmingham offers lessons to avoid pitfalls in exempt accommodation and as such it is crucial to understand what Redditch needs as well as to apply safe commissioning.
5. Property leasing is a consideration to develop alternative offers to households, at a more affordable rent. It is early days, but consideration is being given to all appropriate tenures to relieve the pressure on our service. We continue to discuss these opportunities with approved landlords.
6. We are committed to reduce the use of bed and breakfast and looking at all viable options that we can use to facilitate this. We are committed to rigorous assessments in line with HRA guidance, and alternatives where the opportunity allows.
7. This winter have a 'communal cold weather provision –it is Severe weather emergency protocol (SWEP) led, and in the past has required B&B to keep people safe. By providing a communal SWEP; this reduces the cost to the council, but also offers the opportunity for support services to provide a more holistic and supportive environment for those with multiple complex needs.
8. The personal benefits of a communal SWEP are ten-fold as clients experiencing multiple complex needs which include street homelessness are offered quality support alongside accommodation.
9. We continue to look at ways to reduce costs, reduce reliance on B&B for temporary accommodation and identify appropriate solutions for our

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households. We also look to create a fit for purpose service, with staff who feel confident to offer innovative ideas and suggestions.

Performance measure

- Local housing affordability rate (annual, calendar year, 1 year lag, next release expected in March 2024)



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

Update

The affordability ratio in England is currently 9.05.

There are several affordability ratios and the above relates to workplace-based income so looking at the median earnings of those employed in Redditch.

	Median House Price (Year ending Sept)	Median Earnings
2018	£200,000	£24,254
2019	£215,000	£25,472
2020	£220,000	£26,984
2021	£239,250	£31,692
2022	£235,000	£27,062

As the rate continues to rise this will push more households into needing affordable housing. We are working with developers to secure the maximum provision of affordable housing on developments and RPs to bring forward affordable housing. A “First Homes” policy with a local connection criterion was approved by Council in September 2022 to ensure these discounted homes are provided for local applicants in the first instance

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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.

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

- 'Under occupancy charge' (73)
- 'Debt' (60) '
- Rent advance/deposit' (31)
- 'Change in household' (23)
- 'Loss of Employment' (23) and



For Q3, the top 3 referral reasons were:

- 'Debt' (12)
- 'Under occupancy charge' (11)

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- 'Rent advance/deposit' (8)

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. Work has 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.

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Success measures:

- Number of Community Builders in post.

Update:

Three community builders remain in post:

- Abbeydale
- Woodrow
- Focussing on BME across the District

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 – moving forward Public Health will continue to offer support but the Network will be co-ordinated by Council officers. The Community Builders have been involved in several projects including a Community Growing Group in Abbeydale; youth groups in Woodrow and engaging various Redditch communities in a Community Stories project highlighting community stories and how an asset-based approach positively impacts on the residents in terms of their mental health and well-being and feeling part of a community.

Community Builders are on fixed term contracts, but funding has been confirmed to extend the posts until end of March 2025. The longer-term aim remains for the voluntary sector services to source other funding by evidencing impact through community stories and Ripple Effect Mapping.

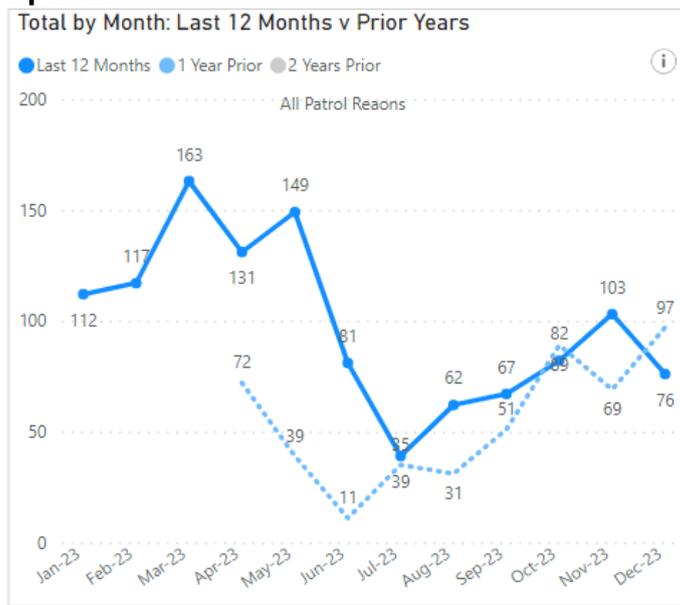
Action: As above as well as embedding the understanding of the approach through the district collaboratives and continuing to evidence outcomes and impact on communities.

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.

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

Update

Oct 2023 – Routine youth outreach patrols were conducted in Lodge Park, Smallwood, Town Centre, Abbeydale, Lakeside, Greenlands and Batchley. Several patrols did not engage with any young people at all, due to the darker evenings. Patrol routes in these areas were reconsidered. In areas where young people were found, discussions were held around a perceived lack of youth activities, smoking & vaping, education, and concerns about poor street lighting around local facilities and on footpaths.

Nov 2023 – Routine youth outreach patrols conducted in Batchley, Smallwood, Lodge Park, Abbeydale, Lakeside, Greenlands and the Town Centre. Again, some patrols during the month did not engage with any young people due to the darker evenings. The young people that were engaged had discussions about their thoughts and feelings about the town, concerns about employment prospects, perceived lack of youth facilities and poor street lighting. Some of the young people were seen again at the W.I.S.E Centre for follow-up sessions to assist with completing DWP paperwork. During the month, some young people complained about the Dispersal Orders implemented in the Town Centre stating that they did not think the problems were that bad.

Dec 2023 – Routine youth patrols were conducted in the Town Centre and Smallwood considering the increased footfall over the Christmas period. Young people were engaged during every patrol and discussions were held

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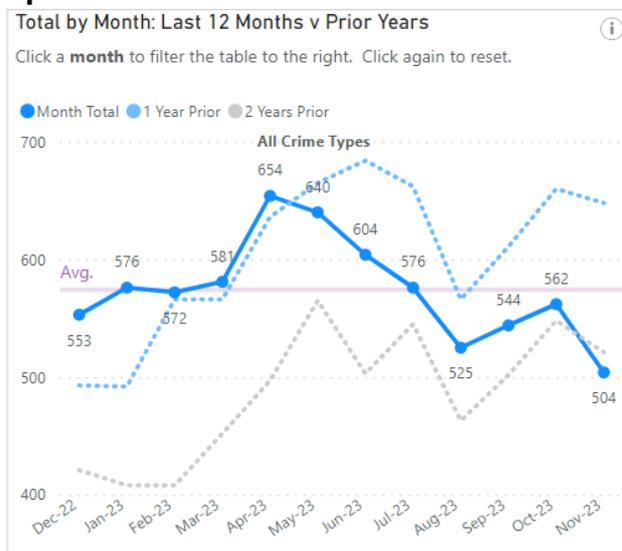
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with young people about a lack of things to do for teenagers, concerns about the perceived decline of the shopping centre and the reasons why some young people gather in the town centre i.e. boredom and to keep warm due to lack of heating at home.

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...	3,058	44.4%	-43 ↓	-551 ↓	254.8
Shoplifting	719	10.4%	-1 ↓	241 ↑	59.9
Other theft	610	8.9%	-2 ↓	64 ↑	50.8
Public order	607	8.8%	-13 ↓	-184 ↓	50.6
Criminal damage and a...	533	7.7%	-1 ↓	-114 ↓	44.4
Vehicle crime	421	6.1%	-19 ↓	29 ↑	35.1
Burglary	385	5.6%	10 ↑	118 ↑	32.1
Drugs	175	2.5%	-2 ↓	0	14.6
Other crime	140	2.0%	-4 ↓	-4 ↓	11.7
Possession of weapons	99	1.4%	8 ↑	24 ↑	8.3
Robbery	67	1.0%	6 ↑	3 ↑	5.6
Bicycle theft	40	0.6%	2 ↑	11 ↑	3.3
Theft from the person	37	0.5%	1 ↑	5 ↑	3.1
Total	6,891	100.0%	-58	-358	574.3

At the time of report creation, the Police.UK website included data up to and including November 2023, as shown in the chart above.

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N.B. Due to changes in Partnership Analysis support, data is currently provided quarterly in arrears. Data for Quarter 2 is below and reporting periods for NWCSF crime data will be adjusted for 2024 onwards.

Across North Worcestershire there was a 10% (n=470) decrease in All Crime during Q2 (Jul-Sept 2023) compared to the previous quarter (Apr-Jun 2023). There was a 15% decrease (n=850) in All Crime compared to the same quarter in the previous year (Q2 Jul-Sept 2022). Overall, each of the NW districts showed a decrease during this quarter (Jul-Sept 2023) compared to the same quarter in the previous year (Jul-Sept 2022).

Across North Worcestershire, the offence category showing the greatest increase during Q2 (Jul-Sept 2023) when compared to the same quarter last year (Jul-Sept 2022) was Shoplifting (35%, n=156). This had the largest volume increase and was also documented as increasing in the previous quarter. This suggests an increasing trend, related to the increasing cost of living.

Locally, Abbey Ward recorded the largest volume of offences in quarter Q2 (July –Sept 2023) (n=248). However, this was a reduction of 23% (n=74) in offences compared to the same period last year July-Sept 2022 and showed a reduction from the previous quarter (n=298) in Q1 Apr-Jun 2023, indicating a decreasing trend.

Overall, reductions in All Crime were observed in many of the highest volume wards. Greenlands was third highest (n=195) compared to (n=228) in Q1 Apr-Jun 2023 and Batchley & Brockhill was fourth highest (n=141) compared to (n=152) in Q1. The exception to this was Central Ward, which had the second largest volume of offences (n=229) in Q2 July-Sept 2023 which showed a 7% increase (n=14) when compared to the same quarter of the previous year (n=215).

Performance measure

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

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Update

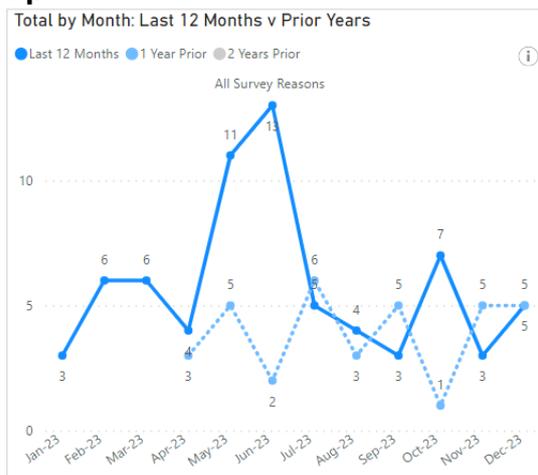


Unfortunately, due to changes in Partnership Analysis support ASB data analysis continues to be unavailable for reporting. NWCSP ASB data reporting will be adjusted for 2024 onwards.

Performance measure

- Number of crime risk surveys carried out

Update



Oct 2023 – Site visits and crime prevention surveys were conducted following reports of ASB in Matchborough, Woodrow, Greenlands, Batchley, Brockhill and Abbeydale. Residents and Ward Members concerns included ASB and fear of crime following recent burglaries, environmental issues, and targeted harassment of vulnerable residents. Officers worked with housing tenancy, environmental services, and Police SNTs to implement solutions. Security products such as window and door alarms were provided along with crime prevention advice. One domestic abuse sanctuary assessment was conducted in Woodrow at the request of the Tenancy Team.

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Nov 2023 – A domestic abuse Sanctuary assessment was carried out for a resident subject to MARAC. The community safety project officer liaised with Children’s Services and police officers to assess the level of risk and made recommendations for changes to lighting outside the property and installation of a new high security front door. Detailed written crime prevention recommendations were provided for a planning application in Abbeydale for an 83-bed care home and 33 assisted living apartments. Crime prevention recommendations were also provided for a planning application to convert to convert a property into an apartment with 8 dwellings.

Dec 2023 – Sanctuary assessments were carried out for 2 residents subject to MARAC. One in Abbeydale and one in Church Hill where both survivors had fled domestic abuse. Additional security measures were installed at the properties utilising the new countywide Sanctuary Scheme. ASB reports in Smallwood, Batchley, and the Town Centre resulted in crime risk surveys being conducted at the locations and a home security assessment conducted for a resident with vulnerabilities. Environmental improvements and mobile CCTV has been recommended and multi-agency and cross service discussions continue to identify long term solutions.

3.6 Rubicon Leisure

			Jul	Aug	Sep	Oct	Nov	Dec
Abbey Stadium	Total Health and Fitness Memberships	23/24	3,452	3,499	3,504			
		22/23						
		Var.						
	Total Swimming Lesson Enrolment	23/24	1,200	1,223	1,282			
		22/23						
		Var.						
Palace Theatre	No. of performances	23/24	16	2	13			
		22/23	16	2	16	21	20	47
		Var.	0%	0%	-19%			
	Seats sold	23/24	3,925	326	3,277			
		22/23	3,890	264	3,307	5,229	6,452	17,686
		Var.	1%	23%	-1%			
	Secondary Spend per head	23/24	£ 3.04	£ 2.47	£ 5.65			
		22/23	£ 2.21	£ 1.57	£ 3.82	£4.10	£ 3.50	£ 2.43
		Var.	37%	57%	48%			

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Forge Mill	No. of Museum visits	23/24	431	608	476			
		22/23	383	468	338	407	224	0
		Var.	13%	30%	41%			
Pitcheroak Golf Course	Total Membership	23/24	130	132	155			
		22/23						
		Var.						
Arrow Valley Visitor Ctr	Average Transaction Value	23/24	£6.32	£6.58	£6.17			
		22/23	£4.98	£5.17	£5.03	£5.06	£5.31	£5.48
		Var.	27%	27%	23%			

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

With the retirement of the Officer previously responsible for this, current vehicle assets documented on the capital replacement programme are being reviewed with teams across Environmental Services and Housing to ensure that budgeted replacements are still the right specification for evolving methods of working and changing pressures on services.

This will support future budget planning to ensure efficient use of funds to maintain services and ensure procurement routes are in place to support future purchases in line with the Capital Replacement programme.

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

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procured alongside other vehicle purchases to ensure best value is achieved through standardisation where appropriate.

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 full transition for all Diesel vehicles and equipment operated from the Depot to be run on HVO (Hydrogenated Vegetable Oil) from April 2024 subject to final approval as part of the budget setting process at Full Council.

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		

Update

The energy advice service is provided by Act on Energy on behalf of the council. In the 3rd quarter of 2023/24 a total of 412 households received energy advice and guidance from Act on Energy. In addition to home visits due to vulnerability a few referrals were made to other agencies including Step Change Debt Management Advice and Severn Trent Big Difference Scheme.

3.8 Financial Stability

The Councils 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

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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 Council's 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 6 new strategic measures expected to be available by the end of quarter 4. Work is also being undertaken on operational measures; the recent accident data has been delivered with a final review due within the next 4 weeks.

Performance measure

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

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

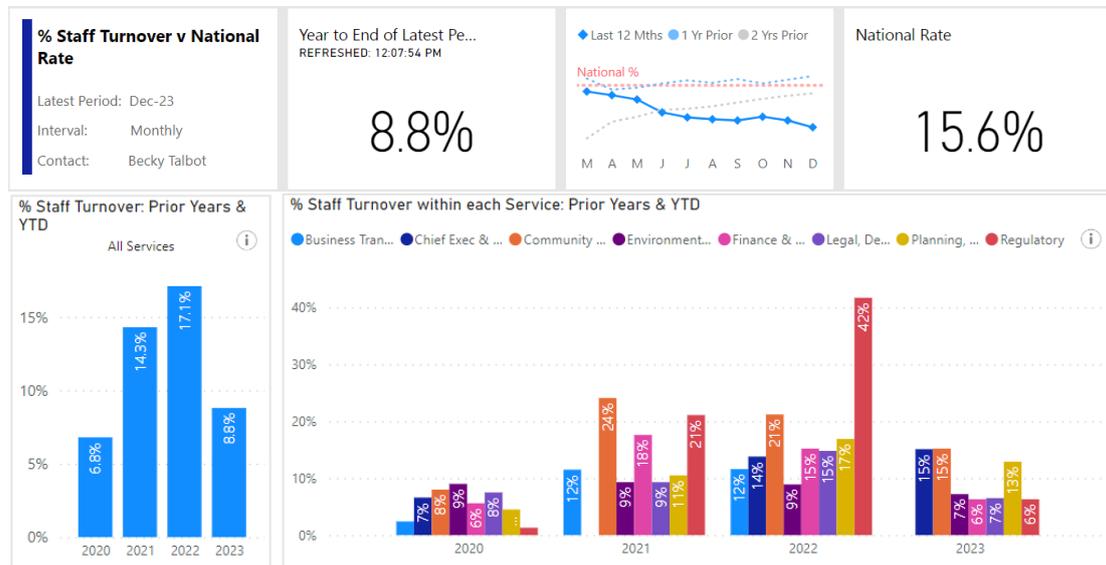
The Council's people are key to its long-term success. We aim to recruit, retain, and motivate the right employees, with the right knowledge, skills, and attitude to deliver excellent services and customer care.

Performance measure

- Staff turnover rates in relation to national rates

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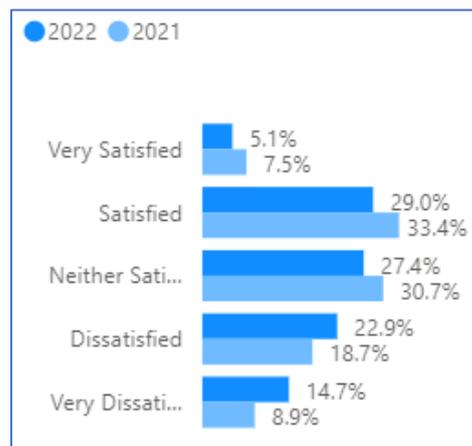


Update

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 and hope the first data will be available in April 2024. We will utilise this data to further understand context and undertake necessary actions.

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%.

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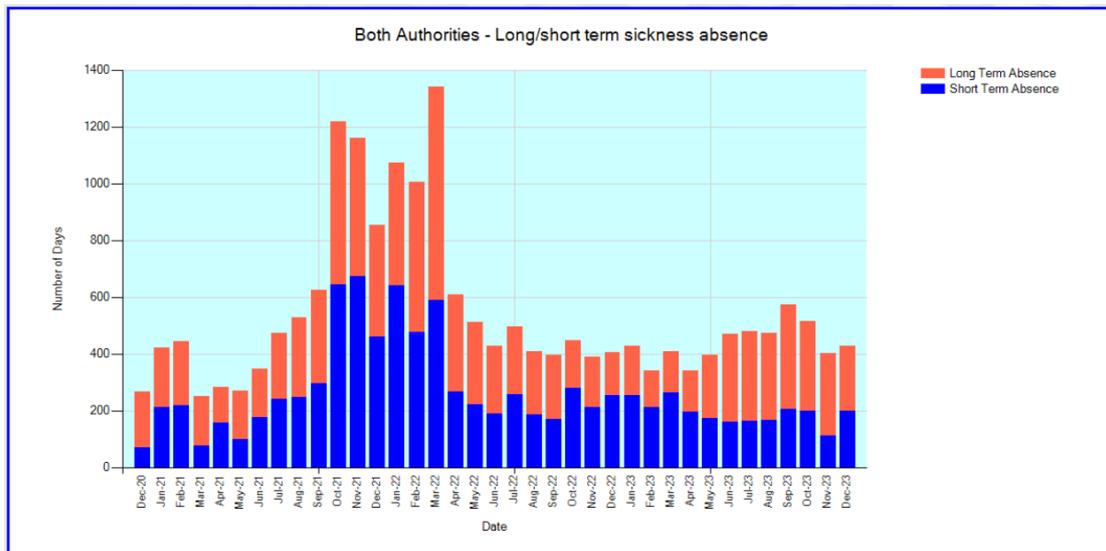
The 2023 survey was carried out in October/November 2023; the results for this survey are expected to be available for the Q4 performance report.

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

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- 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.

During Qtr. 1 it was identified that Dry recycling tonnages dropped slightly, and this has broadly been the pattern during Qtr. 2 and Qtr. 3, with lower recycling tonnages than previous years. There has also been a slight increase in the Residual Waste Tonnages collected, that has lowered our overall performance for the year to date.

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			

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

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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> .

A new Garden Waste Service was approved at full Council (13/11/23) to start in February/March 2024, which is expected to significantly increase the performance of Redditch Borough Council as this additional recycling material is processed and included in this performance information. The new service has already secured an additional 600 customers on top of the 1800 customers previously signed up when the service was provided by BDC on RBC's behalf, with more expected before the service starts.

Performance measure

- Residual Waste per household (kg)

This measures non-recyclable waste thrown away per household and shows an increase of 1.2% YTD in comparison with 22/23 data but maintains a reduction on 2021/22.

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	41.07	49.61	47.52	37.55	38.34	37.26	43.73	48.03	38.31			

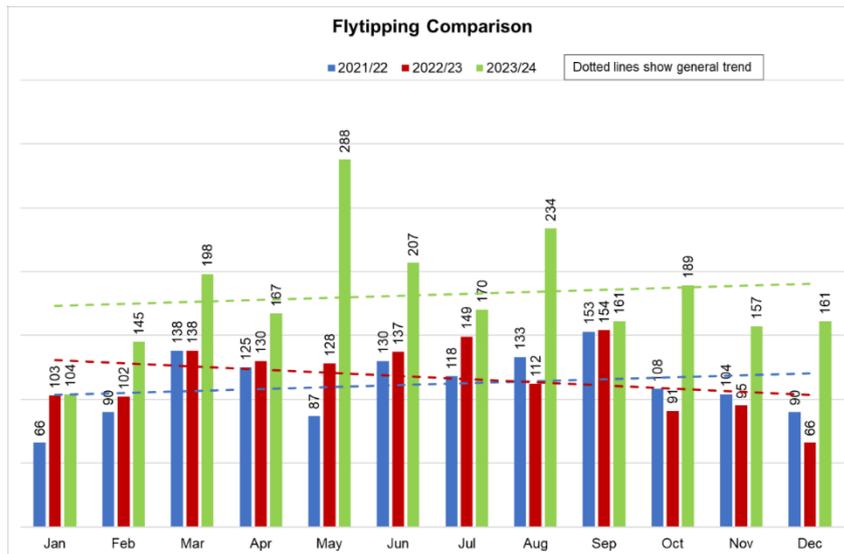
Actions: As per comment on percentage of household waste sent for recycling and reuse.

Performance Measure

- Fly Tipping

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Update

There have been no Env Agency intervention which indicates they are all small-scale issues and no fundamental changes in fly tipping across the borough.

Action:

Task and Finish group that is looking into the fly-tip and bulky waste data and what we offer the public – this may have an influence in the future

Housing Property Services

The initial Operational KPIs for Housing Property Services are shown below. The Housing Property Services Manager has established several KPIs to provide both Operational and Strategic monitoring of Services delivered. 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 because of Tenant Perception Survey, the format of which is dictated by the RSH. In the interim however please see below:

Performance measure

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

Update

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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 Q3 the Gas Team have delivered excellent compliance scores with two of the three months being 100%. The team are now consistently deliver safe, quality, and compliant workmanship in the delivery of the gas service.

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

Performance measure

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

Update

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

Quarter 1, 2023/24		Quarter 2, 2023/24		Quarter 3, 2023/24		Quarter 4, 2023/24	
Date	No. Days						
Apr '23	21.50	Jul '23	21.87	Oct '23	14.91	Jan '24	
May '23	25.17	Aug '23	22.84	Nov '23	16.27	Feb '24	
Jun '23	18.06	Sep '23	16.14	Dec '23	19.44	Mar '24	

Through this quarter the timescales for standard voids to be completed by HPS have been below target. More resilience has been built into the administrative team with other members of the Business Support team now contributing through a rota together with more robust cover during absence by the primary officer responsible for these activities. Work is ongoing to improve productivity within the team to ensure better and sustained performance levels.

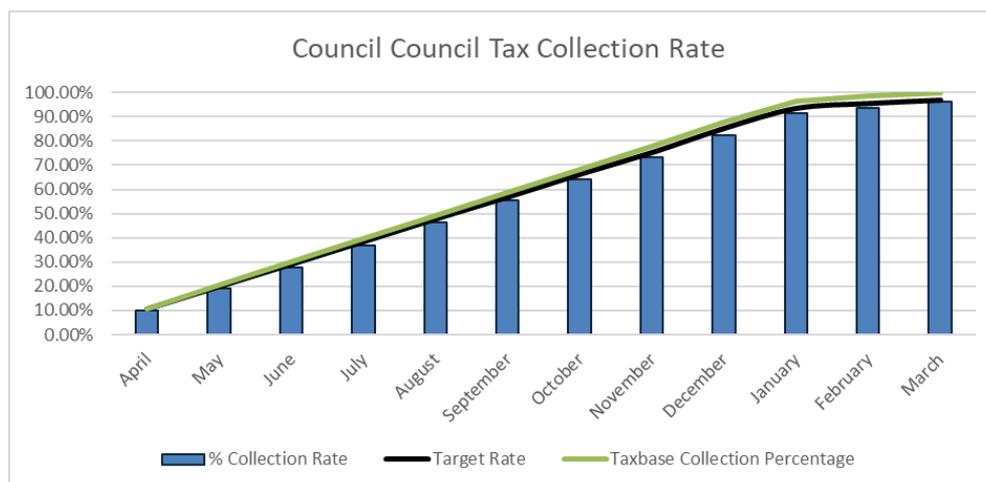
**Executive
2024**18th March**4.3 Finance & Customer Services (inc Revenues & Benefits)****Performance measure**

- 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 is within the escalation process.

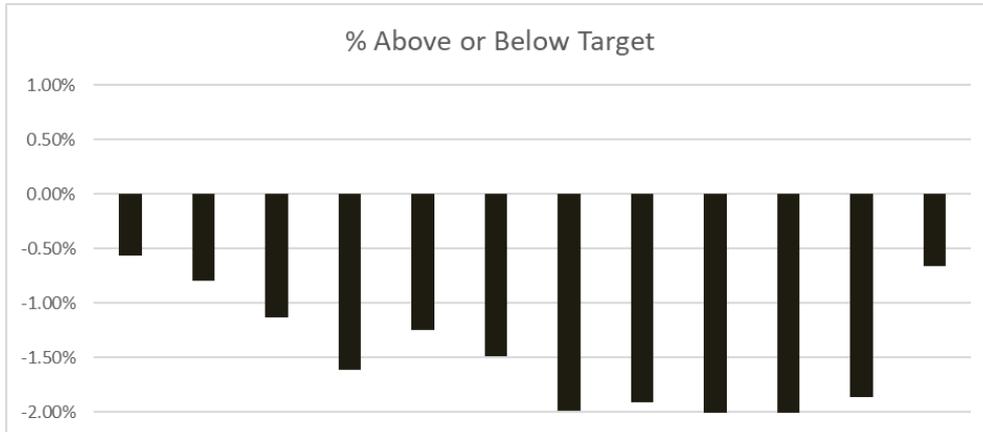
The OpenRevenues system includes software titled "Civica Automation" - which is batch scheduling tool that can automate linear tasks. There was an issue with one of the process maps in April and the process maps have been switched off by systems admin/internal ICT.

The process map that is switched off is the one which runs the reports which we use to profile collections rates. We have now been without this process map for 4 months, and ICT/Systems Admin have been unable to rectify this. This remains a priority and currently progressing with ICT and third-party system provider.



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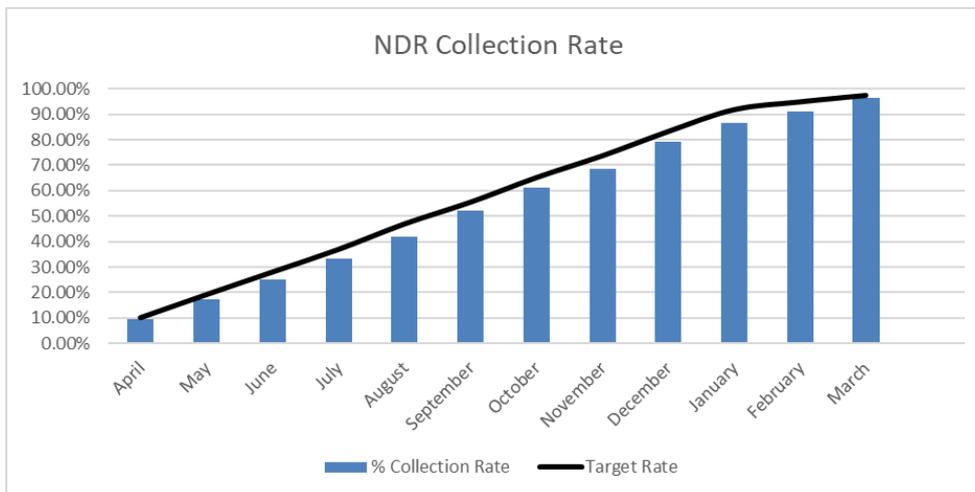
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Performance measure

- NDR Collection Rate

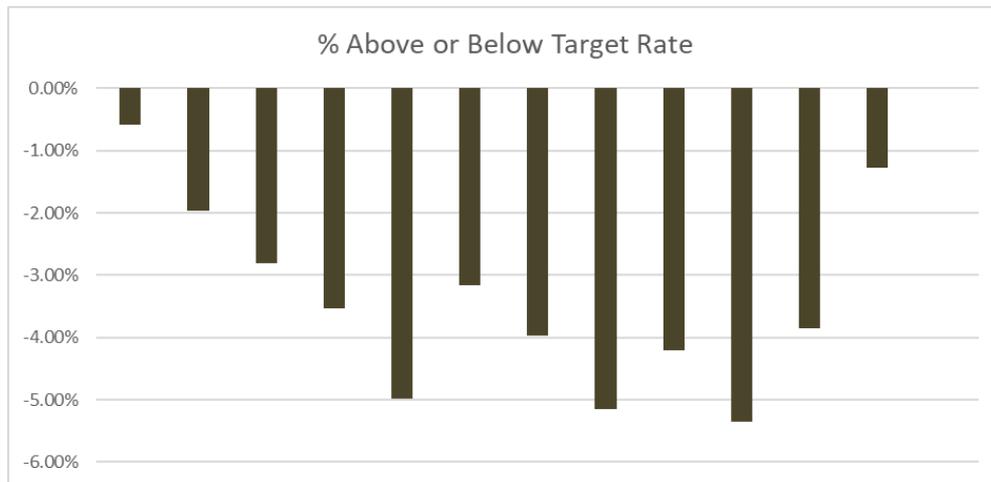
The data remains as Quarter 4 2022/23 data. Revenues cannot accurately produce the updated information due to batch scheduling having stopped working within Civica-OpenRevenues; this issue is being progressed and is within the escalation process.



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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

**Executive
2024**18th March**Update**

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)
Oct 2023	3060	0.35	04:22	6.86	07:57
Nov 2023	2637	0.09	03:18	7.37	08:03
Dec 2023	1717	0.12	03:32	6.00	07:43

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.

Performance measure

- Number of Web Payments

Date	Number of Payments
Oct 2023	3936
Nov 2023	3727
Dec 2023	3466

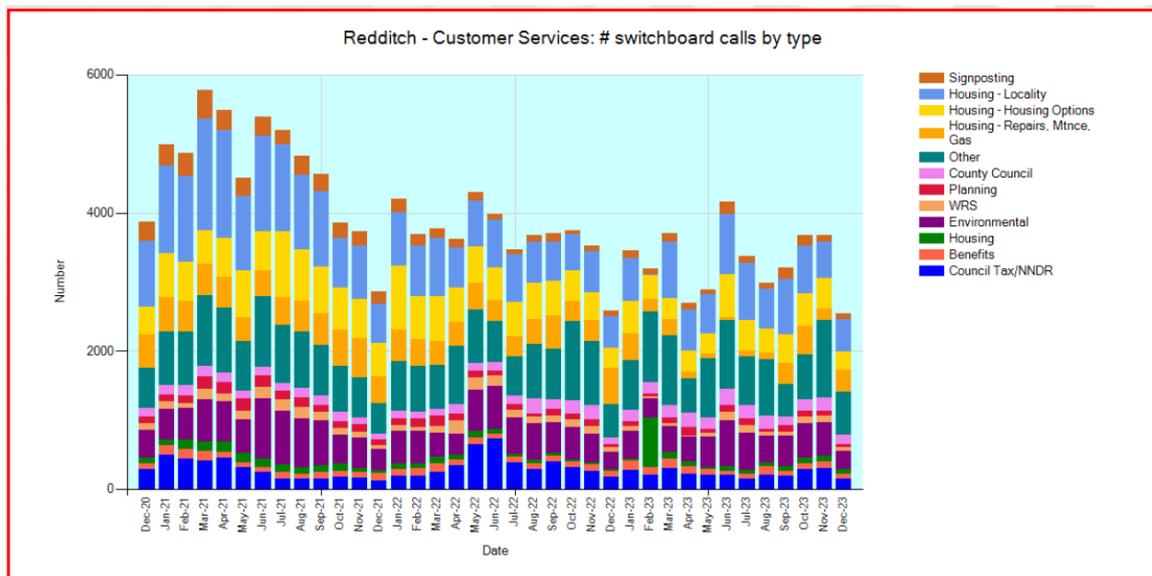
**Executive
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Performance measure

- Customer Service calls (Switchboard)

Date	Calls Answered	Avg in Queue	Avg Wait (mm:ss)	Avg Logged in	Avg call length (mm:ss)
Oct 2023	3850	0.14	01:21	1.77	00:38
Nov 2023	3730	0.05	00:36	1.93	00:43
Dec 2023	2721	0.03	00:34	1.90	00:41



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.

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.

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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)

- Launch of ReNEW scheme 27th October 2023 with all accompanying branding collateral
- £33,000 Small Grants process for ReNEW campaign launch for 27th October 2023
- £32,000 Digital Storytelling commissions for procurement in Nov 2023
- Creative People and Places projects delivery with new freelance producer recruited: "A Brand-New Redditch", "Beach on the Green", the "Art of Storytelling" and the introduction of the "Have a Go" programme
- Changing Places toilet facility proposal given the green light to be built by Muscular Dystrophy UK
- Management and delivery of Holiday Activity and Food, disability short breaks and multiple health intervention programmes

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

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

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

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.

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

- 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.

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

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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.

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.

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

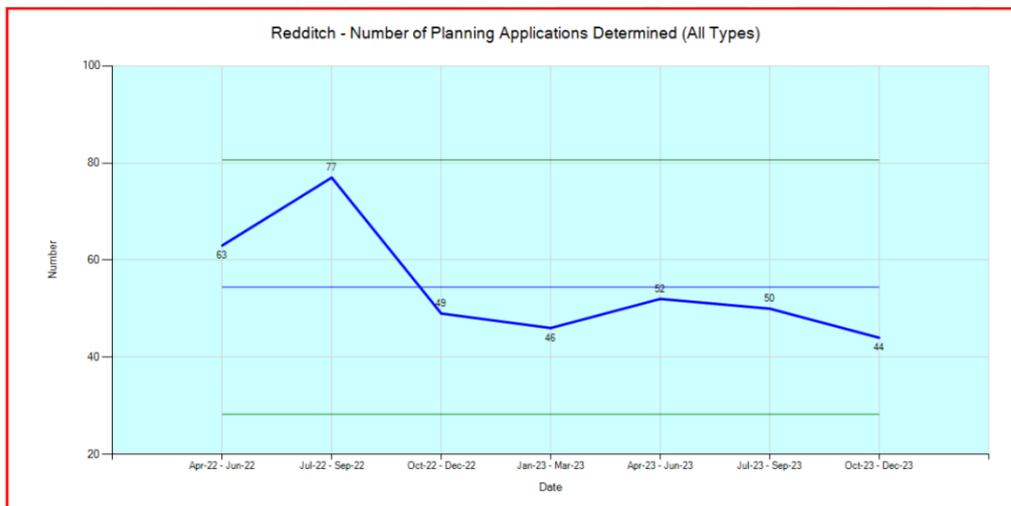
- Work started on website development and modernisation. Social media use improved to promote, biodiversity, events, and mental health in respect of Parks and Green Spaces.

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.

Performance measure

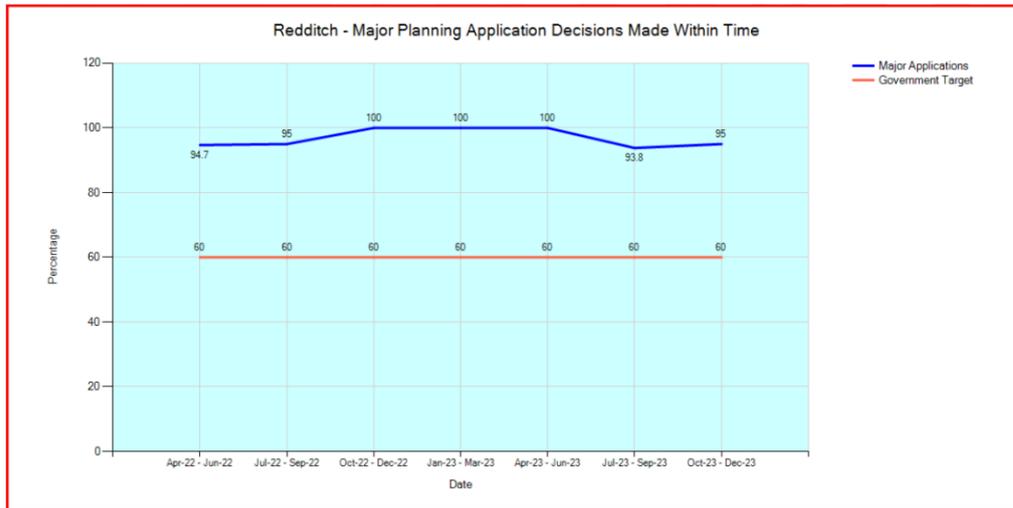
- Total number of applications determined in quarter (all types)

**Update**

Determination rates remain below average and have dropped further this 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%)

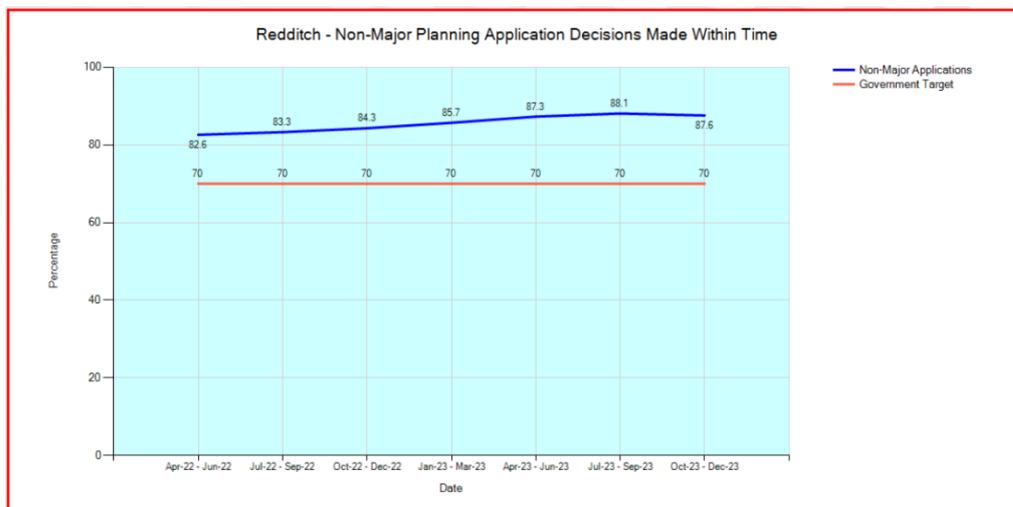


Update

The 2-year rolling performance for speed remains well excess of government targets. There was an error in quarter 2 figures, previously reported as 75%, this now shows correctly as 93.75%.

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 speed assessment remains well in excess of government targets.

**Executive
2024**18th March**5. Corporate Project Oversight & Monitoring**

The table below provides a summary as of 25th January 2024. The focus point being that the overall RAG status is Amber for the majority of projects.

A review of current projects, project sponsors and leaders, has been undertaken to ensure accurate monitoring moving forward.

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	11	68.75%	12	75%	9	56.2%	7	43.7%
Green	5	31.25%	4	25%	7	43.7%	6	37.5%

6. 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)

Housing - Short term priorities	
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.
2	Embed new Housing Policies and improve customer response times.

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3	Seek to reduce long term and high capital cost voids to enable a quicker turn- around of properties.
4	Work with HOW College, construction department to undertake a VOID for learning/development processes.

Housing – Medium to long term priorities

1	Identify existing properties for regeneration or additional land sites for the development of new Council housing.
2	Develop and build new Council housing at agreed development sites to achieve 230 new homes by 2030.
3	Delivery of the Housing Capital Investment Programme.
4	Delivery of improvements to increase energy efficiency of Council housing stock to ensure all properties reach EPC C by 2030.
5	Skills/Employment opportunity - involvement of the HOW College, construction department to assist in a project to build a new home and carry out further VOIDS works.

Parks & Green Spaces - Short term priorities

1	Review grass cutting arrangements to prioritise footpaths and green areas within and connecting the Borough.
2	Review mechanical street sweeping and weed killing arrangements, to ensure there is a consistent, improved quality standard across the Borough.
3	Creation of an accessible wood carve sculpture trail in Morton Stanley Park, including working with the on-site café to produce trail packs.

Parks & Green Spaces – Short/Medium term priorities

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.
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.
3	The leisure strategy recommendations will form the basis of the short/medium term focus (link to leisure strategy).

Housing - Short term priorities

1	Management plans reviews of the Council's parks and green spaces.
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2	Carry out a natural capital assessment of the value of the Borough's parks and open spaces.
3	Develop a plan to identify priorities for delivering further carbon capture and natural capital gains.
4	Continue to focus on delivery of ALL recommendations as set out in the leisure strategy which continues from the short/ medium term focus (link to leisure strategy).

Parks & Green Spaces/Community Safety & Regeneration
Short term priorities

1	ReNEW (Rediscover North East Worcestershire) activities: creative community grants distribution, creative digital tourism commission, £1.1m funding applications, branded participation campaign.
2	Creative People and Places community projects.
3	Bring Playing Pitch and Built Leisure Facility Strategies to Council for endorsement forward plan.
4	Management and delivery of Holiday Activity and Food, disability short breaks and multiple health intervention programmes.
5	Complete phase 1 of the new Cemetery project.

Parks & Green Spaces/Community Safety & Regeneration
Medium to long term priorities

1	Completion of the new Cemetery site.
2	Renegotiate the current agreement with Worcestershire County Council for the work conducted by RBC to the landscaping along the highway network on behalf of the County Council. To ensure that we are paid the correct amount and to agree standards of maintenance that improve visibility and community Safety.
3	Submit and develop a 3-year capital bid / programme to enhance estate areas by removal of trees and shrubs and re landscaping of areas to improve visibility and community safety.

Economy & Regeneration - Short term priorities

1	Council will play an active role in shaping the redevelopment of the train station and public realm 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.
2	Delivery of a "worry free day out" in Redditch Town Centre through capital build of Changing Places Disability Toilet Facilities in Kingfisher Shopping Centre.
3	Invite Executive Committee to consider a reviewed Planning Enforcement Policy.
4	Implement the Enforcement Services business case if endorsed by Executive Committee.

REDDITCH BOROUGH COUNCIL**Executive
2024**18th March**Economy & Regeneration - Medium to long term priorities**

1	Consider all options for redevelopment of Winyates, Matchborough and Woodrow district centres, including all funding options.
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Community Safety – Short term priorities

1	Deliver crime prevention initiatives including Town Centre Public Spaces Protection Order, designing out crime housing estate improvements and enhanced youth support projects.
2	Review and promote the CCTV re-deployable camera protocol and investigate a new camera at Arrow Valley Park.
3	Improve planning and environmental enforcement.

Community Safety – Medium to long term priorities

1	Implement Safer Streets 5 Neighbourhood Crime initiative.
2	Implement new and updated requirements under the Governments ASB Action Plan and other crime prevention duties.
3	Actively embed crime prevention and community safety activities across all Council services.
4	Seek to make wider improvements to enforcement activities across the Council.

Value for Money – Short term priorities

1	Prioritise a review of alternative models of delivery for shop mobility and Dial A Ride to achieve efficiencies.
2	Extending chargeable garden waste services to residents across the Borough.

Value for Money – Medium to long term priorities

1	Reviewing contracted work to ensure costing are correct and the standards of work are met.
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.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Executive Committee

Tuesday, 9th July, 2024

MINUTES

Present:

Councillor Joe Baker (Chair), Councillor Sharon Harvey (Vice-Chair) and Councillors Juliet Barker Smith, Bill Hartnett, Jen Snape, Jane Spilsbury, Monica Stringfellow and Ian Woodall

Also Present:

Councillors Claire Davies, Joanna Kane and David Munro

Officers:

Matthew Bough, Peter Carpenter, Nicola Cummings, Sue Hanley and Darren Whitney

Democratic Services Officers:

Jess Bayley-Hill

1. APOLOGIES

An apology for absence was received on behalf of Councillor Sid Khan.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. LEADER'S ANNOUNCEMENTS

The Leader welcomed all those present to the first meeting of the Executive Committee to be held in the 2024/25 municipal year.

Members were advised that at a meeting of the Overview and Scrutiny Committee held on Monday 8th July 2024, Members had pre-scrutinised the Productivity Plan report, which was due to be considered at the Executive Committee meeting. No recommendations had been made on this subject by the Overview and Scrutiny Committee. The Executive Committee thanked members of the Overview and Scrutiny Committee for their time spent reviewing this report.

Chair

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The Executive Committee was informed that at that meeting of the Overview and Scrutiny Committee a recommendation had been made on a separate matter, concerning rules for scrutinising Executive decisions. This recommendation was due to be considered during the Executive Committee meeting.

4. MINUTES

RESOLVED that

the minutes of the meeting of the Executive Committee held on 18th March 2024 be approved as a true and correct record and signed by the Chair.

5. RECOMMISSIONING OF THE PROMOTING INDEPENDENT LIVING SERVICE (HOME IMPROVEMENT AGENCY)

The Strategic Housing and Business Support Manager presented a report on the subject of the Recommissioning of the Promoting Independent Living Service (Home Improvement Agency) for Members' consideration.

The Committee was informed that Redditch Borough Council worked with other local authorities in Worcestershire in terms of the delivery of this service at a countywide level. The existing contract for this service had been reviewed and was going through the procurement process. The service provided a range of support to eligible customers, with management of disabled facilities grants forming a key feature of the service. Members were asked to note that the service was only provided to residents who were not Council tenants.

Following the presentation of the report, Members commented on the value of the Home Improvement Agency service to the community. Reference was made to the tendering process and it was noted that there was no guarantee that the successful bidder would be based in Redditch, although services would be delivered in the Borough.

Consideration was given to the quality assurance arrangements for this service and Members questioned how the contract was managed and the service was monitored. Officers explained that there was a contract management group for the service. In addition, the successful contractor would be required to comply with a range of key performance indicators (KPIs). Furthermore, the Government had issued guidance two years' previously which detailed the process for use of disabled facilities grant funding. Many aspects of this guidance would be incorporated into the contract and the contractor would be obliged to comply with these

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guidelines from year 2 onwards, as well as to demonstrate that they were working towards compliance in the first year of the contract.

RESOLVED that

- 1) approval be given to recommission the Promoting Independent Living Service;**
- 2) authority be delegated to the Head of Community and Housing Services, in consultation with the Head of Legal, Democratic and Property 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).**

6. INDEPENDENT REMUNERATION PANEL MEMBERS' ALLOWANCES 2024/25

The Electoral Services Manager presented the Independent Remuneration Panel's (IRP's) report in respect of their proposals for Members' allowances in the 2024/25 financial year. This report had been prepared in December 2023, but the decision had been taken by Members to postpone making a decision on this subject until after the local elections held in May 2024.

In considering the report, Members were asked to note that the IRP had made recommendations about Members' allowances based on information that they had gathered. There was no requirement for the Council to approve all of the IRP's recommendations, however, Members needed to give due regard to the proposals detailed in the report.

Following the presentation of the report, the Leader circulated a table detailing proposals for Members' allowances for the 2024/25 financial year (Appendix 1). This included the following:

- An increase of 3 per cent on the basic allowance of £4,732 to £4,874 for all Members. The proposed increase was justified on the basis that this linked to inflation. A greater increase of 16.6 per cent, to reach the level suggested by the IRP, was considered to be too steep to be justifiable in the current financial climate.
- Retaining multipliers of the previous basic allowance of £4,732 for the majority of Special Responsibility Allowances (SRAs) payable to Members in specific roles at the authority. This was suggested in order to limit the potential increases in

Executive Committee

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- payments of allowances that would otherwise arise for all SRAs as a result of the increase to the basic allowance.
- Exceptions to the position outlined in respect of the SRAs included proposed increases to the SRAs for the position of Chair of the Audit, Governance and Standards Committee and the leader of the opposition, where increases to these SRA were proposed to £3,500 and £4,500 per annum respectively. These increases were proposed in recognition of the significant workload and responsibilities attached to these roles.
 - Whilst the position was not referred to in the table, Members were asked to note that the SRA for the position of Chair of a Scrutiny Task Group would be retained at a level of £1,183 per annum.
 - Whilst the increase to the basic allowance would result in a slight increase in overall costs associated with Members' allowances, the reduction in the number of Councillors from 29 to 27 in May 2024 would help to limit the impact of these increases. Furthermore, the Section 151 Officer had confirmed that these increases could be accommodated within existing budgets.
 - The proposed changes to the Members' allowances for the 2024/25 financial year would be backdated to 7th May 2024, which was the first date on which Members elected in May 2024 became Councillors.

The Committee discussed the proposed amendments to Members' Allowances and in doing so noted that they had considered the information provided in the IRP's report. There was general consensus that recommendations 3 to 6 in the IRP's report could be supported, as these would not result in any changes to the provision of Members' allowances or an increase in costs. Whilst the changes discussed at the meeting meant that the Committee would not be supporting the IRP's first and second recommendations, the increase to the basic allowance would help to reduce the gap between allowances paid to Redditch Borough Councillors and Members representing other local authorities in Worcestershire.

RECOMMENDED

- 1) **a Basic Allowance for 2024-25 of £4,874, representing a 3% increase;**
- 2) **a range of Special Responsibility Allowances as set out in Appendix 1 to these minutes, with the addition of the SRA for the role of Chair of a Scrutiny Task Group of £1,183;**

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- 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; and
- 7) that these changes to the Members Allowances Scheme for 2024/25 be backdated to take effect from 7th May 2024 onwards.

7. PRODUCTIVITY PLANS

The Section 151 Officer and Deputy Chief Executive presented the Productivity Plan for the Council for the Committee's consideration.

Members were informed that in April 2024 the then Minister for Local Government had written to local authority Chief Executives thanking Councils for the financial savings that they had delivered over the years. Local Government was the only part the public sector that had consistently managed to deliver financial savings and this had been recognised. Chief Executives had been advised that the Government was reviewing the productivity of public services and wanted to gather information about what was and wasn't working, which would inform plans moving forward.

Whilst no template had been provided for responses, Councils had been asked to limit their replies to four pages in length. Some local authorities had opted to draft a one-page document but Officers at Redditch Borough Council had produced a more comprehensive document which was four pages in length. It was acknowledged that there had recently been a change in Government, however, it was understood that the productivity plans still needed to be prepared and submitted to the Department of Housing, Communities and Local Government (DHCLG) by 19th July 2024. The plans needed to detail how the Council had transformed services, how technology was used for the delivery of services, how wasteful spend had been reduced and the barriers that were in place that restricted further progress from being made.

Members were asked to note that the following information had been highlighted in the Council's Productivity Plan:

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- The significant levels of financial savings that had been achieved by the Council as a result of working in shared services with other Councils, particularly Bromsgrove District Council, over a number of years.
- The use of ICT software to automate services where appropriate.
- The use of benchmarking data to help drive forward improvements in services.
- The use of capital reinvestment in services.
- The impact of procurement and legacy processes as a barrier to further progress.
- The barriers relating to the Government, specifically the lack of communication between Government departments which often impacted negatively at the local government level.

During consideration of this item, Members were asked to note that the Overview and Scrutiny Committee had pre-scrutinised the report at a meeting held on 8th July 2024. Whilst the Overview and Scrutiny Committee had not proposed any specific recommendations on this subject, Members had noted a typographical error, whereby the report had referred to “polar panels” rather than “solar panels”. Members were advised that this would be addressed prior to the submission of the Productivity Plan to the Government.

Following the presentation of the report, Members discussed the content and in doing so congratulated Officers for their hard work managing Council services over the years. Members commented on the reductions in Government funding that had been allocated to local government over consecutive years and the impact that this had had on Councils. In this context, it was noted that the Council had done well to have not had to make significant cuts to services delivered at the local level.

Consideration was given to the value of the productivity plan and the extent to which these were likely to be required following the general election. Members commented that the exercise had been useful, insofar as they had been able to reflect on what the Council already delivered. This would help in identifying opportunities to generate income and to achieve further efficiencies moving forward.

RECOMMENDED that

the Productivity Plan be approved, the plan to be published on the Council’s website and forwarded to the Department of Housing, Communities and Local Government before the 19th July 2024.

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8. **COMBINED FINANCIAL OUTTURN AND QUARTER 4 REVENUE MONITORING 2023/2024 (INCLUDING UPDATE ON THE FLEET)**

The Section 151 Officer presented the Combined Financial Outturn and Quarter 4 Revenue Monitoring Report 2023/24 (Including Update on the Fleet) for the Committee's consideration.

During the presentation of this report, the following points were highlighted:

- The Council was projected to have a £386,000 overspend at the end of the 2023/24 financial year, which was only £3,000 more than the figures that had been anticipated at the end of the third quarter.
- A key reason for the overspend had been costs arising due to issues with the Council's vehicle fleet.
- Another major cause of the overspend had been the financial costs arising from the pay award to staff.
- The Council's long-term debt remained at a total of £104 million, which was due to the transfer into the Housing Revenue Account (HRA) 20 years previously.
- The Council had not had to borrow funding for a long time, with purchases having been paid for in recent years using cash balances. It was possible that this situation would need to change in order to fund purchases of replacement vehicles in the fleet.
- The authority had only spent £3.2 million of the total £12 million capital budget. This area would need to be reviewed going forward, although Members were asked to note that delays had been caused due to competition for raw materials and for contractors' time.
- The HRA budget was in a breakeven position, although there had been a slight overspend on the HRA capital budget.
- Council Tax collection rates had recovered to a level almost equivalent to collection rates prior to the Covid pandemic. Members were asked to note that, like many authorities in the country, there had been a decrease in collection rates during the pandemic.
- There were four key areas where additional funding would be requested from Council:
 - Funding to purchase new vehicles for the fleet. Previously, the Council had planned to maintain existing vehicles whilst waiting for clarity from the Government on future requirements of waste and recycling vehicles. Electric, hybrid and hydrogen powered vehicles were all more expensive than diesel powered vehicles. However, guidance had not yet been issued by the Government on this subject and maintenance costs for the Council's existing fleet had been higher than anticipated. Therefore,

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Officers were proposing to start replacing some of the vehicles and this would require financial investment.

- There had been a high-profile funeral held at Redditch crematorium in June 2024 which had been well attended by people in person and remotely. Those watching the live stream of the funeral had highlighted problems with the audibility of the sound system. Given the sensitivities associated with this service area, it was recognised that there was a need to invest in improvements to the sound system which were likely to cost circa £20,000.
- Members of the Executive Committee were keen to introduce a street market. This would be at a cost of an additional £38,000 per annum to the Council.
- Similarly, members of the Executive Committee had requested a reduction in Dial a Ride fares, at a cost of £44,000 per annum.
- There had been a surplus budget reported to Council in February 2024 when the Medium Term Financial Plan (MTFP) had been set. The proposed additions to the budget would reduce that surplus to closer to £17,000, which would be returned to balances.
- The accounts for 2020/21 had been submitted and in doing so Officers had found that the Council's general fund position was £1.2 million higher than had previously been anticipated.

Members subsequently discussed the report in detail and in doing so welcomed news that the Council's 2020/21 accounts had finally been submitted. Moving forward, it was noted that Council budgets had been impacted by significant rises in inflation in recent years and there remained a need to be prudent when managing the Council's budget. Furthermore, Members noted that there were risks that could potentially have a negative impact on the Council's budget position, including high demand for temporary housing and the impacts of competing with other organisations for raw materials on the potential for the Council to deliver key projects according to deadline.

RESOLVED to note

- 1) the 2023/24 provisional outturn position in relation to revenue budgets was a projected revenue overspend of £386k after applying £557k from the Utilities Reserve as approved at Quarter 1. (Quarter 3 was £383k);**
- 2) the 2023/24 provisional outturn position in relation to Capital expenditure was £3.2m against a total an approved programme of £10.9m. (Quarter 3 was £2.586m);**

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- 3) the provisional outturn position in respect of the General Fund Reserves, which would stand at £3.721m on the 31st March 2024;
- 4) the provisional outturn position in respect of Earmarked Reserves;
- 5) HRA net revenue expenditure was break even at £0.0m (same as at Quarter 3) and Capital Expenditure was £0.2m more than budget (Quarter 3 was a £105k underspend);
- 6) at the time of writing, the Council was yet to formally close its accounts for the 2021/22 and 2022/23 financial years. 2020/21 had 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; and
- 7) work continued to refine the position including addressing the backlog of entries that were in suspense and any miscoding from 2021/2 through to 2023/4, therefore the provisional position detailed in this report was subject to change and a further update would be presented to Members in due course.

RESOLVED 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; and
- 9) Executive approve the revised fleet replacement programme.

RECOMMENDED 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), to be reduced by £81k to fund the crematorium sound system, street market and Dial A Ride change, be approved; and
- 12) subject to the agreement of recommendation 8, 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.

9. QUARTER 4 PERFORMANCE MONITORING REPORT 2023/24

The Section 151 Officer and Deputy Chief Executive presented the Quarter 4 Performance Monitoring Report 2023/24.

The report detailed the performance of Council services in relation to the Council's existing strategic purposes and measures. Data was also provided in the report in relation to some operational measures.

Members were asked to note that this was the final time in which the report would be presented for the Executive Committee's consideration in this format. Performance monitoring would be continuing, as this was recognised as a valuable tool for the authority. However, the layout and content of the report would be different.

During consideration of this item, the following matters detailed within the report were highlighted for Members' consideration:

- There had been a reduction in the number of vacant shop units since quarter 3 of 2023/24.
- There had been overall reductions in levels of crime reported in the Borough.
- Information had been included in the report regarding the performance of Rubicon Leisure Limited.
- Staff turnover was 8 per cent by the date of the meeting, which was lower than the national average of 16 per cent. This appeared to imply that actions that were being taken to attract and retain staff at the authority were having some success.
- There had been significant success reported in terms of gas safety compliance.
- Managers had been tasked with developing service business plans which would need to be informed by the Council's strategic priorities whilst also shaping personal development and performance management at an individual level for the organisation's employees.

The content of the report was subsequently discussed and welcomed by the Committee. Members commented that it would be important for all Portfolio Holders to work with the Portfolio Holder for Performance, who would have a cross-cutting role helping colleagues to monitor the performance of services within their remit.

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Members noted that work was due to commence on developing a new Council Plan for the authority. This would outline new priorities and measures for the Council. Executive Committee members would have a role to play in developing the content of this plan.

During consideration of this item, reference was made to the contribution that had been made to the Borough by Community Builders. Members requested further information about who directed the work of the Officers in Community Builder roles and how their work could be managed and redirected. Officers undertook to provide a response to this query outside the meeting.

RESOLVED that

the Quarter 4 Performance data for the period January to March 2024 be noted.

10. OVERVIEW AND SCRUTINY COMMITTEE

Members considered the minutes of the Overview and Scrutiny Committee meeting held on 14th March 2024. It was noted that the following recommendation had been made at that meeting during consideration of an overview of social housing repairs:

“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.”

In considering this recommendation, Members were asked to note that the Executive Committee already received Overview and Scrutiny Committee minutes as a standing item on the agenda. Therefore, the key issue to consider was whether the Executive Committee also wished to receive the report that had already been presented on this subject to the Overview and Scrutiny Committee for noting.

The recommendation from the Overview and Scrutiny Committee was discussed. Members thanked the Overview and Scrutiny Committee for considering the subject and noted that this topic had been debated in some significant detail in March 2024. It was noted that there were due to be housing briefings later in the year and the subject of social housing repairs might be addressed as part of that process.

At the end of a discussion in respect of this recommendation, Members decided to note the minutes of the meeting of the

Executive Committee

Tuesday, 9th July, 2024

Overview and Scrutiny Committee held on 14th March 2024 which contained reference to this recommendation.

RESOLVED that

the minutes of the Overview and Scrutiny Committee meeting held on 14th March 2024 be noted.

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

The Executive Committee considered the following recommendation that had been proposed at a meeting of the Overview and Scrutiny Committee held on 8th July 2024:

“The Executive Committee further review the Council’s constitution with a further check on policy to enable past Executive Members to participate in Overview and Scrutiny when they were previously involved in Executive decisions.”

Clarification was provided that this recommendation had been made by the Overview and Scrutiny Committee in a context in which the Committee had been discussing the overview and scrutiny work programme for the 2024/25 municipal year. Concerns had been raised about the Overview and Scrutiny Procedural Rules in the Council’s constitution, which did not permit Members to scrutinise a decision in which he or she had been directly involved.

During consideration of this item, legal guidance was requested from the Council’s Principal Solicitor for Governance in respect of this matter. The Executive Committee was advised that there was no specific rule contained within the legislation on this subject. However, statutory guidance published by the Government in April 2024 in respect of Overview and Scrutiny required Councils to clarify in their constitutions how conflicts of interest between Executive and Scrutiny responsibilities should be managed, including where Members stood down from the Executive and moved to a Scrutiny role. The Overview and Scrutiny Procedural Rules in the Council’s constitution addressed this through reference to restrictions placed on Members not being permitted to scrutinise decisions with which they had been previously involved. There was the potential to refer these rules to the Constitutional Review Working Party (CRWP) for review. However, there would remain a need to demonstrate that Members of Overview and Scrutiny were impartial and that potential conflicts of interest were managed.

Advice had also been requested from the Centre for Governance and Scrutiny (CfGS), which was the lead organisation nationally with expertise in the field of Overview and Scrutiny. The CfGS had

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advised that it would not be appropriate for Members to be involved in scrutiny relating to implementation of a decision made when they were an Executive Committee member.

Members discussed the advice that had been received in respect of this recommendation and in so doing commented on how Overview and Scrutiny was a valued part of the local democratic process. The Committee noted that there was a need to be open and transparent when making decisions and for this to be subject to scrutiny by Members acting as critical friends. Whilst Members expressed sympathy with the difficulties that some former Executive Committee Members might encounter scrutinising some decisions, Members also commented that it was important to comply with best practice and to have robust governance procedures in place. For these reasons, the Committee agreed that it would not be appropriate to approve this recommendation from the Overview and Scrutiny Committee.

However, in reaching this position, the Executive Committee noted that any Members particularly impacted by this requirement in the Overview and Scrutiny Procedure Rules could arrange for the substitutes to attend meetings on their behalf. Furthermore, it was noted that former Executive Committee Members might not have been present when particular decisions were taken meaning that they could potentially participate in scrutiny of some subjects that had recently been considered by the Executive Committee. Therefore any restrictions on participation would need to be assessed on a case by case basis.

To ensure that the reasons why the Executive Committee had reached these conclusions were clear, Members requested that their decision and the rationale for their decision in respect of this matter should be reported as soon as possible for the consideration of the Chair and Vice Chair of the Overview and Scrutiny Committee.

RESOLVED that

based on legal advice and requirements in the Statutory Guidance for Overview and Scrutiny, the current Overview and Scrutiny Procedural Rules in respect of scrutiny of Executive decisions with which Members have previously been involved be noted.

12. APPOINTMENTS TO THE SHAREHOLDERS COMMITTEE

The following Members of the Executive Committee were nominated to serve as Members of the Shareholders Committee:

Executive Committee

Tuesday, 9th July, 2024

- Councillor Sharon Harvey (Chair)
- Councillor Bill Hartnett (Vice Chair)
- Councillor Joe Baker
- Councillor Jen Snape
- Councillor Ian Woodall

Members noted that only Executive Committee members could be appointed to serve as voting Members on this Committee. This was due to a decision that had been taken earlier in the calendar year, following a governance review, to change this body from a Committee that had reported directly to Council to a sub-Committee of the Executive Committee. This change had been made in line with best practice for Shareholder Committees for Council companies.

Reference was made to the fact that the Portfolio Holder for Leisure was not being nominated as a member of the Committee. The Leader advised that this would ensure that the Portfolio Holder remained independent from Rubicon Leisure Limited but Members were assured that she would continue to be appraised of the work of the company.

RESOLVED that

the following Members of the Executive Committee be appointed to serve on the Shareholders Committee during the 2024/25 municipal year: Councillor Sharon Harvey (Chair), Councillor Bill Hartnett (Vice Chair) and Councillors Joe Baker, Jen Snape and Ian Woodall.

The Meeting commenced at 6.30 pm
and closed at 7.45 pm

Table A - Redditch Borough Council - 2023/24

CURRENT						
Role	Rate	No	Total			
Basic	4,732.00	29	137,228.00			
Leader	14,196.00	1	14,196.00			
Dep leader	8,281.00	1	8,281.00			
Portfolios	7,098.00	7	49,686.00			
non portfolios	4,732.00	2	9,464.00			
M&S Chair	7,098.00	1	7,098.00			
Chair Planning	4,732.00	1	4,732.00			
Chair Licensing	3,549.00	1	3,549.00			
Audit Chair	1,183.00	1	1,183.00			
Group Leader	1,183.00	1	1,183.00			
		Total	236,600.00			

Table B - Redditch Borough Council - 2024/25 (Less 2 Members)

Proposed - Assumes increase 1 Portfolio less 1 Non-portfolio						
Role	Rate	No	Total	Diff 2023	Notes	
Basic	4,874.00	27	131,598.00	-5,630.00	Reduction of 2 Members + 3% increase **	
Leader	14,196.00	1	14,196.00	0.00		
Dep leader	8,281.00	1	8,281.00	0.00		
Portfolios	7,098.00	8	56,784.00	7,098.00	Increase of 1 Portfolio	
non portfolios	4,732.00	1	4,732.00	-4,732.00	Reduction of 1 Non-portfolio	
O&S Chair	7,098.00	1	7,098.00	0.00		
Chair Planning	4,732.00	1	4,732.00	0.00		
Chair Licensing	3,549.00	1	3,549.00	0.00		
Audit Chair	3,500.00	1	3,500.00	2,317.00	Increase to recognise role	
Group Leader	4,500.00	1	4,500.00	3,317.00	Increase to recognise role	
		Total	238,970.00			
			Increase on Table A	2,370.00		

Notes: ** Assumes 3% on Basic Rate ONLY in line with C/Tax rise, not flowed forward to SRAs

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REDDITCH BOROUGH COUNCIL**EXECUTIVE COMMITTEE**9th July

2024

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' Scheme of Allowances - Redditch constitution](#)

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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 \(ons.gov.uk\)](#)**

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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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

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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:

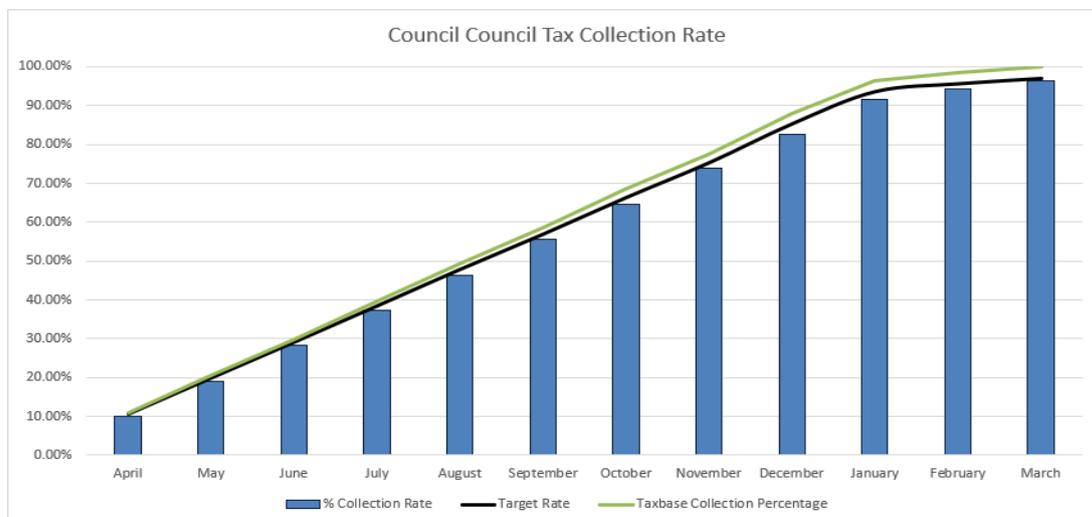
- **Major Voids Works - £575k Overspend**
This budget is based on reactive voids that require two or more elements to be replaced (eg Kitchen and bathroom). The volume and condition of these varies year on year. Work is currently underway to assess future reductions in scope and therefore cost.
- **HRA 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

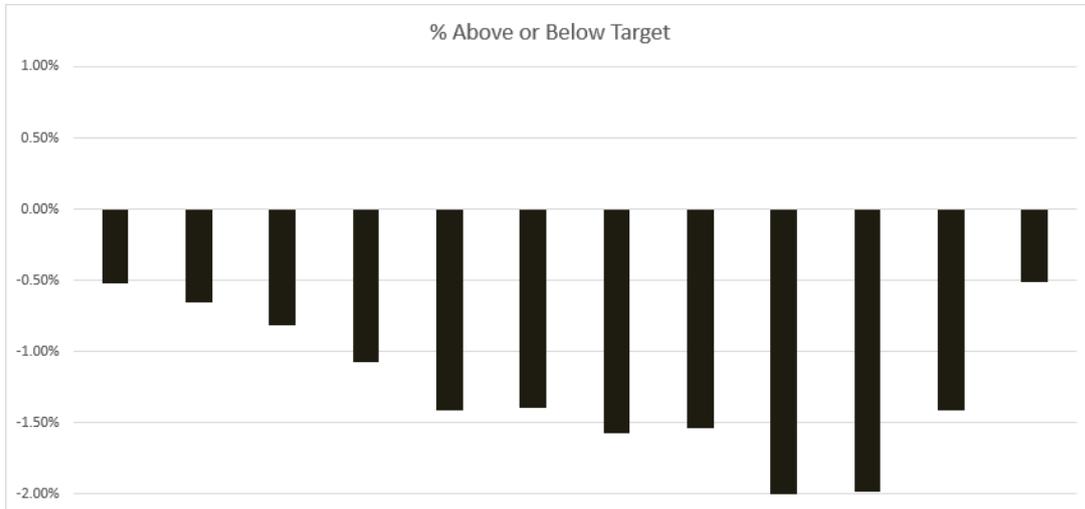
3.16 Council Tax collection rate data for the financial year 2023/24 is set out in the following tables. Overall, collection was 0.5% below target.



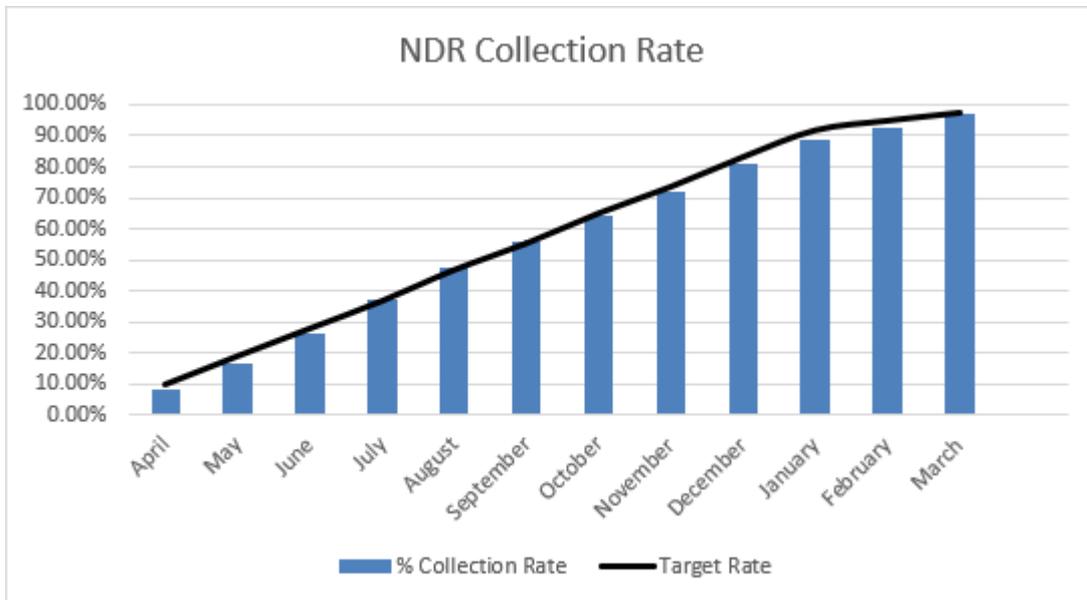
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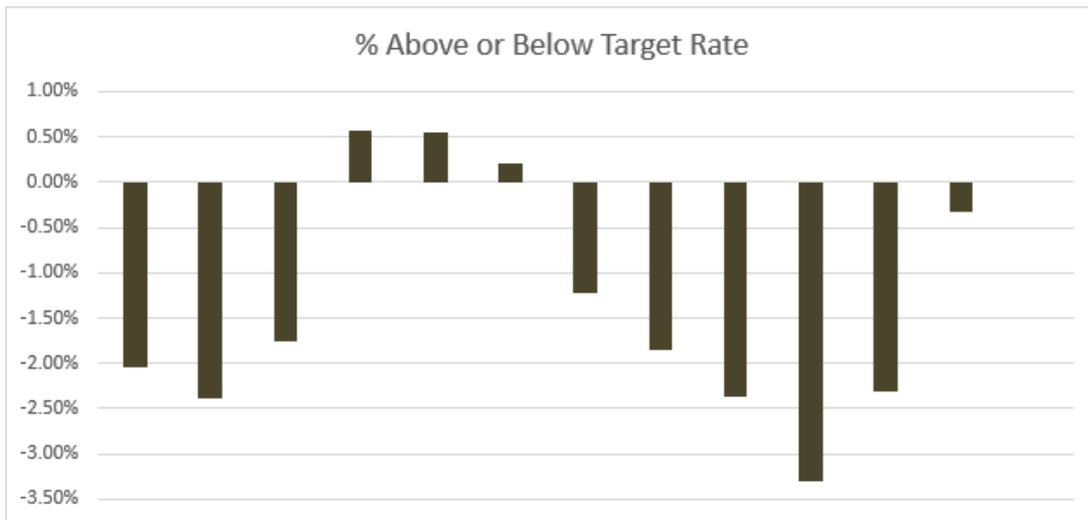
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3.17 The National Non-Domestic Rates collection rate data for the financial year 2023/24 is set out in the following tables. Overall, collection was just under 0.5% below target.



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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

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

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

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

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- 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

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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

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- 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.

REDDITCH BOROUGH COUNCIL**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.

Council29th July 2024**Establishment of a Joint Appointments Committee**

Relevant Portfolio Holder	Councillor Joe Baker
Portfolio Holder Consulted	Yes / No
Relevant Head of Service	Claire Felton
Report Authors	<p>Job Title: Head of Legal, Democratic and Property Services Contact email: c.felton@bromsgroveandredditch.gov.uk Contact Tel: 01527 64252</p> <p>Job Title: Human Resources and Organisational Development Manager Contact email: becky.talbot@bromsgroveandredditch.gov.uk</p>
Wards Affected	N/A
Ward Councillor(s) consulted	N/A
Relevant Strategic Purpose(s)	An effective and sustainable Council
Key Decision / Non-Key Decision: This is a non-key decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	

1. RECOMMENDATIONS

That the Council RESOLVE that:-

- 1.1 A Joint Appointments Committee (JAC) be established, to replace the current Appointments Committee, for Redditch Borough Council (RBC) with Bromsgrove District Council (BDC) of 10 Councillors (5 from each authority, which must include both Leaders) with terms of reference as detailed in Appendix 1.**
- 1.2 The Joint Appointments Committee is directed to appoint a subcommittee of 6 members (3 from each authority), which will form the final interview panel for the appointment of the Head of Paid Service and S151 Officer and make recommendations to the JAC.**
- 1.3 To appoint 5 members to the JAC in accordance with para 2.2 and Appendix 4 of the report.**
- 1.4 To authorise the Monitoring Officer to update the Constitution, including any consequential amendments required as a result of the above.**

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1.5 To approve a 1.31% increase to the top increment of the Head of Paid Service grade.

1.6 To approve a revised Pay Policy to include changes to Head of Paid Service grade and the introduction of a new grade between top of NJC Grade and Hay Grades.

2. BACKGROUND

2.1 This report details the governance proposals for the appointment of the Statutory Officers.

2.2 The terms of reference for the JAC are set out at Appendix 1. Its sole purpose is to enable Councillors from both authorities to have engagement in any recruitment roles of Statutory Officers. The JAC, which must be politically balanced, would comprise of 10 members, with 5 members being appointed by each Council. If Council approves the recommendations, it will also be asked to appoint its members.

2.3 It should be noted that, as the Joint Appointments Committee will be replacing the Council's existing Appointments Committee, comprising the same number of members, this will not result in changes to the political balance. The list of nominations to the then Appointments Committee, agreed by Members at the Annual Council meeting in May 2024, has been attached at Appendix 3 as the suggested nominations to the Joint Appointments Committee.

2.4 The JAC would be established pursuant to the powers contained in sections 101 and 102 of the Local Government Act 1972.

2.5 It should be noted that the appointment of the Chair for the JAC and its sub-committee will be chaired alternately between Members of the respective Councils and the Chairmanship will only last until the next meeting of that Committee/sub-committee.

2.6 In order to ensure that both RBC and BDC can contribute to the appointment process and ultimately recommend the most suitable candidate a Joint Appointments Committee will have to be established.

2.7 It is proposed that the JAC will consist of the Leaders of each and 4 other members from each authority.

2.8 The final interview will be a separate meeting of the Joint Appointments Sub-Committee. The membership of the Joint Appointments Sub-Committee will be determined by the JAC and consist of the Leaders of each authority where possible.

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3. OPERATIONAL ISSUES

- 3.1 Following the announcement that the former Chief Executive, Mr Kevin Dicks, would be retiring in September 2023, an urgent decision was taken by Members to appoint Susan Hanley as Head of Paid Service. This was to be taken on an interim basis until such time as a new Chief Executive and Head of Paid Service could be recruited and appointed.
- 3.2 A recruitment exercise was undertaken for both the post of Chief Executive and Section 151 Officer in 2023, but the recruitment process resulted in the Council not being able to recruit on this occasion.
- 3.3 On 5th December 2023 the Council resolved that Susan Hanley continue to be appointed as the Interim Head of Paid Service, Returning Officer and Electoral Registration Officer for Redditch Borough Council until 30th November 2024, or if the date is later, until such time as a new permanent Head of Paid Service has commenced employment with the Council. Peter Carpenter was appointed as Interim Deputy Chief Executive and Interim Executive Director of Resources (S151 Officer) on a fixed term basis until 30th November 2024.
- 3.4 A further recruitment process for the two senior officers is underway.

4. FINANCIAL IMPLICATIONS

- 4.1 The salary for the Chief Executive is currently £142,251-£148,485. In addition, a 1.31% increase to the top of the grade is proposed. With revised salary points of £142,251, £146,125, £150,000 is proposed. The costs are covered 50:50 between Bromsgrove District Council and Redditch Borough Council.
- 4.2 Increasing the bottom of the Chief Executive grade was also assessed but as this links to all management grades there would be a knock-on impact on employee budgets of £70-80,000.

5. LEGAL IMPLICATIONS

- 5.1 Local Authorities have powers to create a joint committee pursuant to S101 and 102 of the Local Government Acts 1972 and all other relevant legal powers.
- 5.2 Joint non-executive committees are subject to the political proportionality requirements imposed by the Local Government and the Housing Act 1989.

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- 5.3 It is a legal requirement that the appointment of the Head of Paid Service and statutory officers is made by full Council. This is set on in the relevant regulations (The Local Authorities) Standing Orders Regulations 2001 (as amended) Schedule 1 Part II which are reproduced in the Officer Employment Rules at Part 17 of the Constitution.
- 5.4 The Council is required to nominate an officer under section 151 of the Local Government Act 1972 to be responsible for the proper administration of its financial affairs. The relevant wording states:- 'without prejudice to section 111 above, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs'.
- 5.5 Section 6 of the Local Government and Housing Act 1989 further sets out that (1) on and after the commencement day the Common Council shall (a) make arrangements for the proper administration of such of its financial affairs as relate to it in its capacity as a local authority, police authority, or port health authority and (b) secure that one of its officers has responsibility for the administration of those affairs'.
- 5.6 Section 113 of the Local Government Finance Act 1988 requires that the officer appointed as the Chief Finance Officer (CFO) must be a member of a specified accountancy body.

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

- 6.1 Effective financial management underpins all the Council's operations and achievement of strategic purposes.
- 6.2 The appointment of a Head of Paid Service and S151 Officer will ensure there is stability and continuity.
- 6.3 This continuity and stability will assist the Council in terms of being an effective and sustainable authority moving forward.

Climate Change Implications

- 6.4 There are no specific climate change implications.

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Equalities and Diversity Implications

- 6.5 The report is about joint decision making for the appointment of statutory officers and therefore does not directly impact on any protected characteristics. There are no known equalities implications arising from the options outlined in this report.

7. RISK MANAGEMENT

- 7.1 These proposals seek to reduce risk for each Council by the provision of a single decision-making process to enable a consistent and co-ordinated approach to the appointment of statutory officers.

- 7.2 Failure to recruit to the Head of Paid Service position could lead to:-

- A deterioration in ensuring the Council's priorities are clear and translated into effective service delivery.
- A gap in leadership and direction to staff and positioning each organisation to meet current and future challenges.
- A diminution of the Council's corporate statutory and policy direction alongside the desired organisational culture.

- 7.3 Failure to recruit to the Section 151/Deputy Chief Executive position could lead to:-

- A failure to comply with the legal requirement for the Council to have a Section 151 Officer in place after expiry of the fixed term arrangements beyond 30th November 2024.
- A failure to maintain the financial health and integrity of both councils.
- Potential adverse findings from external audit and inspection bodies.

- 7.4 Both the roles of Head of Paid Service and Section 151 officers are pivotal roles to ensure the Council operates effectively in accordance with legal and regulatory requirements. Failure to do so could have far reaching consequences on the Council's governance, operational, financial and reputational risks.

8. APPENDICES and BACKGROUND PAPERS

Appendix 1: Joint Appointments Committee – terms of reference

Appendix 2: Pay Structure Amendments – Update

Appendix 3: Pay Policy Statement – Updated

Appendix 4: Nominations to the Joint Appointments Committee

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APPENDIX 1 REDDITCH BOROUGH COUNCIL AND BROMSGROVE DISTRICT COUNCIL**JOINT APPOINTMENTS COMMITTEE****COMPOSITION AND TERMS OF REFERENCE****Status**

The Joint Appointments Committee is a joint committee of Redditch Borough Council (RBC) and Bromsgrove District Council (BDC) established in accordance with Section 102 (1)(B) of The Local Government Act 1972.

The purpose of the JAC is to enable the two Councils to undertake a joint recruitment process for the appointment of statutory officers.

Members

The Joint Appointments Committee shall comprise of the respective Leaders of both Councils plus **4** members appointed by RBC and **4** members appointed by BDC. Only those members who have undertaken appropriate training may sit on the Committee.

Appointments shall be made in accordance with the Local Government (Committees and Political Groups) Regulations 1990.

All members of the Committee must have undertaken appropriate training on recruitment and selection with the respective Council, prior to participating in the recruitment process.

Quorum

The quorum of the Joint Appointments Committee shall be **[TBC]** (subject to each Council being represented at a meeting by at least 1 member).

Procedure Rules applicable

[TBC]

Venue and frequency of meetings

Meetings will be held as and when required. The venue for the meetings shall normally alternate between the two Councils with the host Leader Chairing the meetings.

Chairman

The Joint Appointments Committee shall be chaired alternately between the respective Leaders.

Substitute

Substitutes shall not be appointed.

Voting

Any matter will be decided by a simple majority of those Members of the Joint Appointments Committee present and voting at the time the question is put. A vote shall be taken either by show of

hands, or if there is no dissent, by the affirmation of the meeting. In the event of a tie in voting, the Host Chair will have a second and casting vote.

Functions

The purpose of the functions of the JAC are:-

Appointment of Chief Executive/Head of Paid Service

- (a) Subject to (b) below, to undertake and determine on behalf of the Councils the recruitment and selection of the Joint Chief Executive/Head of Paid Service, including the final approval of the terms and conditions of employment (based on current provisions) for that post.
- (b) The final decision as to the appointment of the Joint Chief Executive/Head of Paid Service shall be reserved to full meetings of both Councils and subject to no material or well-founded objection to the making of an offer of appointment being received by either the Leader on behalf of the RBC Executive or the Leader on behalf of BDC Cabinet.
- (c) To confirm into post or otherwise, the successful candidate following any probationary or trial period.
- (d) To be responsible for ad-hoc employment matters affecting any Joint Statutory Officer posts, except for any disciplinary matters which would be determined by the Statutory Officers' Disciplinary Panel.

Appointment of Joint Statutory Officer posts

- (a) Subject to (b) below, to undertake and determine on behalf of the Councils the process for the appointment of any Joint Statutory Officer posts.
- (b) The final decision as to the appointment of any Joint Statutory Officer posts shall be reserved to full meetings of both councils and subject to no material or well-founded objections to the making of an offer of appointment being received by either Leader.
- (c) To be responsible for ad-hoc employment matters affecting any Joint Statutory Officer posts except for any disciplinary matters which would be determined by the Statutory Officers' Disciplinary Panel.

Appendix 2 - Pay Structure

The Council's pay and grading structure comprises of grades 1 – 11. These are followed by grades for Managers 1 - 2, Assistant Director 1, Assistant Director 2, Director WRS, Executive Director, Deputy Chief Executive and then Chief Executive.

Please note the Head of Services have recently been renamed to Assistant Directors and are referred to as such in this report.

Within each grade there are a number of salary / pay points. Up to and including grade 11 scale, at spinal column point 43, the Council uses the nationally negotiated pay spine. Salary points above this are locally determined. The Council's Pay structure is set out below.

All Council posts are allocated to a grade within this pay structure, based on the application of a Job Evaluation process. Where posts are identified as being potentially too 'large' and 'complex' for this majority scheme, they will be double tested evaluated using the Hay scheme, and where appropriate, will be taken into the Hay scheme to identify levels of pay.

The Hay grades are calculated as a percentage (score based) on the Chief Executive role. This has meant that as the Chief Exec pay has increased, in accordance with national pay bargaining arrangements, the Hay grade salaries have increased and have pulled further away from the top of the NJC, resulting in an £11,000 difference between the two schemes.

It is proposed that a new HAY grade is introduced to bridge the existing gap between the Grade 11 and existing HAY Graded roles, this new grade would sit just below the existing Hay 1 Grade and will enable roles that exceed the NJC scheme but that are smaller than our existing HAY roles.

The proposed new grade is highlighted below. We are advised that most Councils have increased grades to accommodate the largest management roles.

If approved, the Pay Structure and Pay Policy would be amended to reflect this change along with the proposed change to the Head of Paid Service salary, if approved.

Pay Grades

Grade	Spinal Column Points		Nationally determined rates	
			Minimum £	Maximum £
1	2	2	22,366	22,366

2	2	5	22,366	23,500
3	5	9	23,500	25,119
4	9	14	25,119	27,334
5	14	19	27,334	29,777
6	19	24	29,777	33,024
7	25	30	33,945	38,223
8	30	34	38,223	42,403
9	34	37	42,403	45,441
10	37	40	45,441	48,474
11	40	43	48,474	51,515
Manager Grade HAY	Hay evaluated	38 %	54,056	56,239
Manager Hay Grade 1	Hay evaluated	43%	62,548	65,015
Manager Hay Grade 2	Hay evaluated	45%	64,993	67,603
Assistant Director 1	Hay evaluated	51%	73,833	76,766
Assistant Director 2	Hay evaluated	61%	87,877	91,383
Director of WRS	Hay evaluated	68%	98,168	101,688
Executive Director	Hay evaluated	74%	108,037	112,208
Deputy Chief Executive & 151	Hay evaluated	80%	114,444	118,843
Chief Executive	Hay evaluated	100%	142,251	150,000

APPENDIX 3**REDDITCH BOROUGH COUNCIL
PAY POLICY STATEMENT****Introduction and Purpose**

1. Under section 112 of the Local Government Act 1972, the Council has the “power to appoint officers on such reasonable terms and conditions as authority thinks fit”. This pay policy statement sets out the Council’s approach to pay policy in accordance with the requirements of Section 38 of the Localism Act 2011. It shall apply for the financial year 2023 and each subsequent financial year, until amended.
2. The purpose of the statement is to provide transparency with regard to the Council’s approach to setting the pay of its employees by identifying;
 - a. the methods by which salaries of all employees are determined;
 - b. the detail and level of remuneration of its most senior staff i.e. ‘chief officers’, as defined by the relevant legislation;
 - c. the Committee(s) responsible for ensuring the provisions set out in this statement are applied consistently throughout the Council and for recommending any amendments to the full Council
3. Once approved by the full Council, this policy statement will come into immediate effect and will be subject to review on a minimum of an annual basis, in accordance with the relevant legislation prevailing at that time.

Legislative Framework

4. In determining the pay and remuneration of all of its employees, the Council will comply with all relevant employment legislation. This includes the Equality Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, The Agency Workers Regulations 2010 and where relevant, the Transfer of Undertakings (Protection of Earnings) Regulations. With regard to the equal pay requirements contained within the Equality Act, the Council ensures there is no pay discrimination within its pay structures and that all pay differentials can be objectively justified through the use of equality proofed Job Evaluation mechanisms. These directly relate salaries to the requirements, demands and responsibilities of the role.

Pay Structure

5. The Council’s pay and grading structure comprises grades 1 – 11. These are followed by grades for Managers 1 - 2, Assistant Director 1, Assistant Director 2, Director WRS, Executive Director, Deputy Chief Executive and then Chief Executive; all of which arose following the introduction of shared services with Redditch Borough Council.

6. Within each grade there are a number of salary / pay points. Up to and including grade 11 scale, at spinal column point 43, the Council uses the nationally negotiated pay spine. Salary points above this are locally determined. The Council's Pay structure is set out below.

Grade	Spinal Column Points		Nationally determined rates	
			Minimum £	Maximum £
1	2	2	22,366	22,366
2	2	5	22,366	23,500
3	5	9	23,500	25,119
4	9	14	25,119	27,334
5	14	19	27,334	29,777
6	19	24	29,777	33,024
7	25	30	33,945	38,223
8	30	34	38,223	42,403
9	34	37	42,403	45,441
10	37	40	45,441	48,474
11	40	43	48,474	51,515
Manager Hay	Hay Evaluated	38%	54,056	56,239
Manager Hay Grade 1	Hay evaluated	43%	62,548	65,015
Manager Hay Grade 2	Hay evaluated	45%	64,993	67,603
Assistant Director 1	Hay evaluated	51%	73,833	76,766
Assistant Director 2	Hay evaluated	61%	87,877	91,383
Director of WRS	Hay evaluated	68%	98,168	101,688
Executive Director	Hay evaluated	74%	108,037	112,208
Deputy Chief Executive & 151	Hay evaluated	80%	114,444	118,843

Chief Executive	Hay evaluated	100%	142,251	150,000
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7. All Council posts are allocated to a grade within this pay structure, based on the application of a Job Evaluation process. Posts at Managers and above are evaluated by an external assessor using the Hay Job Evaluation scheme. Where posts are introduced as part of a shared service, and where these posts are identified as being potentially too 'large' and 'complex' for this majority scheme, they will be double tested under the Hay scheme, and where appropriate, will be taken into the Hay scheme to identify levels of pay. This scheme identifies the salary for these posts based on a percentage of Chief Executive Salary (for ease of presentation these are shown to the nearest whole % in the table above). Posts below this level (which are the majority of employees) are evaluated under the "Gauge" Job Evaluation process.
8. In common with the majority of authorities the Council is committed to the Local Government Employers national pay bargaining framework in respect of the national pay spine and annual cost of living increases negotiated with the trade unions.
9. All other pay related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery and/or as determined by Council policy. In determining its grading structure and setting remuneration levels for all posts, the Council takes account of the need to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain employees who are able to meet the requirements of providing high quality services to the community; delivered effectively and efficiently and at all times those services are required.
10. New appointments will normally be made at the minimum of the relevant grade, although this can be varied where necessary to secure the best candidate. From time to time it may be necessary to take account of the external pay market in order to attract and retain employees with particular experience, skills and capacity. Where necessary, the Council will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators, using appropriate data sources available from within and outside the local government sector.
11. For staff not on the highest point within the salary scale there is a system of annual progression to the next point on the band.

Senior Management Remuneration

12. For the purposes of this statement, senior management means 'chief officers' as defined within S43 of the Localism Act. The posts falling within the statutory definition are set out below, with details of their basic salary as at 1st April 2023 (assuming no inflationary increase for these posts).

13. Bromsgrove District Council is managed by a senior management team who manage shared services across both Bromsgrove District and Redditch Borough Councils. All of the posts listed below have been job evaluated on this basis, with the salary costs for these posts split equally between both Councils.

Title	% of Chief executive salary	Pay range (minimum) £	Pay range (maximum) £	Incremental points	Cost to Redditch Borough Council £
Chief Executive	100%	142,251	148,056	2	74028
Deputy Chief Executive & S151	80%	114,444	118843	2	59,421
Executive Director o	74%	108,037	112,208	3	54,018
Director Worcestershire Regulatory Services	68%	98,168	101,688	3	<i>This is a shared post across 6 district Authorities at a cost of £16,948 each</i>
Assistant Director Finance and Customer Services	61%	87,877	91,383	3	45,691
Assistant Director Planning, Regeneration and Leisure Services	61%	87,877	91,383	3	45,691
Assistant Director Transformation, Organisational	61%	87,877	91,383	3	45,691

Development and Digital Services					
Assistant Director Legal, Democratic and Property Services	61%	87,877	91,383	3	45,691
Assistant Director Environmental and Housing Property Services	61%	87,877	91,383	3	44146
Assistant Director Community and Housing Services	61%	87,877	91,383	3	45,691

Recruitment of Chief Officers

14. The Council's policy and procedures with regard to recruitment of chief officers is set out within the Officer Employment Procedure Rules as set out in the Council's Constitution. When recruiting to all posts the Council will take full and proper account of its own equal opportunities, recruitment and redeployment Policies. The determination of the remuneration to be offered to any newly appointed chief officer will be in accordance with the pay structure and relevant policies in place at the time of recruitment. Where the Council is unable to recruit to a post at the designated grade, it will consider the use of temporary market forces supplements in accordance with its relevant policies.
15. Where the Council remains unable to recruit chief officers under a contract of service, or there is a need for interim support to provide cover for a vacant substantive chief officer post, the Council will, where necessary, consider and utilise engaging individuals under 'contracts for service'. These will be sourced through a relevant procurement process ensuring the council is able to demonstrate the maximum value for money benefits from competition in securing the relevant service. The Council does not currently have any Chief Officers under such arrangements.

Performance-Related Pay and Bonuses – Chief Officers

16. The Council does not apply any bonuses or performance related pay to its chief officers. Any progression through the incremental scale of the relevant grade is subject to satisfactory performance which is assessed on an annual basis.

Additions to Salary of Chief Officers (applicable to all staff)

17. In addition to the basic salary for the post, all staff may be eligible for other payments under the Council's existing policies. Some of these payments are chargeable to UK Income Tax and do not solely constitute reimbursement of expenses incurred in the fulfilment of duties. The list below shows some of the kinds of payments made.
- a. reimbursement of mileage. At the time of preparation of this statement, the Council pays an allowance of 45p per mile for all staff, with additional or alternative payments for carrying passengers or using a bicycle;
 - b. professional fees. The Council pays for or reimburses the cost of one practicing certificate fee or membership of a professional organisation provided it is relevant to the post that an employee occupies within the Council.
 - c. long service awards. The Council pays staff an additional amount if they have completed 25 years of service and having completed 40 years service.
 - d. honoraria, in accordance with the Council's policy on salary and grading. Generally, these may be paid only where a member of staff has performed a role at a higher grade;
 - e. fees for returning officer and other electoral duties, such as acting as a presiding officer of a polling station. These are fees which are identified and paid separately for local government elections, elections to the UK Parliament and EU Parliament and other electoral processes such as referenda;
 - f. pay protection – where a member of staff is placed in a new post and the grade is below that of their previous post, for example as a result of a restructuring, pay protection at the level of their previous post is paid for the first 12 months. In exceptional circumstance pay protection can be applied for greater than 12 months with the prior approval of the Chief Executive.
 - g. market forces supplements in addition to basic salary where identified and paid separately;
 - h. salary supplements or additional payments for undertaking additional responsibilities such as shared service provision with another local authority or in respect of joint bodies, where identified and paid separately;
 - i. attendance allowances.

Payments on Termination

18. The Council's approach to discretionary payments on termination of employment of chief officers prior to reaching normal retirement age is set out within its policy statement in accordance with Regulations 5 and 6 of the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006 and Regulations 12 and 13 of the Local Government Pension Scheme (Benefits, Membership and Contribution) Regulations 2007.

19. Any other payments falling outside the provisions or the relevant periods of contractual notice shall be subject to a formal decision made by the full Council or relevant elected members, committee or panel of elected members with delegated authority to approve such payments.
20. Redundancy payments are based upon an employee's actual weekly salary and, in accordance with the Employee Relations Act 1996, will be up to 30 weeks, depending upon length of service and age.

Publication

21. Upon approval by the full Council, this statement will be published on the Council's website. In addition, for posts where the full time equivalent salary is at least £50,000, the Council's Annual Statement of Accounts will include a note on Officers Remuneration setting out the total amount of:
 - a. Salary, fees or allowances paid to or receivable by the person in the current and previous year;
 - b. Any bonuses so paid or receivable by the person in the current and previous year;
 - c. Any sums payable by way of expenses allowance that are chargeable to UK income tax;
 - d. Any compensation for loss of employment and any other payments connected with termination;
 - e. Any benefits received that do not fall within the above.

Lowest Paid Employees

22. The Council's definition of lowest paid employees is persons employed under a contract of employment with the Council on full time (37 hours) equivalent salaries in accordance with the minimum spinal column point currently in use within the Council's grading structure. As at 1st April 2023 this is £22,366 per annum.
23. The Council also employs apprentices (or other such categories of workers) who are not included within the definition of 'lowest paid employees' (as they are employed under a special form of employment contract; which is a contract for training rather than actual employment).
24. The relationship between the rate of pay for the lowest paid and chief officers is determined by the processes used for determining pay and grading structures as set out earlier in this policy statement.
25. The statutory guidance under the Localism Act recommends the use of pay multiples as a means of measuring the relationship between pay rates across the workforce and that of senior managers, as included within the Hutton 'Review of Fair Pay in the Public Sector' (2010). The Hutton report was asked by Government to explore the case for a fixed limit on dispersion of pay through a requirement that no public sector manager can earn more than 20 times the lowest paid person in the organisation. The report concluded that "it would not be fair or

wise for the Government to impose a single maximum pay multiple across the public sector". The Council accepts the view that the relationship to median earnings is a more relevant measure and the Government's Code of Recommended Practice on Data Transparency recommends the publication of the ratio between highest paid salary and the median average salary of the whole of the authority's workforce.

26. As part of its overall and ongoing monitoring of alignment with external pay markets, both within and outside the sector, the Council will use available benchmark information as appropriate.

Accountability and Decision Making

28. In accordance with the Constitution of the Council, the Council is responsible for setting the policy relating to the recruitment, pay, terms and conditions and severance arrangements for employees of the Council. Decisions about individual employees are delegated to the Chief Executive.
29. The Appointments Committee is responsible for recommending to Council matters relating to the appointment of the Head of Paid Service (Chief Executive), Monitoring Officer, Section 151 Officer and Chief Officers as defined in the Local Authorities (Standing Orders) Regulations 2001 (as amended);
30. For the Head of Paid Service, Monitoring Officer and the Chief Finance Officer, the Statutory Officers Disciplinary Action Panel considers and decides on matters relating to disciplinary action.

Appendix 4 – Nomination to the Joint Appointments Committee

Committee	Number of Seats	Labour	Conservative	Non-aligned
Joint Appointments Committee	5	4 (Ch) Baker (V Ch) Harvey Cllrs Hartnett and Spilsbury	1 Cllr Dormer	-

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REDDITCH BOROUGH COUNCIL**RECORD OF DECISION TAKEN UNDER URGENCY PROCEDURES**

SUBJECT: Approval of the Investment Plan for the Category 1 Outlier Levelling Up Cultural Fund for submission to the Department for Levelling-Up, Housing and Communities.

BRIEF STATEMENT OF SUBJECT MATTER:

On 6 March 2024, the Council was informed by the Department for Levelling Up, Housing and Communities that it has been provisionally awarded £5 million for investments in cultural projects.

In order to receive the funding, the Council is required to submit an Investment Plan detailing its proposed cultural projects. The deadline for submitting the investment plan is Monday 3 June 2024.

The proposed investment plan includes details of 5 projects to receive funding. These include improvements to the Palace Theatre, improvements to facilities at Arrow Valley Park, a fund to repurpose redundant and underused spaces for cultural activities, a grant programme for organisations to improve community cultural facilities, and investment in promotional tools to tell the Story of Redditch.

Appendix 1: Background to the Category 1 Outlier Levelling Up Cultural Funding

Appendix 2: Draft Investment Plan

DECISION:

The Executive for Finance & Resources, following consultation with the Portfolio Holder for Leisure, to submit the formal bid to Government by 3rd June 2024.

(Council decision)

GROUNDINGS FOR URGENCY:

In view of the extremely short timetable for submitting proposals, there is insufficient time to convene an extraordinary Executive meeting.

DECISION APPROVED BY:

(Acting) **CHIEF EXECUTIVE**

EXECUTIVE DIRECTOR FINANCE & RESOURCES
(if financial implications)

.....
(Signature) (Sue Hanley - (CX))
(Or Deputy CEO in her absence)

.....
(Signature) (Peter Carpenter)

Date: May 2024

PROPOSED ACTION SUPPORTED <i>(amend as appropriate)</i>				
..... (Signature) (Signature) (Signature) (Signature) (Signature)
<i>(Block Capitals)</i>	<i>(Block Capitals)</i>	<i>(Block Capitals)</i>	<i>(Block Capitals)</i>	<i>(Block Capitals)</i>
MAYOR *	PF HOLDER	LEADER	LDR of the CONSERVATIVE Group	CHAIR O&S Committee
Date:	Date:	Date:	Date:	Date:

Notes:

* In addition to the Executive decision above regarding the matter under consideration, the Mayor is signing to agree both that the Executive decision proposed is reasonable in all the circumstances and to it being treated as a matter of urgency. This is to ensure that the call-in procedures as set out in Part 8 of the Constitution shall not apply where an Executive decision being taken is urgent.

Appendix 1

Background to Category 1 Outlier Levelling Up Cultural Funding

- 1.1 On 6 March 2024, the Council was informed by the Department for Levelling Up, Housing and Communities (DLUHC) that it has been provisionally awarded £5 million for investment in cultural projects.
- 1.2 In order to receive the funding, the Council is required to submit an Investment Plan detailing its proposed cultural projects. The deadline for submitting the investment plan is Monday 3 June 2024.
- 1.3 The investment plan will be assessed by DLUHC before approval is granted and the funding released. The main assessment criteria for the investment plan are deliverability of projects, value for money and stakeholder engagement including the MPs support.
- 1.4 The funding is for capital expenditure only. All funding expenditure must be defrayed by 31 March 2026.
- 1.5 Projects are required to deliver outputs and outcomes from the standardised list that is used across all levelling up streams. Outcomes will be achieved through revenue activity; therefore, the projects must support the delivery of activities funded through other sources.
- 1.6 No specific Governance model has been imposed by DLUHC. However, the Governance structure must ensure that key stakeholders are able to exercise strategic oversight of the project. The Town Deal Board has agreed to act as the Stakeholder Board. The Chair and Vice Chair of the Cultural Compact have been co-opted onto the Town Deal Board to represent the Arts and Culture organisations.
- 1.7 Extensive stakeholder consultation has been taking place over several years through the work of the cultural compact. As stakeholder engagement is imperative to the assessment of the investment plan, projects informed by the Redditch Borough Council Leisure and Culture Strategy 2022-2023, by the North East Worcestershire Cultural Compact and by Rubicon Leisure were compiled into a long list of potential projects.
- 1.8 A consultation on the long list of projects was undertaken with key stakeholders including the Town Deal Board, the Cultural Compact, the local visitor economy partnership (Visit Worcestershire), the Community Wellbeing Theme Group for Redditch Partnership, Redditch Youth Providers Forum, Redditch BID, the Chamber of Commerce, Rubicon Leisure, the Creative People and Places Consortium, Feckenham Parish Council and the MP.

- 1.9 The Levelling Up Places Service, made up of arms-length organisations such as the Arts Council and Historic England, has given additional support assessing projects for deliverability and value for money.
- 1.10 The consultation resulted in the long list of project proposals being reduced to the 5 projects included in the investment plan. These projects have strong stakeholder support. They have been assessed as representing good value for money and are deliverable within the funding timescales.
- 1.11 Officers will continue to refine the investment plan until the submission deadline in order to strengthen the proposals. The substance of the investment plan, ie the proposed projects and the governance, will not change.

02/2024

REDDITCH BOROUGH COUNCIL

RECORD OF DECISION TAKEN UNDER URGENCY PROCEDURES

SUBJECT: Redditch Borough Council – Productivity Plan

BRIEF STATEMENT OF SUBJECT MATTER:

Chief Executive Officers for local authorities were contacted back in April 2024 by the then Minister for Local Government, Simon Hoare MP. Councils were informed that the Government was in the process of reviewing the productivity of the public sector and as part of this process local authorities were asked to submit productivity plans to the Government which detailed the Council's approach to achieving productivity as well as the barriers in place.

The Productivity Plan for Redditch Borough Council was considered by the Executive Committee at a meeting held on 9th July 2024, following pre-scrutiny at a meeting of the Overview and Scrutiny Committee held on 8th July 2024. The Executive Committee recommended that the Productivity Plan for the Council should be approved, published to the Council's website and submitted to the Department of Levelling Up, Housing and Communities (DLUHC) by the Government's deadline of 19th July 2024. As there is not due to be a Council meeting prior to this deadline, Members are invited to approve this recommendation through the urgent decision process.

An extract from the minutes of the Executive Committee meeting held on 9th July when this report was considered together with a copy of the report have been circulated alongside this urgent decision form for information.

DECISION:

RESOLVED that

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

(Council / Executive decision)

GROUNDS FOR URGENCY:

The Government requires Councils to submit their Productivity Plans by Friday 19th July 2024. There are not due to be any Council meetings prior to this date and an urgent decision is therefore required to enable a final decision to be taken on this plan by Members prior to the deadline.

DECISION APPROVED BY:

CHIEF EXECUTIVE

DEPUTY SECTION 151 OFFICER ON BEHALF OF THE
EXECUTIVE DIRECTOR FINANCE & RESOURCES
(if financial implications)

.....
(Signature) (Guy Revans)
(Executive Director in CEO and DCEO's absence)

.....
(Signature) (Debra Goodall)

Date: July 2024

PROPOSED ACTION SUPPORTED <i>(amend as appropriate)</i>				
..... (Signature) (Signature) (Signature) (Signature) (Signature)
<i>(Block Capitals)</i>	<i>(Block Capitals)</i>	<i>(Block Capitals)</i>	<i>(Block Capitals)</i>	<i>(Block Capitals)</i>
MAYOR *	PF HOLDER	LEADER	LDR of the CONSERVATIVE Group	CHAIR O&S Committee
Date:	Date:	Date:	Date:	Date:

Notes:

* In addition to the Executive decision above regarding the matter under consideration, the Mayor is signing to agree both that the Executive decision proposed is reasonable in all the circumstances and to it being treated as a matter of urgency. This is to ensure that the call-in procedures as set out in Part 8 of the Constitution shall not apply where an Executive decision being taken is urgent.

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

Executive9th July 2024

- 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

Executive**9th July 2024**

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 polar 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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