

## **REDDITCH BOROUGH COUNCIL**

### **CORPORATE PERFORMANCE REPORT: 'HELP ME RUN A SUCCESSFUL BUSINESS' – 5 JUNE 2018**

#### **1. INTRODUCTION**

- 1.1 This bi-monthly report highlights the key areas for the strategic purpose 'help me run a successful business'.
- 1.2 This report also contains key organisational measures and performance towards the outcomes identified in the Council Plan. It will complement the use of the Corporate Measures Dashboard, the tool used for understanding and reporting our measures.

#### **2. CONTEXT**

- 2.1 The local economy in Redditch has been characterised historically by a resilient workforce and in March 2017 the employment rate in Redditch was 73% compared to 71.4% for the region. The Local Economy has historically had a large manufacturing base which at 21.1% of employment is 2.5 the national rate (8.3% for Great Britain). This reliance on manufacturing meant that that Redditch had a different economic cycle from most of the rest of the West Midlands which relied more heavily on service based employment.
- 2.2 More recently, new commercial space has been developed in the Borough including the development of Crescent Trade Park and Royal Enfield Business Park, which provide important new employment space for SME's. In addition, 2017 saw the official opening of the £1.5m North Worcestershire Engineering Centre of Excellence in Redditch, providing an important new training and skills base. Finally, the Redditch Gateway has recently received planning consent and this site will provide further commercial space to boost the local economy.
- 2.3 Whilst there have been a number of recent successes within the Borough, there still remain a number of challenges to overcome. One of these challenges is in relation to earnings, which was explored in more detail above.
- 2.4 In February 2018, a refreshed set of economic priorities were adopted by the Executive Committee of the Council. The economic priorities retain the focus on the current themes, 'Enterprising Redditch', 'Vibrant Redditch', 'Confident Redditch' and a 'Skilled Redditch' but also add a fifth, a 'Connected Redditch' recognising the importance of ensuring excellent connectivity with the wider West Midlands region.

#### **3. STRATEGIC MEASURES**

- 3.1 The following strategic measures are currently used to understand the purpose 'help me run a successful business':
  - Progression of strategic sites (commercial)
  - Average weekly earnings for full time employees by residence
  - Average weekly earnings for full time employees by workplace

3.2 Due to the refresh of the economic priorities, officers are currently developing an updated set of economic measures which will enable members to take a wider view of what is happening with the local economy and to understand how the policies that the Council are taking forward are impacting upon the measures. Likely measures will include:

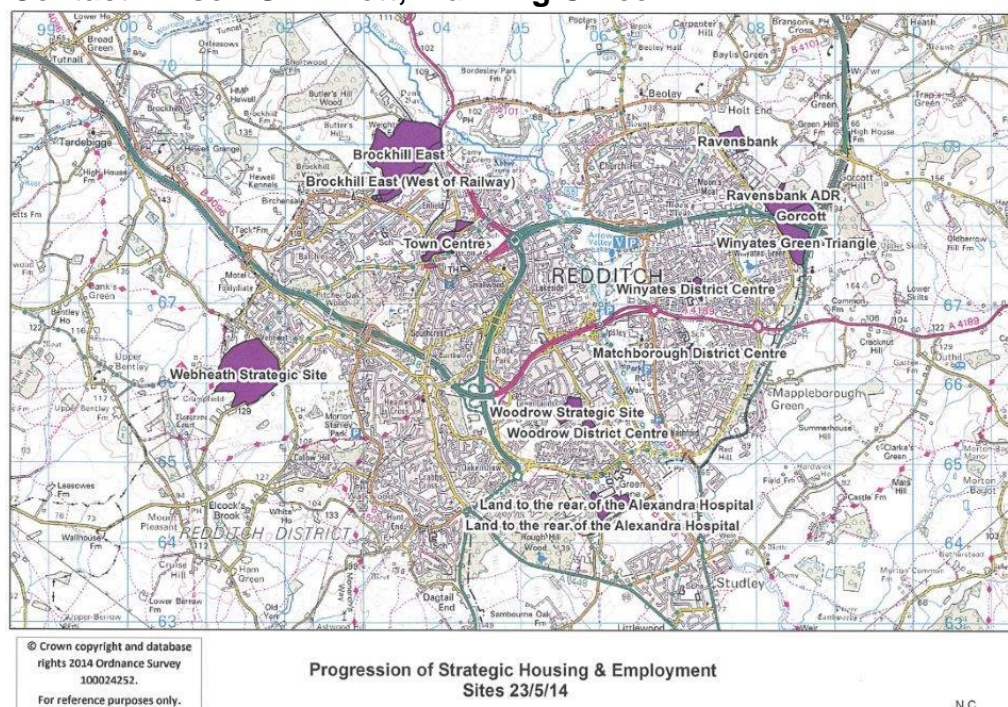
- numbers of enquiries received by the Council and the NWEDR team from prospective inward investors
- numbers of existing businesses supported to grow and develop
- numbers of new business start-ups
- skills attainment rates and
- town centre measures such as progression of key development sites

The revised set of measures should be available for the next reporting period.

### 3.3 Strategic Measures Charts

#### **Progression of strategic sites (commercial)**

**Contact: Alison Grimmett, Planning Officer**



3.3.1 This measure is displayed in map format and has an annual update.

3.3.2 In March 2018 the commentary for each of the sites shows:

Redditch Eastern Gateway: 'game changer' for Worcestershire LEP. Outline application approved by Redditch BC and Bromsgrove DC and Stratford on Avon DC.

Brockhill East: Outline planning consent for office development on both Phases 1 and 2, however no indications site will be progressed in next few months.

Land off Weights Lane: Outline planning consent for 5000sqm of office floor space. Site is currently being marketed by John Truslove.

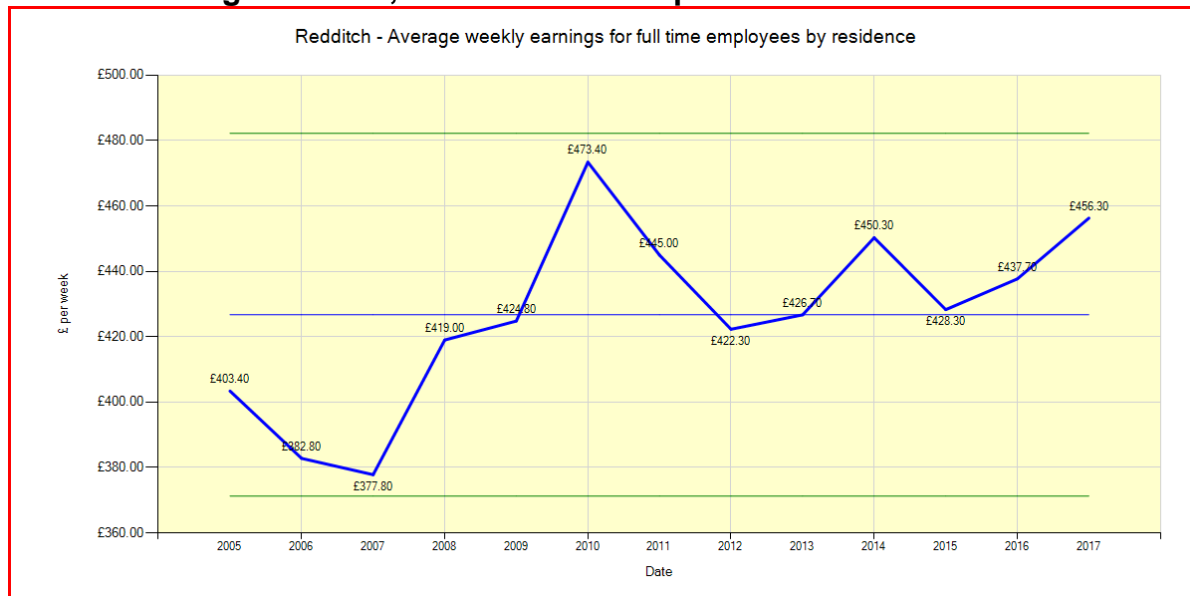
Land rear of Alexandra Hospital: Working with land owners to progress comprehensive delivery of this site.

District Centres: Redevelopment of Church Hill District Centre comprising new retail and community facilities and 51 dwellings was completed by 31 March 2015. Early progress is underway to consider options for the redevelopment of Matchborough and/or Winyates District Centre(s).

Town Centre: Discussions with landowners and agents ongoing. No firm proposals at this time.

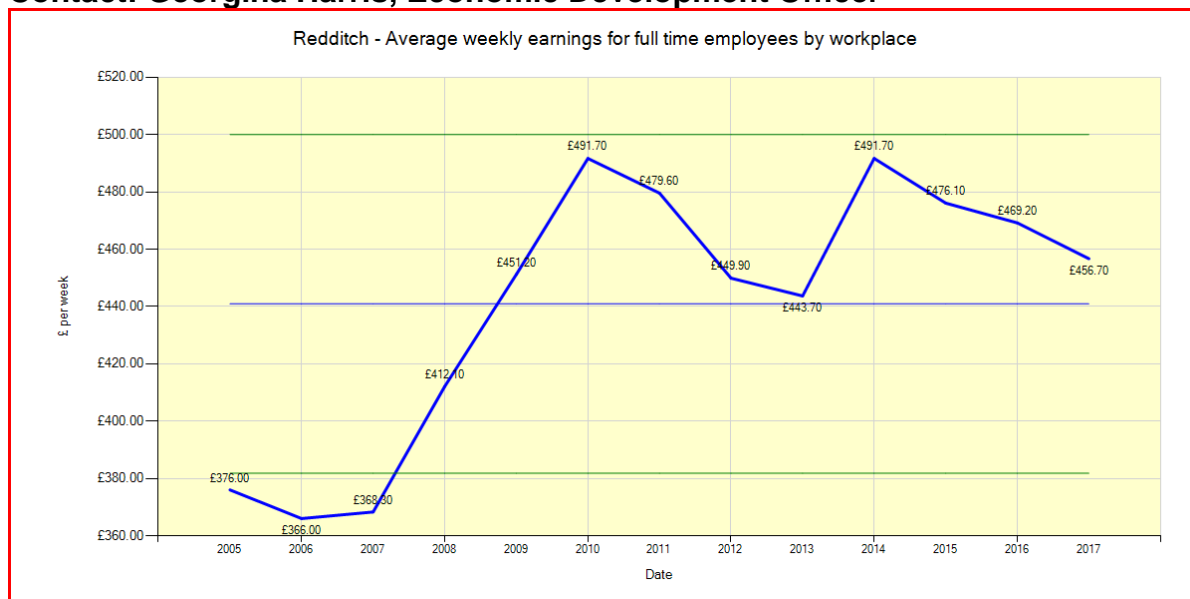
### Average weekly earnings for full time employees by residence

Contact: Georgina Harris, Economic Development Officer



### Average weekly earnings for full time employees by workplace

Contact: Georgina Harris, Economic Development Officer



- 3.3.3 The data used for these measures is provided by NOMIS (National Manpower Information Systems (Office for National Statistics)); from the annual survey of hours and earnings – resident analysis. It shows the median weekly pay (gross) for full time workers who live or work in Redditch.

- 3.3.4 It is to be expected that the Average Weekly Earnings by Residence will be higher than the Average Weekly Earnings by Workplace as residents will always be willing to travel outside of an area to access higher paid jobs. The fact that the residence figure and the workplace figure are virtually the same suggests that either residents are not travelling outside of the Borough to access employment opportunities or that those that do are not able to access higher paid opportunities than those available locally.
- 3.3.5 Both the Average Weekly Earnings by Residence and Average Weekly Earnings by Workplace are lower than for Worcestershire (£538.70 and £499.50 respectively), the West Midlands (£517.40 and £514.90) and Great Britain (£552.70 and £552.30).
- 3.3.6 The Average Weekly Earnings by Workplace has been declining since 2014. This suggests that either the area is losing higher paid jobs or newly created employment opportunities are of lower value; or possibly a combination of both. The relocation of businesses such as the Law Society out of the Borough is likely to have had a negative impact on the Average Weekly Earnings by Workplace figure.
- 3.3.7 As well as the general decline in the Average Weekly Earnings by Workplace there is a concerning disparity between the earnings of males and females. Male residents earn 21.4% more than female residents (£497.90 to £410). The difference in terms of workplace is even greater – 43.2% or £563.60 to £393.60.
- 3.3.8 The Council's revised economic priorities places a key focus on addressing the imbalances in the local labour market and over time increasing the average local resident wages and local worker wages so that they are in line with the regional average. The Council's strategy is focused on working to ensure that the Borough is attractive for high value inward investors and to ensure that there is sufficient land for existing businesses to move to within the Borough. The development of the Redditch Gateway site is seen to be crucial in re-positioning the local economy towards high value – high skilled jobs and therefore driving up average local wages. The Council and the NWEDR team is working pro-actively with the site developer (Stoford Developments), land owners and Local Enterprise Partnerships to promote the site to prospective occupiers with a targeted marketing campaign to be launched over the summer.
- 3.3.9 Furthermore, joint work is taking place between the Council and providers such as Heart of Worcestershire College and Midland Group Training to address the skills issues that exist locally, with the latter in particular focused on increasing the supply of engineering apprentices through its dedicated Engineering Centre of Excellence facility in Redditch.

#### **4. ENGAGEMENT/RESEARCH**

- 4.1 A survey of the Redditch Community Panel was undertaken in November 2017. The survey was sent to 531 panel members either electronically or through a postal survey. The response rate for the survey was 42.7%. This survey included questions relating to 'help me run a successful business'. Further analysis of the survey data is due to be undertaken and will be issued to relevant officers and Members in due course.

- 4.1.1 I am confident when I buy goods or services in my area that businesses will treat me fairly:

I agree strongly	9.1%
I agree	60.3%
I neither agree nor disagree	26.3%
I disagree	2.9%
I disagree strongly	1.4%
Not relevant to me	0%

- 4.1.2 I am confident when I buy products in my area that they will be safe:

I agree strongly	11.5%
I agree	60.6%
I neither agree nor disagree	23.6%
I disagree	2.4%
I disagree strongly	1.9%
Not relevant to me	0%

- 4.1.3 To what extent do you get involved in the following?

- Shop locally and support local businesses	
I already do this but can't do more	46.3%
I already do this and could do more	31.8%
I would like to do this but I can't now	5.0%
I would like to do this but don't know how	1.5%
Not applicable	15.4%

## 5. **KEY CORPORATE MEASURES SUITE**

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

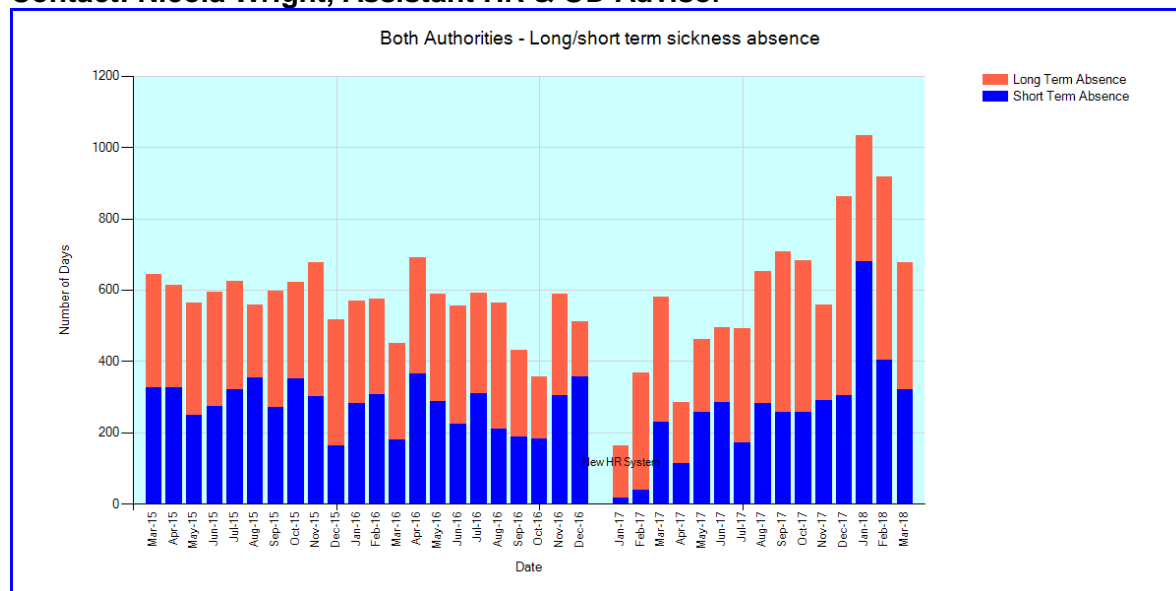
### Sickness Data

- 5.1.1 In order to support the organisation to capture as comprehensive a set of sickness data as possible, a new online self-serve module has been implemented as part of the HR21 system. The module allows managers to input sickness data directly into the system rather than completing paper records. This reduces checking of data by the Payroll Service and enables associated records, e.g. doctors notes, to be stored in one place.
- 5.1.2 The recording, monitoring and reporting of sickness will continue to be developed and improved upon. As part of the HR & OD Strategy, work is being undertaken to review the Sickness Absence Policy and Procedures. This work is being carried out in conjunction with managers and Heads of Service and Trade Unions. The 2016/17 figure was 8.01 days per FTE (full time equivalent); the figure for 2017/18 is 10.15 per FTE. In comparison the 2017/18 national figures, according to 'Xpert HR' are 9.1 days per FTE in the public sector and 5.1 days per FTE in the private sector. We recognise that the local figures have risen and we are continuing to monitor the situation.

- 5.1.3 As can be seen from the tables below, the new system was implemented during December 2016 and January 2017. Since the introduction of the new system, sickness data has increased overall as can be seen by the year end figure. This might be partly due to better recording and monitoring directly by managers; however it is also noted that the flu season this year has had a particular impact on sickness levels. This data will continue to be closely monitored.

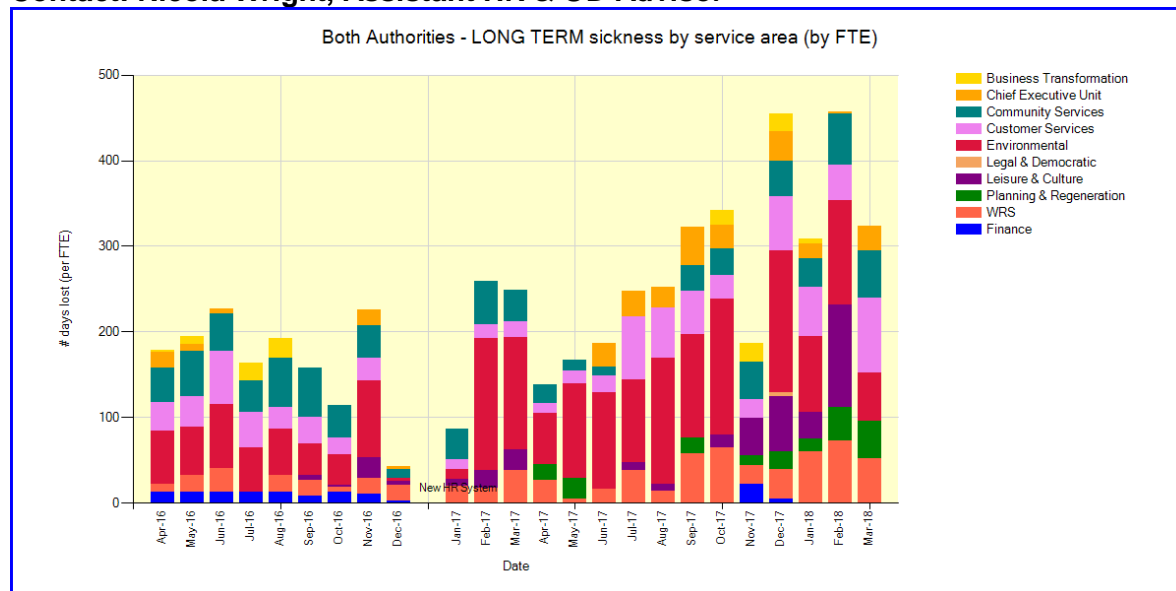
### Long/Short Term Sickness Absence

Contact: Nicola Wright, Assistant HR & OD Advisor



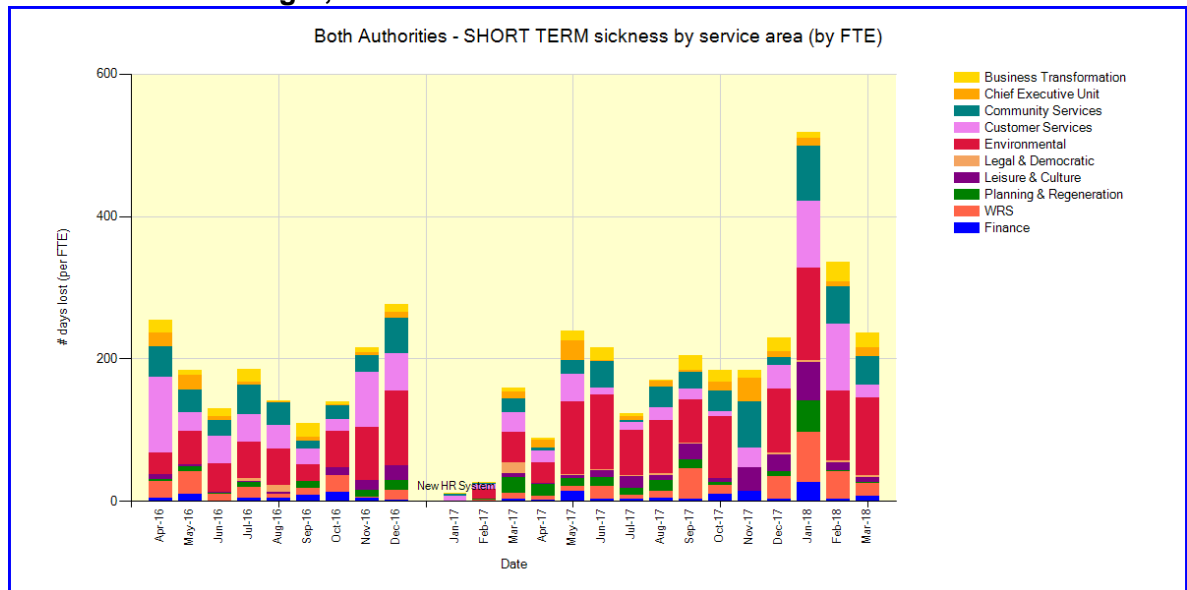
### Long Term Sickness Absence by service area (by FTE)

Contact: Nicola Wright, Assistant HR & OD Advisor



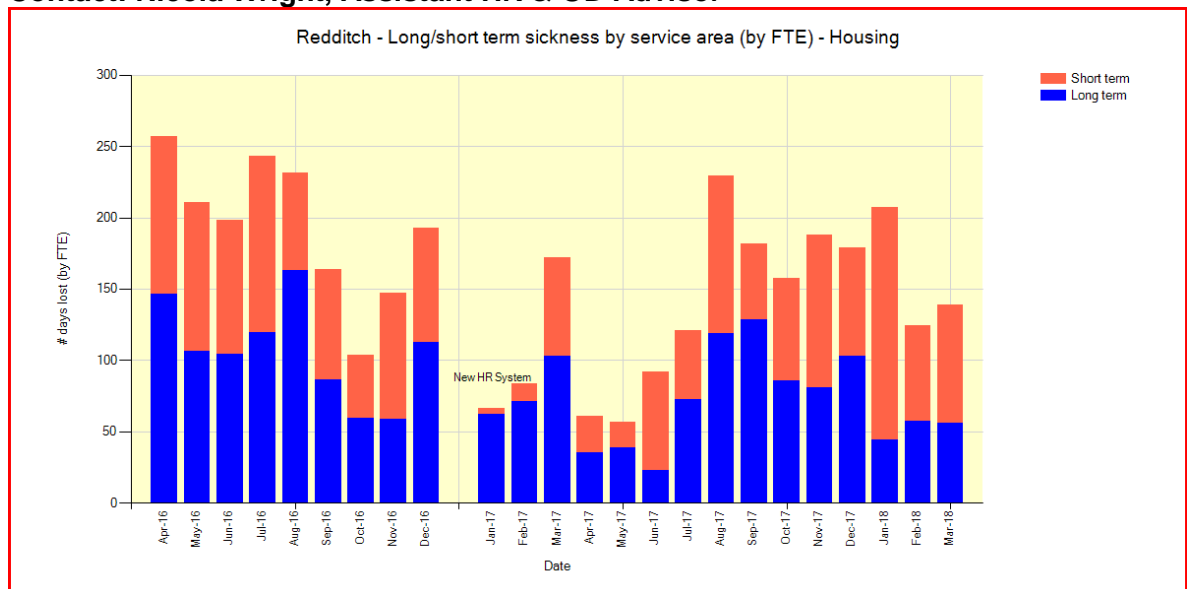
## Short Term Sickness Absence by service area (by FTE)

Contact: Nicola Wright, Assistant HR & OD Advisor



## Long/Short Term Sickness Absence by service area (by FTE) - Housing

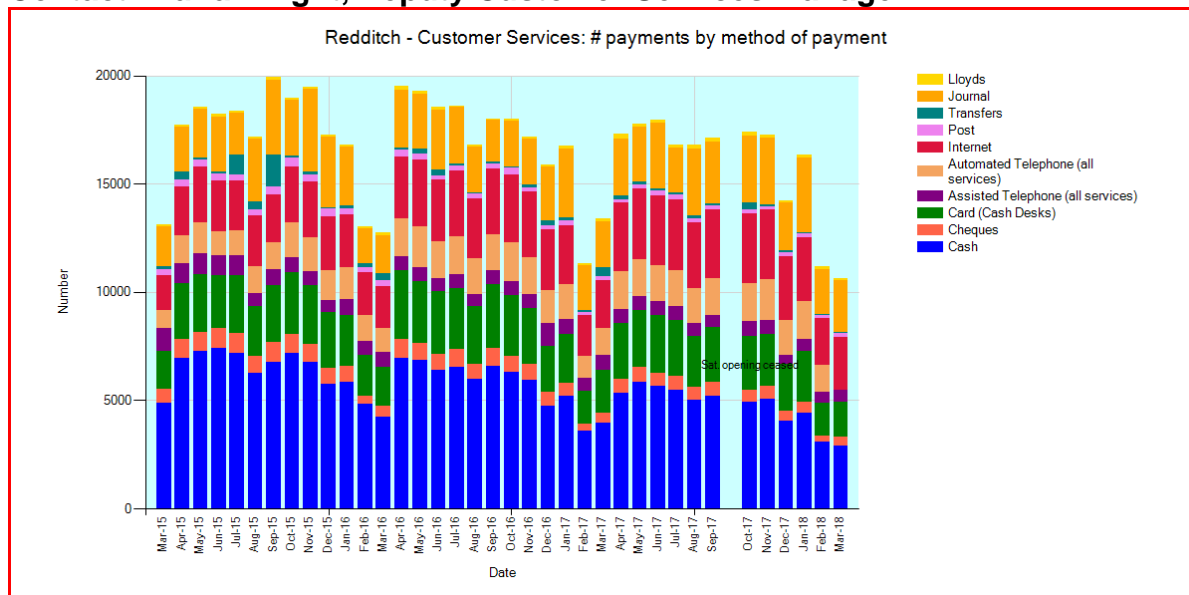
Contact: Nicola Wright, Assistant HR & OD Advisor



## Payments and Collection Data

### Customer Services: # payments by method of payment

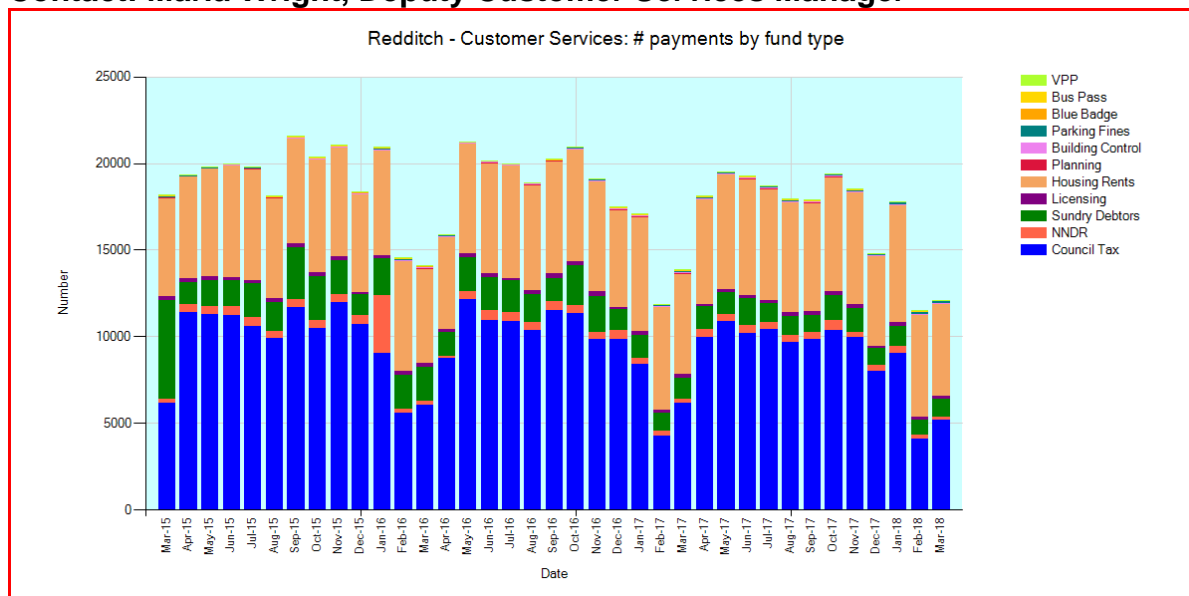
Contact: Maria Wright, Deputy Customer Services Manager



- 5.1.4 January and February are traditionally the months when least payments are made due to the majority of people paying their council tax in 10 instalments. We are continuing to encourage customers to use payment methods other than cash, which is the most expensive to process. A project group has recently been set up to look at payment methods and our systems for taking payments.

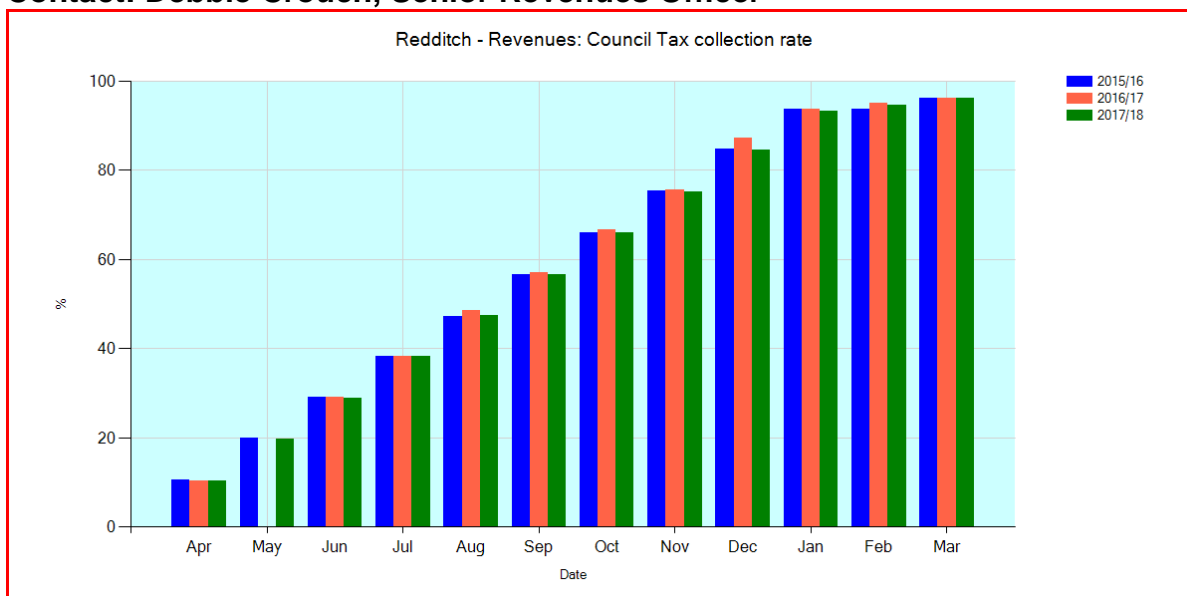
### Customer Services: # payments by fund type

Contact: Maria Wright, Deputy Customer Services Manager

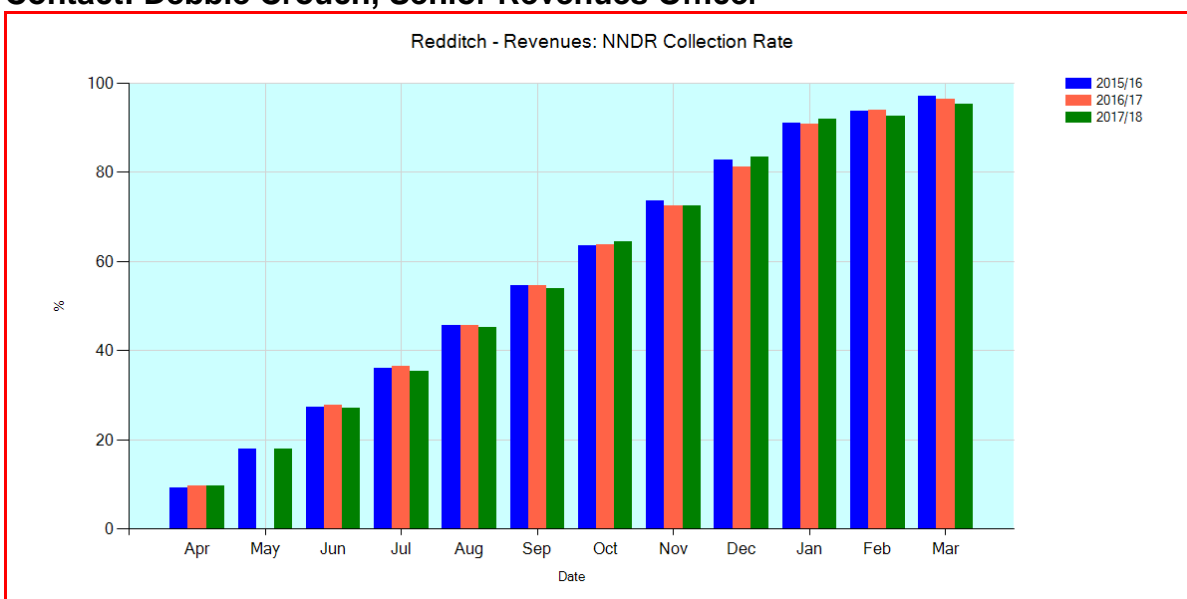


- 5.1.5 Council Tax and Housing rents clearly make up the majority of payments.



**Revenues: Council tax collection rate****Contact: Debbie Crouch, Senior Revenues Officer**

5.1.6 The Council Tax collection rate remains stable. Dips in collection during the year have balanced out by the end of the financial year to bring us to the same position as in the previous 2 years.

**Revenues: NNDR collection rate****Contact: Debbie Crouch, Senior Revenues Officer**

5.1.7 The data suggests an overall dip in business rate collection rates but this is due to 2 large liabilities being added to the rating list at the very end of the financial year, thus skewing the picture.