
Quarter 1 2022-23 – Financial and Performance Report

Relevant Portfolio Holder		Councillor Ashley – Portfolio Holder for
Portfolio Holder Consulted		Yes
Relevant Head of Service		Michelle Howell Deborah Poole
Report Authors	Head of Finance and Customer Services michelle.howell@bromsgroveandredditch.gov.uk Head of Business Transformation, Organisational Development and Digital Strategy d.poole@bromsgroveandredditch.gov.uk	
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.		

1. RECOMMENDATIONS

The Executive Committee is asked to RESOLVE that:

- 1) The current financial position in relation to Revenue and Capital Budgets for the period April to June 2022 be noted; and**
- 2) The Q1 Performance data for the Period April to June 2022 be noted.**

The Executive Committee is asked to RECOMMEND that:

- 3) The Operational Bank Account limit is raised to £2m; and**
- 4) The Asset Disposal Strategy is approved for implementation.**

2. BACKGROUND

- 2.1 This report presents at Quarter 1 (April – June) 2022/23
- the Council’s forecast outturn revenue monitoring position for 2022/23 based on data to Quarter 1
 - An update on progress on the 2023/24 budget process – which was first reported to committee as part of the Period 1 Monitoring Report.

- 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 period 3/quarter 1, the projected revenue outturn position for the 2022/23 financial year and explains key variances against budget
- 3.2 The £10.520m original revenue budget included in the table below is the budget that was approved by Council in March 2022.

Department	2022/23 Full Year Budget	2022/23 Q1 Actuals	2022/23 Adjusted Forecast Outturn	Adjusted Forecast Outturn Variance (Under) / Over spend
Regulatory Client	391,190	83,398	333,594	(57,597)
Business Transformation & Organisational Development	1,794,085	202,436	1,711,170	(82,915)
Chief Executive	(1,934,525)	216,740	(1,935,698)	(1,173)
Community & Housing GF Services	1,578,076	141,605	1,423,223	(154,853)
Environmental Services	2,779,319	(318,262)	2,975,382	196,064
Financial & Customer Services	1,905,007	3,959,822	1,660,064	(244,943)
Legal, Democratic & Property Services	2,238,105	107,421	2,053,648	(184,457)
Planning, Regeneration & Leisure Services	1,293,153	25,188	1,207,079	(86,073)
RBC Rubicon Client	1,070,604	381,393	1,070,604	0
Cross cutting savings and efficiency targets	(595,012)	0	0	595,012
Net Expenditure before Corporate Financing	10,520,000	4,418,348	10,499,064	(20,936)

3.3 Budget Variances

The following paragraphs explain the forecast variances for each area against the 2022/23 revenue budgets (a more detailed analysis of

which can be found at Appendix A). It is important to note that, at this stage in the financial year there are a number of instances where annual expenditure or accruals may distort the profiling as reflected in the Q1 actual; this has been reflected in the forecast outturn for each service area.

Business Transformation & Organisational Development – £82k underspend

Within Business Transformation & Organisational Development, the forecast underspend is predominantly due to vacancies within Human Resources which is forecast at £76k underspend for the year. Following the installation of a new HR software package, recruitment is underway to recruit to vacant posts within the service. There is also a small forecast underspend against the ICT budget.

Chief Executive - £1k overspend

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

Community and Housing General Fund Services - £155k underspend

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

- Housing Options (£102k underspend) – This is mainly as a result of vacancies within the team.
- Community Safety/CCTV (£62k underspend) – This is mainly as a result of vacancies within the team.

Environmental Services - £196k overspend

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

- Engineering & Design (£135k overspend) – the forecast overspend is mainly as a result of expenditure on non adopted highways due to health and safety works.
- Tree Management (£74k overspend) – The forecast overspend in this service is as a result of insurance claims.

Finance & Customer Services - £245k underspend

Within Finance & Customer Services the forecast underspend is as a result of vacancies across the service. This will continue to be reviewed

in light of pressures within the service, with further updates provided during 2022/23.

Legal, Democratic and Property Services - £184k underspend

Within Legal, Democratic and Property Services there are three service areas with significant forecast outturn variances against budget, Business Development (£42k underspend) and Facilities Management (£194k underspend) are both currently forecasting an underspend as a result of vacancies within the team. However, this is an area that will be kept under review throughout the financial year particularly with regards to resources for key regeneration projects. The underspend is offset in part by the forecast cost of Elections totalling £63k.

Planning, Regeneration and Leisure Services - £86k underspend

There is a forecast underspend totalling £86k within this service which comprises of:

- An underspend totalling £51k within Development Services as a result of anticipated budget efficiencies. This will be kept under review throughout the financial year.
- An underspend totalling £32k within Parks, Open Spaces and Events mainly as a result of a vacancy, however this will be reviewed throughout the financial year.

Cross cutting savings and efficiency targets - £596k to be delivered

There is a forecast overspend due to organisational efficiency targets that have not been allocated to service areas and cross council savings and efficiency initiatives. It is important to note however that forecast underspends within other service areas, as detailed in this report, will help to achieve this target. This will be kept under review as we progress through the financial year.

Regulatory Client - £58k underspend

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

- 3.4 Overall, the Council is currently forecasting a revenue underspend in the region of £21k for the 2022/23 financial year. This position will continue to be reviewed particularly given the impact of the increasing costs linked to inflation and further updates will be provided to Members throughout 2022/23.

Cash Management

- 3.5 The Council's 2022/23 Treasury Investment Strategy and associated MRP policy, presented to Audit, Governance and Standards Committee on the 14th April 2022 and was approved by full Council on the 27th June 2022.
- 3.6 Part of those policies approved included the following limit on Operational Bank Accounts.
- 3.7 Operational bank accounts: The Authority may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments but are still subject to the risk of a bank bail-in, and balances will therefore be kept below £500,000 per bank. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Authority maintaining operational continuity.
- 3.8 Although the Treasury Investment Strategy was reviewed earlier this year and some limits changed, it has become apparent that this limit has been continually breached since the inception of C-19. This is due to a number of factors including significant receipt of grant funding support for C-19 and the passing of this through to the Business Community.
- 3.9 The Council will Continue to keep this limit under review, but in the short term it is prudent to increase the limit to £2m for the remainder of this financial year, to be reviewed as part of the 2023/24 Treasury Investment Strategy.
- 3.10 As this is a Treasury Indicator, its breach, and associated change, must be reported through to full Council for approval.

Capital Monitoring

- 3.11 A capital programme of £10.8m was approved in the Budget for 2022/23 in March 2022.

3.12 However, in addition to this funding the Council also have the following Grant Funded Schemes which are being delivered in 2022/23:

- Towns Fund – Executive in June approved business cases for
 - The Digital Manufacturing and Innovation Centre of £10.5m. £8m of this funding will come from the Towns Fund with the remainder being applied for from the Greater Birmingham and Solihull LEP.
 - Improvements to the Town Centre Public Realm of £3.4m. £3m of this funding will come from the Towns Fund.
 - The business Case for the Library site will be reviewed in September. There is £4.2m of Town Funding for this project if approved.
- UK Shared Prosperity Fund - £294k of grant spend (although a significant amount will be revenue based).

3.13 The spend at quarter 1 is £3.1m of the overall 2022/23 capital budget totalling £10.8m as detailed in Appendix B.

3.14 Capital monitoring for 2021/22 was undertaken towards the end of the financial year (at period 11), and spending was only £1.3m which is substantially below the £9.9m programme. The main reason for this variance is no spending against the £4.3m Regeneration Fund although parts of it will be required for Council's obligations with Towns Fund delivery. Therefore circa £8m of spending will need to be assessed for reallocation into 2022/23. This will be addressed in the outturn reports to Executive.

3.15 Both Existing Capital Programmes (21/22 and 22/23) are set out in the Appendix B.

Earmarked Reserves

3.16 The position as reported to Council in February 2022 as per the 2022/23 – 2024/25 Medium Term Financial Plan is shown in Appendix C.

HRA Position

3.17 The HRA budget totalling £25.4m was approved in March 2022 and funded from Rents and tenants' contributions. The approved capital programme for 2022/23 totals £14.2m.

- 3.18 As at Quarter 1 of 2022/23, it is currently forecast that the HRA will outturn with a surplus in the region of £105,000 which will be transferred to HRA Balances.
- 3.19 The main variances that have contributed to this surplus are:
- Repairs & Maintenance - Anticipated efficiency savings arising from improved work planning and timely delivery of works.
 - Supervision & Management - the variance is predominantly due to vacant posts pending the ongoing review of the Housing function and reduced professional and consultancy fees.
- 3.20 As at Quarter 1 of 2022/23, it is currently forecast that the HRA capital programme budget will outturn with a spend of £10.7m against a £14.8m budget. The £3.5m underspend is primarily as a result of delays in project start dates and changes in assumptions regarding Housing 1 for 1 purchases.

Asset Disposal Strategy

- 3.21 The Council holds substantial non HRA Land, Property and Equipment. The 2019/20 Statement of Accounts value these assets at £47m. The attached policy (Appendix D) sets out that for all assets there is a requirement that they remain compliant for use against present legislation. In addition, there is a requirement that Council buildings are raised to the top three Energy Efficient levels by 2026.
- 3.22 Overall, these requirements have cost implications. Over the next 2 years a series of Condition Surveys will need to be undertaken on all assets which will lead to:
- A revised Overall Property Holding Strategy.
- And for Individual Properties and Land their:
- Operational necessity.
 - Cost of ensuring the buildings remain to compliant to legislation.
 - Cost of ensuring buildings move to the top 3 Energy Effective ratings by 2026.
 - Rent levels (and net costs for each building).
 - Alternative service delivery options.

This will lead to a list of buildings/Land that are:

- Surplus to requirements
- Not cost effective to be run (requiring alternative delivery options)

Groups of assets will be brought to Executive on a Quarterly basis for approval for disposal.

4. Update on Progress with the 2023/24 Budget

- 4.1 We reported the process that Officers are following to balance the 2022/23 (note the unallocated savings figure in the previous section) and future budgets. The main steps were:
- o Reviewing base budgets, historic places where over/underspend occur, and views of potential savings options.
 - o Linkage to the 2021/22 Outturn position.
 - o Engaging with our Treasury Consultants Arlingclose to review our Minimum Revenue Provision, use of debt and investment policies.
 - o Assessing with Heads of Service present levels of service and associated requirements in the new post C-19 environment to identify where different delivery models will lead to further savings
- 4.2 We have met with Arlingclose who have requested data to complete their review of MRP, debt and investment policies.
- 4.3 We initially met with Heads of Service in July and have jointly compiled a long list of possible savings and efficiency to close the budget deficit position. Two more meetings have taken place during August with Heads of Service to further refine these options.
- 4.4 In parallel to this, work is also taking place on possible pressures, of which inflation, pay and contracts, will be a key input.
- 4.5 More officer led work will take place in September leading to a set of budget proposals coming to Executive in October.
- 4.6 Officers have engaged with the Budget Working Group and a series of meetings have been set up to scrutinise the budget.

5. Performance Report

- 5.1 The performance report sets out to provide data and information that links all activity back to the Council's strategic priorities as set out in the

Council Plan and Council Plan Addendum. Whilst the report focuses primarily on corporate, strategic measures there is a section that provides some operational measures data to provide a general overview of service delivery.

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

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

5.3 The Q1 report is an introduction to the performance data used by the council, as such there is a large amount of data in this first report. It is recognised that effective performance management will enable the Council to use its limited resources in a more targeted manner, maximising the value of Council services and allowing the Council to be even more responsive to customers' needs. It is proposed that future reports will be more structured around particular strategic priorities in order to provide a more focused data set, consequently different priorities will be reported in each quarter.

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

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

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

- Economic Development and Regeneration
 - Supporting businesses to start to Grow
 - Measure – Take up of Grants – **Table in Appendix E shows by year**
 - Regenerating our Infrastructure
 - Measure - % of empty shops - **tbc**
 - Measure – Level of funding secured - **£15m**
- Housing Growth
 - Measure – Number of new Homes – total and affordable (Annual) - **185 and 65**
 - Measure – Number of new council houses (HRA) projected to be built during 2022/23 - **19**
 - Measure – Number of homeless approached - **Chart in Appendix A sets out by quarter and year**
 - Measure – number of threatened with homelessness preventions - **tbc**
 - Measure – Number of homeless applicants housed - **tbc**
 - Measure – Local housing affordability rate – **7.57**
- Work and Financial Independence
 - Measure – Number of Financial Independence Team client contacts - **Chart in Appendix A sets out by month and year**
 - Measure – Number of clients assessing Starting Well Service - **TBC**
 - Measure – Number of young people with positive outcomes because of Enhanced Youth Support Intervention - **TBC**
 - Measure – Number of eligible children accessing nursery funding across the borough – **59%**
 - Measure – Number of households provided with energy advice – **New contract June 2022**
 - Measure – Number of energy rebate payments – **26,440**
- Improved Health and Wellbeing
 - Measure – Number of Community Builders in post - **3**
 - Measure – Completion and implementation of the actions in the Leisure Strategy – **Strategy to be approved Oct 2022**
- Community Safety and Anti-Social Behaviour
 - Measure – Number of young people engaged through Detached/Outreach youth work - **11.**
 - Measure – Levels of crime – **chart sets out by type and year**
 - Measure – Number of crime risk surveys carried out - **2**
 - Measure - Number of positive outcomes because of Safer Streets Woodrow project – **data in Q2**
- Green Thread

- Measure – Have an agreed and funded plan and capital replacement programme for the Council's fleet subject to any budget constraints – ***EST reports to assist***
- Measure – Have an agreed plan in place to deliver new requirements of national Resources and Waste Strategy and Environment Act – ***WRAP funding for cross County feasibility study***
- Measure - Introduce vegetable derived diesel into the Council's vehicles to reduce carbon emissions subject to any budget constraints – ***Signed up to framework in order to purchase HVO***
- Measure - Households supported by the Council's energy advice service – ***New contract June 2022***
- Financial Stability
 - Measure - Financial Performance – actuals consistent with budget – ***via Finance Report***
 - Measure – Increased levels of General Fund Balances over the medium term – ***via Finance Report***
 - Towns Fund Project delivered within budget – ***via Finance Report***
- Organisational Sustainability
 - Measure – Number of corporate measures accessible through the dashboard - **39**
 - Measure - % of staff able to work in an agile way - **New**
- High Quality Services
 - Measure - % of Personal Development Reviews undertaken each year - **tbc**
 - Measure - % of employees who undertake management training - **tbc**
 - Measure – Customer satisfaction with service delivery, measured through the Community Survey – **40.9%**

5.5 In addition, Appendix F sets out Operational Service Measures. As with Appendix E, more context is given in the Appendix, these include:

- Sickness Absence Rates – **6.6 days**
- IT Satisfaction Rates – **98%**
- Average Telephone queue time – **14 minutes and 23 seconds**
- Average number of people waiting in Telephone queue – **1**
- Percentage of Household Waste sent for reuse, recycling and composting – Table by Month and year – **June 22 – 28.16%**
- NI 191 – Residual Waste per household (Kg) **June 22 - 48.18kg**
- Fly Tips – **June 22 – 137**
- Third Party Gas Audit Compliance (target 85%) - **June 22 98.31%**

- Average time to complete repairs to standard voids (target 20 calendar days) - **June 22 – 21.4**
- Council Tax Collection Rate – **June 22 - 1% below target**
- Business Rates Collection Rate – **June 22 – 2.8% below target**
- Benefits Change of Circumstances turnround – **9 Days**
- Benefits New Claims Turnround – **20 days**
- Customer Services calls by type – **Charts set out by department**

6. FINANCIAL IMPLICATIONS

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

7. LEGAL IMPLICATIONS

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

8. STRATEGIC PURPOSES - IMPLICATIONS

Relevant Strategic Purpose

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

Climate Change Implications

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

9. OTHER IMPLICATIONS

Equalities and Diversity Implications

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

Operational Implications

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

10. RISK MANAGEMENT

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

11. APPENDICES and BACKGROUND PAPERS

- Appendix A – Revenue Monitoring
- Appendix B – Capital Monitoring
- Appendix C – Earmarked Reserves
- Appendix D – Asset Disposal Strategy
- Appendix E – Strategic Performance Measures
- Appendix F – Operational Performance Measures

9. REPORT SIGN OFF

Department	Name and Job Title	Date
Portfolio Holder		
Lead Director / Head of Service		
Financial Services		
Legal Services		
Policy Team (if equalities implications apply)		
Climate Change Officer (if climate change implications apply)		

REDDITCH BOROUGH COUNCIL

Executive
2022

6 September

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REDDITCH BOROUGH COUNCIL

**Executive
2022**

6 September

APPENDIX A – 2022/23 Revenue Monitoring

Service area	2022/23 Working Budget	2022/23 Q1 Actuals	Adjusted Forecast Outturn	Adjusted Forecast Outturn Variance (Under) / Over spend
Environmental Health / Protection / Enforcement	(253)	(4,865)	(19,458)	(19,205)
Licenses (all)	(212,640)	(64,913)	(259,653)	(47,013)
Pest & Dog control	(2,000)	0	0	2,000
Regulatory Services client	606,083	153,176	612,705	6,622
Regulatory Client Total	391,190	83,398	333,594	(57,597)
Corporate	0	0	0	0
Equalities & Diversity	14,977	224	14,977	0
Human Resources	523,682	108,820	447,627	(76,055)
ICT	1,069,518	93,392	1,062,658	(6,860)
Policy	57,494	0	57,494	0
Training & Organisational Development	0	0	0	0
Transformation, Business process re-engineering & Lean Syst	70,560	0	70,560	0
CMT - Business Transformation & Organisational Development	57,855	0	57,855	0
Business Transformation & Organisational Development 1	1,794,085	202,436	1,711,170	(82,915)
Corporate	(2,600,420)	130,160	(2,600,420)	0
SMT	220,496	24,050	220,496	0
Central Post	81,022	31,410	103,332	22,309
P A & Directorate Support	136,373	30,232	132,863	(3,510)
Communications & Printing	170,190	(1,159)	150,217	(19,973)
Partnerships	57,814	(117,485)	57,814	0
Covid grants	0	119,532	0	0
Chief Executive Total	(1,934,525)	216,740	(1,935,698)	(1,173)
Climate Change / Energy Efficiency	7,300	675	7,300	0
CMT - Community	40,988	32,044	38,042	(2,945)
Community Safety	394,465	144,157	332,047	(62,417)
Community Transport	176,351	55,401	188,139	11,788
Facilities Management	(1)	623	(1)	0
Grants to voluntary bodies	198,115	57,858	198,115	0
Housing Options	639,517	159,037	537,000	(102,517)
Housing Strategy & Enabling	241,713	6,624	242,434	722
Lifeline	(88,371)	(301,398)	(87,854)	517
Starting Well	(32,000)	(13,417)	(32,000)	0
Community & Housing GF Services Total	1,578,076	141,605	1,423,223	(154,853)
Bereavement Services	(1,188,964)	(297,409)	(1,188,964)	0
Car Parks / Civil Parking Enforcement	29,009	(25,289)	29,009	0
Core Environmental Operations	252,338	(39,157)	252,338	0
Engineering & Design	333,744	36,397	468,885	135,141
Env Services Mgmt & Support	443,306	10,591	443,306	0
Place Teams	1,357,408	(108,069)	1,347,164	(10,243)
Stores & Depots	0	10,324	(0)	(0)
Tree Management inc TPO's	277,421	108,165	350,891	73,470
Waste Management	1,289,802	(31,987)	1,289,802	0
CMT - Environment	(14,745)	18,172	(17,049)	(2,303)
Environmental Services Total	2,779,319	(318,262)	2,975,382	196,064

REDDITCH BOROUGH COUNCIL

**Executive
2022**

6 September

Service area	2022/23 Working Budget	2022/23 Q1 Actuals	Adjusted Forecast Outturn	Adjusted Forecast Outturn Variance (Under) / Over spend
Accounts & Financial Management	624,596	173,147	663,673	39,077
Benefits	677,541	73,872	635,108	(42,433)
Benefits Subsidy	(333,912)	3,519,230	(333,912)	0
Customer Services	485,368	39,849	339,707	(145,661)
Revenues	428,822	164,571	323,141	(105,681)
CMT - Finance	22,592	(10,847)	32,347	9,755
Financial & Customer Services Total	1,905,007	3,959,822	1,660,064	(244,943)
Business Development	188,264	32,071	146,264	(41,999)
Democratic Services & Member Support	403,209	59,067	392,196	(11,013)
Election & Electoral Services, Periodic Electoral review	258,938	54,079	321,324	62,386
Facilities Management	1,052,802	(409,752)	858,971	(193,831)
CMT - Legal	57,937	0	57,937	0
Legal Advice & Services	276,955	(9,436)	276,955	(0)
Legal, Democratic & Property Services Total	2,238,105	(273,972)	2,053,647	(184,457)
Development Services	157,509	(65,603)	106,731	(50,778)
Building Control	(2,766)	(38,762)	(2,766)	0
Development Control	135,340	(28,914)	135,340	0
Economic Development	102,024	(45,224)	102,024	0
Emergency Planning / Business Continuity	13,535	0	13,535	0
Non-Operational	0	0	0	0
Parks, Open Spaces and Events	418,237	46,235	385,909	(32,328)
Planning Policy	399,384	960	399,384	0
Town Centre Development	10,000	142,524	10,000	0
CMT - Planning, Regeneration and Leisure	59,890	13,974	56,922	(2,967)
Planning, Regeneration & Leisure Services Total	1,293,153	25,188	1,207,079	(86,073)
Business Development	982,266	326,663	982,266	0
Cultural Services	0	23,223	0	0
Parks and Events	10,838	5,672	10,838	0
Sports Services	77,500	25,835	77,500	0
RBC Rubicon Client Total	1,070,604	381,393	1,070,604	0
Cross cutting savings and efficiency targets	(595,012)	0	0	595,012
Cross cutting savings and efficiency targets	(595,012)	0	0	595,012
Net Expenditure before Corporate Financing	10,520,000	4,418,348	10,499,064	(20,936)

REDDITCH BOROUGH COUNCIL

6 September 2022

Executive

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

2021/22 monitoring (as at period 11)

Cap Proj	Description	Approved budget date	Original approved Budget	Duration (years)	Department	Budget 21/22 £	reprofilinq incl c/fud £	Budget increase incl revision	2021/22 Total £	Spent to Date	Slippage to be Agreed
C2000	Home Repair Assistance	21/22	40,000	4	Community & Housing/GF Services	40,000			40,000	0	40,000
C2001	Disabled Facilities Grant	21/22	829,000	4	Community & Housing/GF Services		1,156,847	829,000	1,985,847	765,249	1,220,578
C2301	HMO Grants	21/22	25,000	4	Community & Housing/GF Services		29,515	25,000	54,515	0	54,515
C2302	Energy & Efficiency Install.	21/22	110,000	1	Community & Housing/GF Services		50,065		50,065	17,952	32,113
C2351	New Digital Service	2020/21	86,450		Community & Housing/GF Services	50,502	26,450		76,952	16,636	60,316
NEW	7kw electric vehicle charge point	21/22	160,000	1	Community & Housing/GF Services			160,000	160,000	0	160,000
NEW	Greener Home	20/21	150,000	2	Community & Housing/GF Services			255,000	255,000	-80,710	335,710
C1302	Improved Parking Scheme - Capuarz Cottage - Fakenham				Environmental Services		20,000		20,000	0	20,000
C1302	Improved Parking Scheme (includes locality)				Environmental Services	400,000			400,000	-4,950	404,950
C1305	Locality Capital Project - Green Lane, Studley				Environmental Services		200,000		200,000	0	200,000
C2100	New Rolling Road Brake Tester	21/22	40,000	1	Environmental Services			40,000	40,000	0	40,000
C2100	Vehicle replacement	21/22	698,000	ongoing	Environmental Services	1,927,000	-1,611,500		315,500	275,240	40,262
C2316	Wheellie Bin purchase				Environmental Services	70,000	15,000		85,000	88,093	-3,093
C2328	Replacing 3 Fuel pumps and upgrading tank monitoring equipment				Environmental Services		25,000		25,000	0	25,000
C2330	Car Park Maintenance				Environmental Services	25,000			25,000	0	25,000
C2352	Fleet Management Computer System	2020/21	16,600	1	Environmental Services		16,600		16,600	0	16,600
C2353	Environmental Services Computer System	2020/21	38,200	1	Environmental Services		157,200		157,200	84,535	72,665
C2558	Locality Capital Project - Capital Landscape Improvement				Environmental Services		1,825		1,825	8,230	-6,405
C1110	Public Building	2019/20	250,000	4	Finance & Customer Services	250,000			250,000	266,240	-16,240
C2245	GF Arborist	2020/21	40,000	3	Finance & Customer Services	40,000	10,000		50,000	83,272	-33,272
C2349	Regeneration Fund				Finance & Customer Services	2,000,000	2,354,670		4,354,670	0	4,354,670
C2322	Arrau Valley Country Park - Play, Open Space and Sports Improvements				Planning, Regeneration & Leisure Services		6,000		6,000	-1,297	7,297
C2323	Torrey Field - Sports Contribution to support existing approved funding				Planning, Regeneration & Leisure Services		9,000		9,000	19,503	-10,503
C2333	Improvements at Burincoz Centre				Planning, Regeneration & Leisure Services		73,614		73,614	88,957	-15,343
C2335	Improvement to Marton Stanley - Play Area for toddler and junior play				Planning, Regeneration & Leisure Services		79,686		79,686	35,823	43,863
C2336	Improvement to Marton Stanley Open Space				Planning, Regeneration & Leisure Services		25,633		25,633	0	25,633
C2337	Improvement to Sports Pitcher infrastructure in Marton Stanley Park				Planning, Regeneration & Leisure Services		98,535		98,535	0	98,535
C2339	Improvement to original Pump Track at AVCP				Planning, Regeneration & Leisure Services		60,606		60,606	0	60,606
C2341	Hedgehog Mitigation measures by restoration and hedge laying with associated fencing and gate at AVP SHM and AVP North				Planning, Regeneration & Leisure Services		21,500		21,500	0	21,500
C2342	Grazing Mitigation measures - re-creating and monitoring grassland habitat in MS and AVCP				Planning, Regeneration & Leisure Services		146,590		146,590	0	146,590
C2346	Removal of Sycamores through Arrau Valley Park				Planning, Regeneration & Leisure Services		437,000		437,000	0	437,000
C2347	Marton Stanley Play, Sport and Open Space Improvements (General)				Planning, Regeneration & Leisure Services		298,403		298,403	204,091	94,312
C2348	Open space improvements - North Meadow				Planning, Regeneration & Leisure Services		3,000		3,000	0	3,000
C2354	Cafe and Infrastructure Marton Stanley Park	2020/21	100,000	1	Planning, Regeneration & Leisure Services		100,000		100,000	0	100,000
NEW	Paving bay at main access AVCP	2020/21	6,000	1	Planning, Regeneration & Leisure Services			24,700	24,700	12,000	12,700
Total current Capital programme						4,892,502	3,811,239	1,343,700	9,957,441	1,878,882	8,078,559

REDDITCH BOROUGH COUNCIL**Executive
2022****6 September**

2022/23 monitoring (as at period 3)

Capital Project Name	Approved Budget	Q1 Actuals	Budget Remaining
AVCP - Open Space and Sports Improvement	356,000	21,021	334,979
Camera Replacement Project	44,000	0	44,000
Car Park Maintenance	30,000	29,192	808
Disabled Facilities Grant	718,000	(63,010)	781,010
Energy & Efficiency Installation	90,000	1,690	88,310
GF Asbestos Programme	40,000	11,005	28,995
HMO Grants	18,000	0	18,000
Home Repairs Assistance	88,000	0	88,000
Improved Parking Scheme	81,000	988	80,012
Improvement of Parking Arrow Valley South	17,000	0	17,000
Improvement of Morton Stanley Open Space	80,000	0	80,000
Improvement of Morton Stanley Play Area	26,000	0	26,000
Improvement to Pump Track at Arrow Valley	61,000	0	61,000
Improvement to Cricket Club	3,000	0	3,000
Improvement to Morton Stanley Sports Infrastructure	99,000	0	99,000
Improvement to Business Centres	74,000	(6,386)	80,386
Health and Fitness Facilities Investment	29,000	0	29,000
Locality Capital Projects	94,000	(3,644)	97,644
Morton Stanley Park Sport and Open Spaces Improvements	333,000	0	333,000
New Finance Enterprise System	218,000	99,076	118,924
North Moons Moat Open Space Improvement	3,000	0	3,000
POS/Play Improvements to Forge Mill and Visitor Centre	51,000	0	51,000
Public Building	426,308	56,830	369,478
Vehicle Replacement Programme	866,000	30,733	835,267
Regeneration Fund	5,225,000	2,851,606	2,373,394
Arrow Valley Weir Works	437,000	0	437,000
Small Area Improvements	40,000	0	40,000
Terry Field Outdoor Facilities Improvements	38,000	0	38,000
Lifeline Hardwire System upgrades	13,000	16,431	(3,431)
Wheelie Bin Purchase	124,000	21,077	102,923
New Digital Service	86,000	0	86,000
Fuel pump upgrade and tank monitoring equipment	25,000	0	25,000
Fleet Management Computer System	17,000	0	17,000
Environmental Services Computer System	38,000	0	38,000

REDDITCH BOROUGH COUNCIL

**Executive
2022**

6 September

Café and Infrastructure Morton Stanley Park	100,000	0	100,000
Catch up Repairs	0	4,383	(4,383)
Stock Condition Survey	0	21,200	021,200
Green Lane Studley	200,000	2,070	197,930
Locality - Landscape Improvement	25,000	0	25,000
Salix Project	250,000	0	250,000
Bathroom Renewals	105,000	0	105,000
Fencing Renewals	90,000	0	90,000
Vehicle lift within workshop	25,000	0	25,000
Locality Project - Garage Condition survey	100,000	0	100,000

APPENDIX C – Earmarked Reserves

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

APPENDIX D – ASSET DISPOSAL STRATEGY

The Council has a duty to ensure that its fixed assets are continually reviewed to ensure they are fit for their strategic purpose, comply to legislative and regulatory requirements, and do not lose value. A comprehensive affordable repairs and maintenance programme is required to fulfil this.

In the latest Statement of Accounts (2019/20), there were £350m of Fixed Assets. These were stratified as:

- £297m of Council Dwellings
- £10m of Land
- £31m of Buildings
- £4m of Vehicles, Plant and Equipment
- £4m of Infrastructure Assets
- £1m of Community Assets
- £0.5m of Assets under Construction
- £2m of Assets declared as Surplus

This stratification and associated valuation levels is being reviewed and updated for the 2020/21 and 2021/22 Statement of Accounts.

Council dwellings will link to the Housing Revenue Account (HRA) and as such will be Governed by HRA disposal regulations such as Right to Buy. Infrastructure assets generally relate to Highways.

All other Classes have a requirement to be continually reviewed as set out in the report to Executive on the 12th July on Community Centres and Easemore Road. However, this should not be done in isolation.

New legislation will mean that by 2026 that all Council building assets (non HRA) will have to comply with Energy Efficiency legislation and be within the top three Energy Efficient levels. This has the potential of significant additional expenditure for the Council to ensure compliance as its stock, as with other Councils, is aging.

Therefore, the Council has commenced condition surveys on all its buildings to assess:

- The present state of those buildings and repairs required to remain compliant to present legislation.

- Repairs and maintenance required to extend the life of those buildings.
- Requirements to move those buildings to the top three Energy Efficiency levels by 2026.
- Assessments of rent levels compared to market rents.

This will lead to the Council reviewing over the next 2 years its asset portfolio in terms of:

- The Overall Property Holding Strategy.

And Individual Properties and Land in terms of:

- Operational necessity.
- Cost of ensuring the buildings remain compliant to legislation.
- Cost of ensuring buildings move to the top 3 Energy Effective ratings by 2026.
- Rent levels (and net costs for each building).
- Alternative service delivery options.

This will lead to a list of buildings/Land that are

- Surplus to requirements
- Not cost effective to be run (requiring alternative delivery options)

These lists will be brought to Executive on a Quarterly (or do we say half yearly) basis for approval for disposal. Any disposal, as per the present MRP policy goes into an overall "pot" which can then be used to fund capital programme requirements, including possible acquisitions.

Appendix E Strategic Priorities and Performance Measures

1 Economic Development and Regeneration

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

Supporting businesses to start and grow

Performance measures:

- Take-up of grants

Start-up grants

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

Grants to Established Businesses

Period	Number of Grants	Value of Grants
2020/21	12	£231,490.66
2021/22	12	£273,583.14
2022/23 Q1	2	£20,545.68

Regenerating our Infrastructure

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

Performance measure

- % Of empty shops.

Update

In terms of the percentage of empty shops, changes in data capture are being made so that officers will soon be able to present information to compare the percentage of empty shops in Redditch town centre year on year. This will

show how TIP funding and other initiatives impact on the vitality and viability of Redditch Town Centre.

Performance measure

- Level of funding secured

Update

Approximately fifteen million pounds.

2. Housing Growth

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

Performance measure

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

<p>New Homes Completed</p> <p>Latest Period: 2020-21</p> <p>Interval: Financial Year</p> <p>Contact: Mike Dunphy</p>	<p>Latest Period</p> <p style="font-size: 2em; text-align: center;">185</p>	<p>Total by Year</p> <table border="1"> <caption>Total New Homes Completed by Year</caption> <thead> <tr> <th>Year</th> <th>Total</th> </tr> </thead> <tbody> <tr><td>'13-14</td><td>155</td></tr> <tr><td>'14-15</td><td>270</td></tr> <tr><td>'15-16</td><td>161</td></tr> <tr><td>'16-17</td><td>129</td></tr> <tr><td>'17-18</td><td>359</td></tr> <tr><td>'18-19</td><td>301</td></tr> <tr><td>'19-20</td><td>267</td></tr> <tr><td>'20-21</td><td>185</td></tr> </tbody> </table>	Year	Total	'13-14	155	'14-15	270	'15-16	161	'16-17	129	'17-18	359	'18-19	301	'19-20	267	'20-21	185	<p>Analysis</p> <p>Latest Fin. Year: 185</p> <p>Prior Fin. Year: 267</p> <p>Change: -82</p> <p>% Change: ↓ -30.7%</p>
Year	Total																				
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'20-21	65																				

Update

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

Performance measure

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

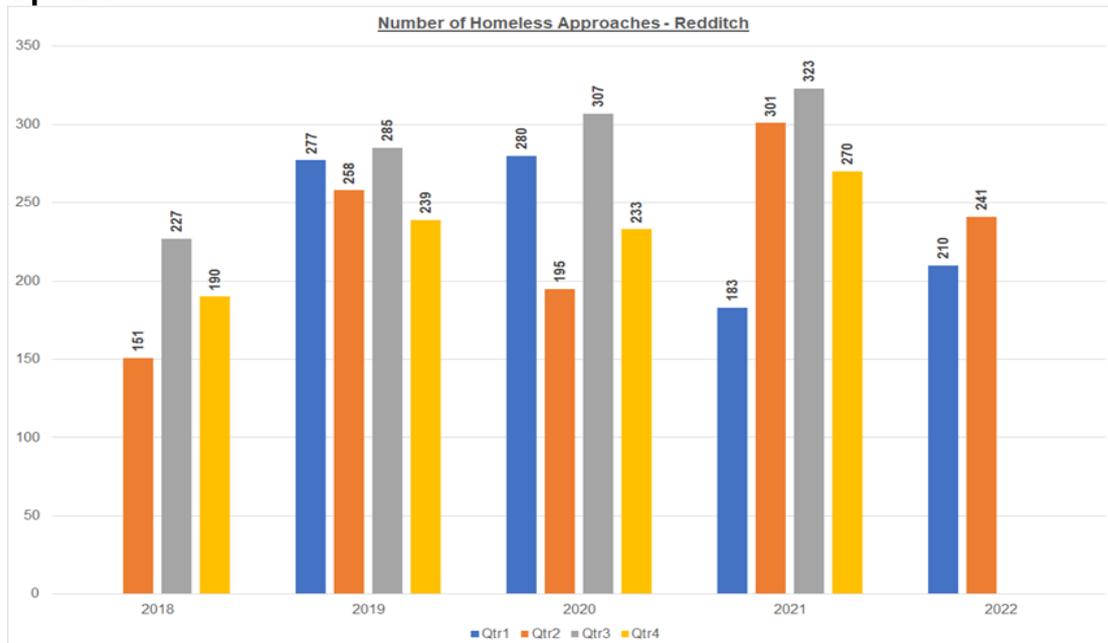
Update

There are nineteen units projected to be built.

Performance measure

- Number of homeless approaches.

Update



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

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

2020: Quarter 1 remained consistent with the same period in the previous year, presumably due to the lag in implementation of the Coronavirus Act. This is shown by a marked drop in approaches during quarter 2 as the government severely restricted mobility / movement in the housing market

and mandated that notice periods for any possession action were six months rather than 2 for S21 notices in the PRS. In quarter 3 restrictions were lifted and we started letting properties again, there are also the economic and domestic abuse impacts to consider in the spike of quarter 3, before the country went into another lockdown and landlords were still struggling to take possession action unless in the most extreme cases of Anti-Social Behaviour (ASB) or rent arrears and then there was a significant backlog through the judicial system created.

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

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

Performance measure

- Number of threatened with homelessness preventions

Update

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

Performance measure

Number of homeless applicants housed

Update

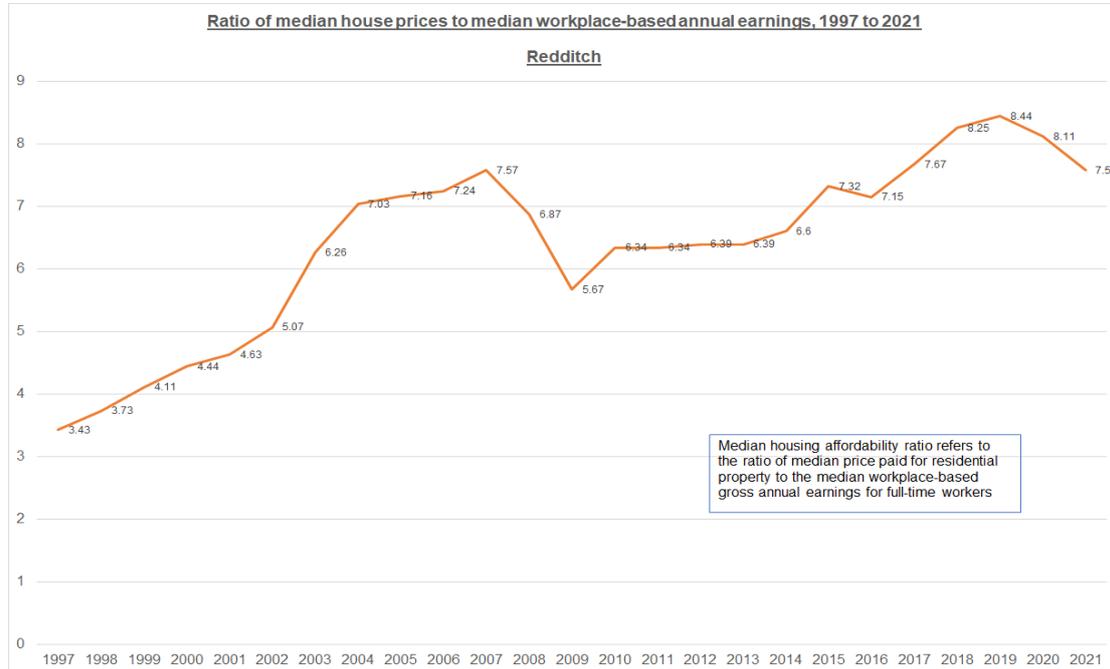
Not currently available until the new housing IT system is implemented.

Performance measure

Local housing affordability rate.

Update

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



The affordability ratio in England is currently 9.05.

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

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

3 Work and Financial Independence

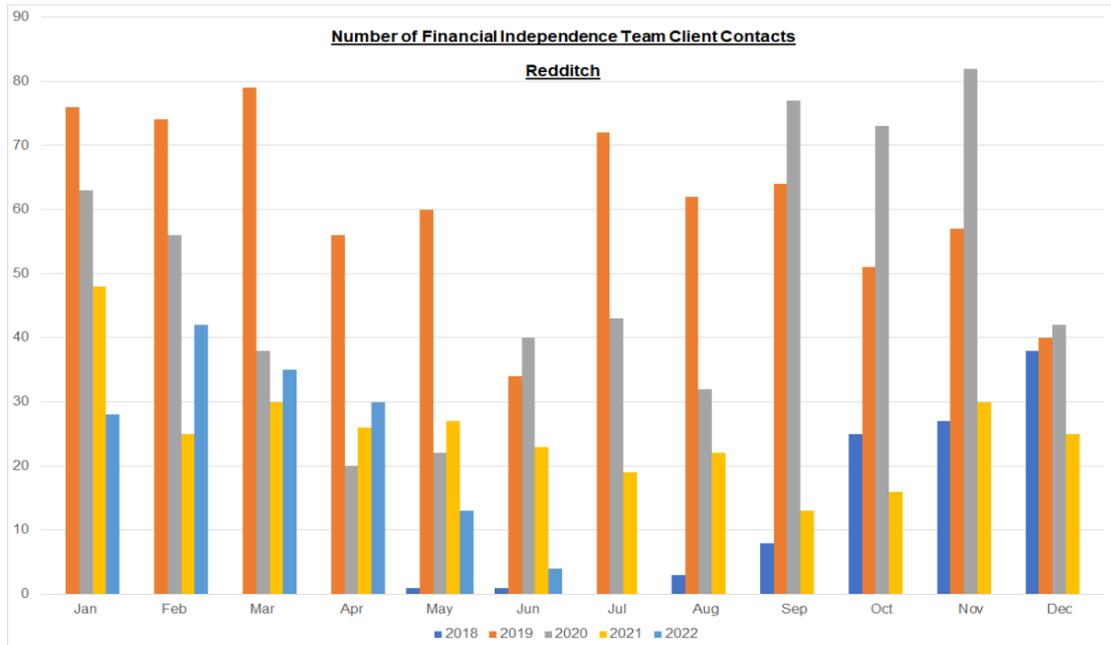
In 2022/23, we will find ways to further support, engage, and empower our residents to maintain / achieve financial independence.

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



Performance measure

- No. of clients accessing Starting Well service

Update

It is recommended that this measure is removed as it does not add value to this priority and data is not collected to the level to identify work or financial support.

Performance measure

- Number of young people with positive outcomes because of Enhanced Youth Support intervention

Update

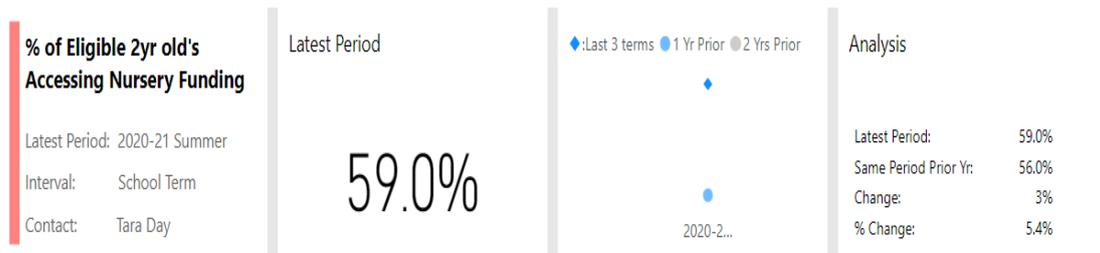
It is recommended that this measure is removed as it does not add value to this priority as the data is not collected to the level required.

Performance measure

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

Update

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



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

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

Performance measure

- Number of households provided with energy advice – see below

Performance measure

- Number of energy rebate payments.

Update

Between 26th April and 18th July 2022, a total of 26,440 payments of £150.00 have been processed

4 Improved Health and Wellbeing

In 2022/23 we will work with communities to help them identify and develop their strengths. We will look at ways to encourage physical movement into part of people's normal routines. We will also look to catalyse an integrated approach to care.

Success measures:

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

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

ABCD does this through an approach which consists of:

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

Community Builders are on fixed term contracts with the hope that these will be extended, and the longer-term aim is other areas will be covered if funding becomes available for additional Community Builders.

Performance measure

- Completion and implementation of the actions in the Leisure Strategy

Update

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

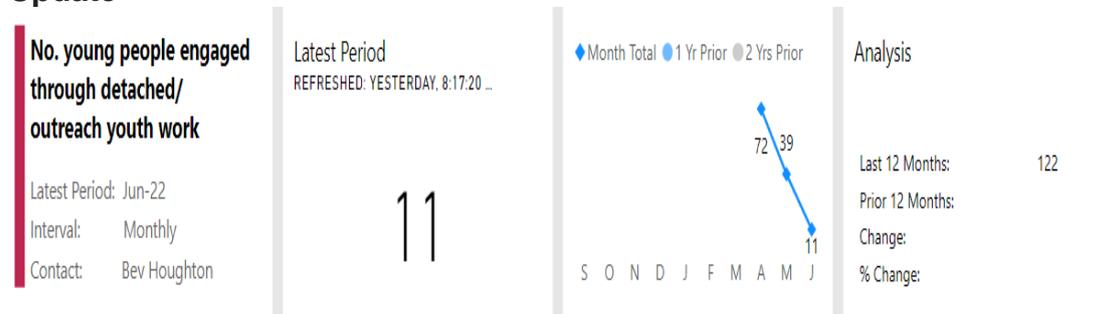
5 Community Safety and Anti-Social Behaviour

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

Performance measure

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

Update



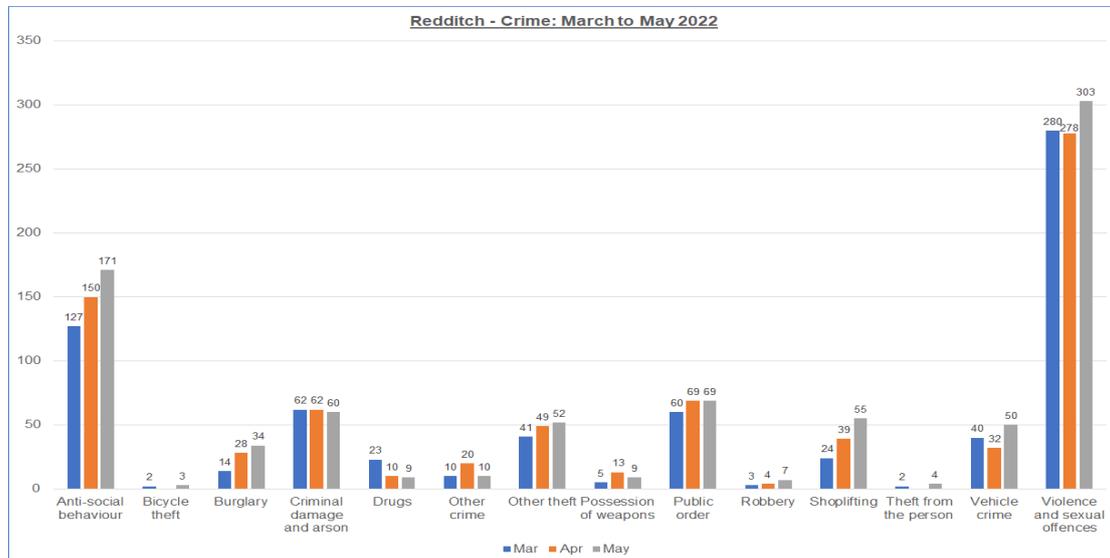
Woodrow saw most youth patrols in the early part of the quarter following significant community concerns and Elected Member enquiries about Anti-Social Behaviour (ASB) in the area. Multi-agency interventions are ongoing alongside increased policing activity at the location.

Performance measure

- Levels of crime.

Update

Data extracted from 'data.police.uk' below



Total Recorded Crime is increasing when compared to the previous 12-month period (which includes periods of Covid-19 restrictions up to July 2021). Recorded crime dropped during lockdown periods as people were restricted to their homes and public places were closed. Many offence types are now returning to pre-Covid reporting levels and North Worcestershire has seen increases in reports of vehicle crime, public order and violent offences as reflected in the district data this quarter. Please note: Crime data is reliant on public reporting of offences – it is widely recognised that some offence groups are known to be significantly under reported and some community groups are known to particularly under report for a variety of reasons.

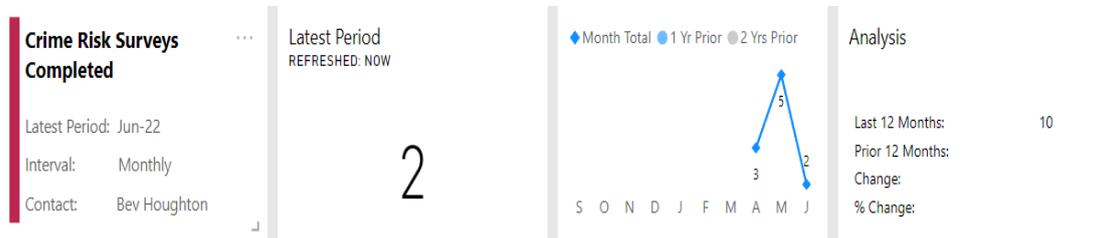
Contrary to reports of crimes, reports of ASB incidents increased during the Covid-19 lockdown periods. This was due to extremely high volumes of reported Covid-19 breaches. The end of lockdown measures and subsequent reduction in reported breaches saw ASB reports reduce considerably. Since a peak in May 2020, there has been a gradual reduction in ASB reports to below pre-Covid levels. However, since Feb 2022 there has been a slight upward trend across all North Worcestershire districts as reflected in this quarter's data. Nuisance ASB is the most common incident type accounting for 88% of all ASB reports. Nuisance ASB is defined as – when a person causes trouble, annoyance or suffering to a community.

Performance measure

- Number of crime risk surveys carried out.

Update

This is a new measure from April 2022.



ASB reports from residents and Elected Members in Woodrow and Brockhill led to multi-agency intervention and crime risk assessments being conducted at each location.

Performance measure

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

Update

Project still to be finalised. Data is expected next quarter.

6 Green Thread

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

Performance measure

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

Update

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

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

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

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

Performance measure

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

Update

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

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

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

Performance measure

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

Update

Signed up to the framework and just awaiting final documentation so that Hydrotreated Vegetable Oil (HVO) can be purchased.

Performance measure

- Households supported by the Council's energy advice service

Update

A new contract commenced June 2022 so data is currently unavailable.

7 Financial Stability

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

Success measures:

- Financial performance – actuals consistent with budget.

- Increased levels of General Fund Balances over medium term.
- Towns Fund Project delivered within budget.

The financial information is provided in a separate report.

8 Organisational Sustainability

The Council will work to maximise the use of digital infrastructures, including cloud technologies, to enhance its support for customers. We will encourage residents and businesses to access high speed fibre and wireless technologies to deliver growth in the local economy. Ensuring the 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 is moving from the current legacy dashboard to a new Power BI dashboard. Power BI is an interactive data visualisation software product with a primary focus on business intelligence. Currently there are 39 strategic measures available via the dashboards.

Performance measure

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

Update

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

9 High Quality Services

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

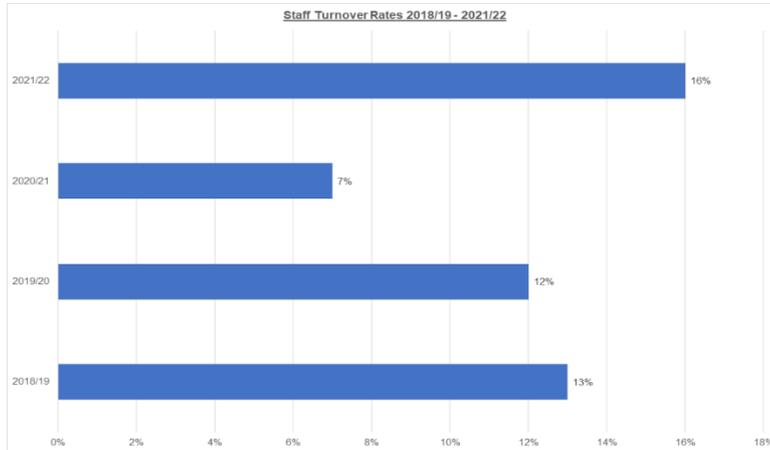
Performance measure

- % of employees who undertake management training.

Update

The management training was launched for the first time in Summer 2022. It is an annual measure, and the first data will be reported Winter 2022/23

- Staff turnover rates in relation to national rates.



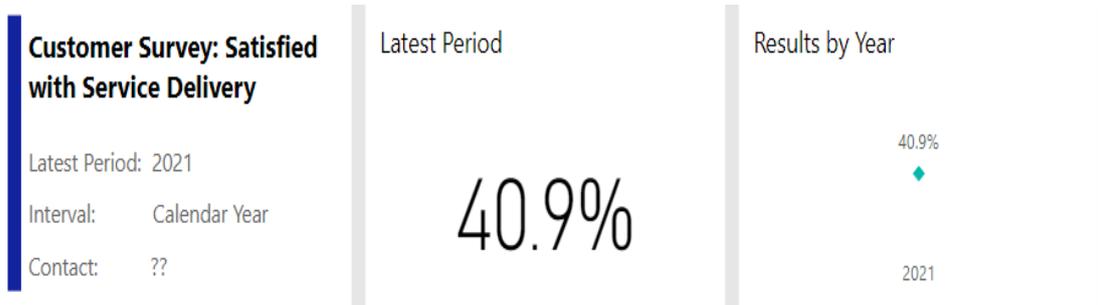
Staff turnover for 21/22 was 16%. This compares with the national average of 15% for 2021.

Performance measure

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

Update

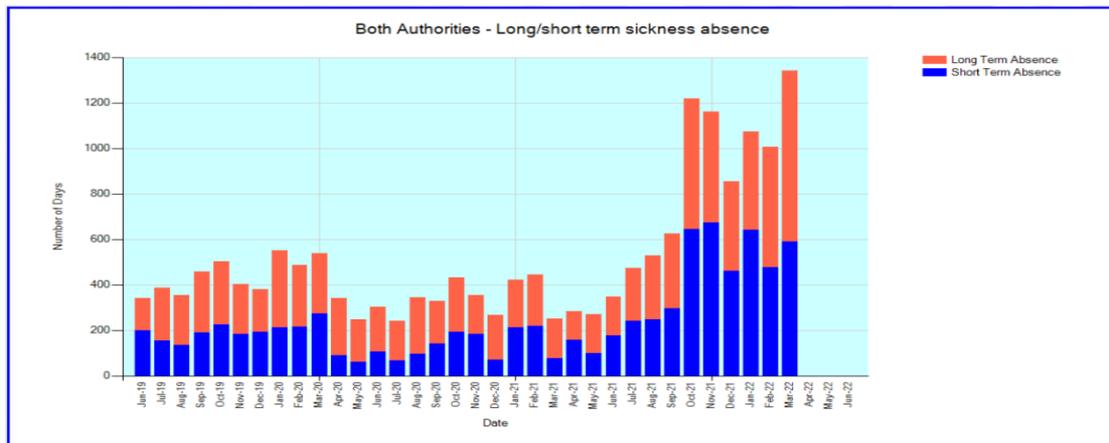
This is a new data set and as such, there is no historical data to provide context until after the next survey in October 2022. However, national customer satisfaction with LA's according to the Local Government Chronicle is currently at 40%.



Appendix F Operational Measures

Business Transformation, Organisational Development & Digital Services

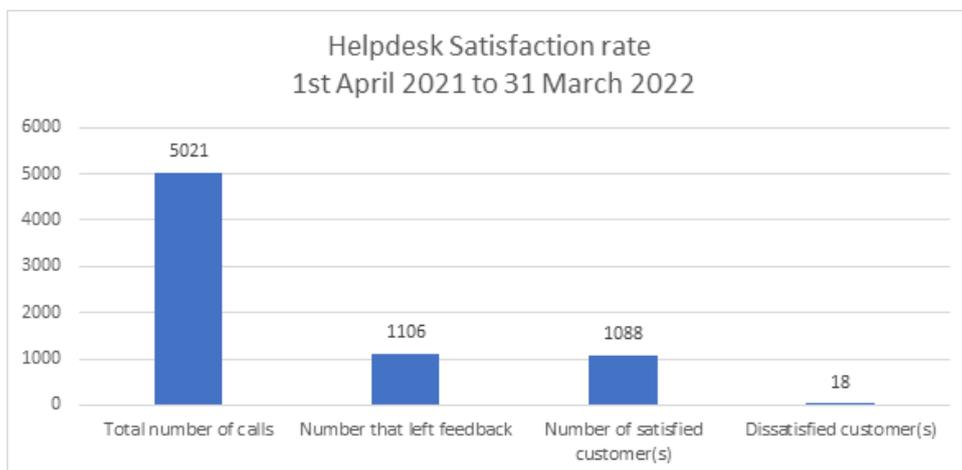
Sickness absence (to end 2021/2022):



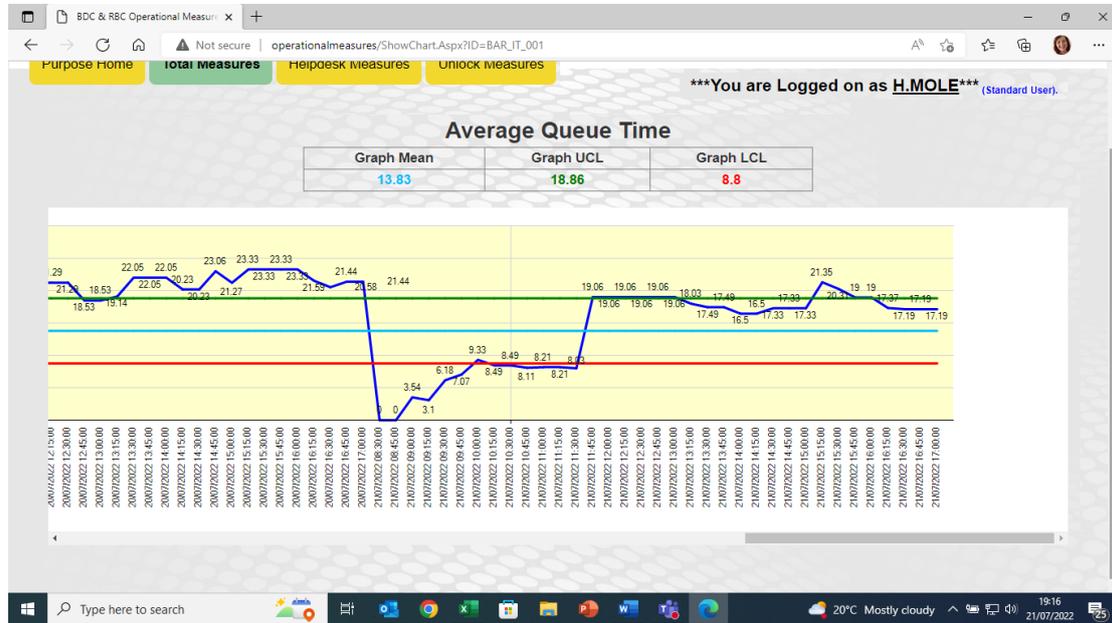
The data provided now includes Covid related absences. We have seen an increase in sickness compared to 19/20 which was the last data set pre covid with 6.6 days lost per FTE. For this reason, it is difficult to compare to previous years, but we can clearly see a rise in days lost. By way of a comparator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

Information Technology

During the budget year 2021/2022, 5021 calls were made to the helpdesk, 1106 chose to leave feedback, of these 1088 were satisfied. Shown in graph below: -

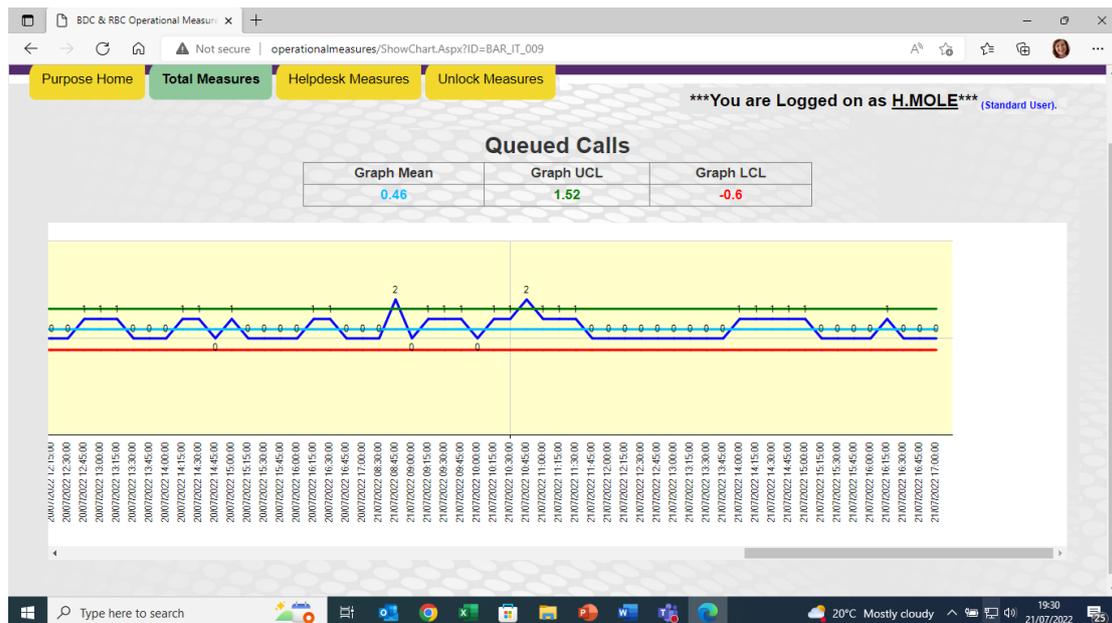


The average queue time including calls that have been abandoned and answered is shown below



Mean average for queue time is 14 minutes 23 seconds. This measure spans a rolling two-week period.

Covering the same period, the graph below, shows number of calls in queue. Mean average is one person waiting.



Environmental and Housing Property Services

Environmental Services - RBC Domestic Waste Collection

Performance measure

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

Update

	2021/22	2022/23
April	36.65	35.27
May	31.20	28.45
June	25.82	28.16
July	26.57	
August	34.13	
September	34.69	
October	32.52	
November	27.38	
December	25.61	
January	34.91	
February	30.52	
March	39.82	

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

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

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

Performance measure

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

Update

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

Kgs collected per household statistics show that the tonnage of residual waste collected in the first quarter increased, which will have distorted the percentage recycling figures. It is believed that this is due to garden waste included in the residual waste bins in Redditch. Garden waste has a high moisture content, so during the Spring this typically increases the tonnages being collected. Whilst this does have some benefit on recycling rates where customers have paid for the garden waste collection service, Redditch currently has a low number of customers in the current service due to a lack of capacity and uncertainty over government plans regarding the future of Garden Waste Collections in the UK.

We are waiting on a consultation response to support future service planning. We are currently carrying out a waste composition analysis to identify in greater detail what is being disposed of in the residual waste stream, and this information will also support future service planning and communication campaigns to help boost recycling and reduce residual waste.

Performance measure

- RBC Fly Tipping

RBC Fly-tips 2021	J	F	M	A	M	J	J	A	S	O	N	D
2021	66	90	138	125	87	130	118	133	153	108	104	90

2022	103	102	138	130	128	137						
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Update

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

Housing Property Services

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

Performance measure

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

Update

The Performance Indicator is a measure of the compliance with Regulations and codes of practice for the work undertaken by the in-house Gas Team. An Independent external company undertakes a random sample of Audits across several properties to assess the standard of workmanship and compliance and reports their findings monthly. The percentage reflects the performance in relation to compliance with a high score representing high compliance. (As context performance in October 2020 was at 70%).

April 2022	98.61%
May 2022	90.91%
June 2022	98.31%

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 (those not requiring two or more elements to be replaced e.g., kitchen and bathroom).

The target was set as a stretch target as during the previous year we had achieved below 20 days in 6 months of the 12 and was an improvement on the 21.9 day average of last year. The variable we have also are the numbers we receive and of course the condition and therefore volume of work required.

April 2022	23.6
May 2022	20.5
June 2022	21.4

The actions we are taking are that we are now prioritising voids that can be quickly turned around, we are working closely with Housing Management to identify properties that we may be able to access sooner to carry out works, we are currently changing the company that provides us with utility management i.e. debt on meters, that then delay us in commissioning heating and electrical systems, where there are contractors involved, typically with electrical and cleaning prior to letting, we are working more closely with them to reduce any delays.

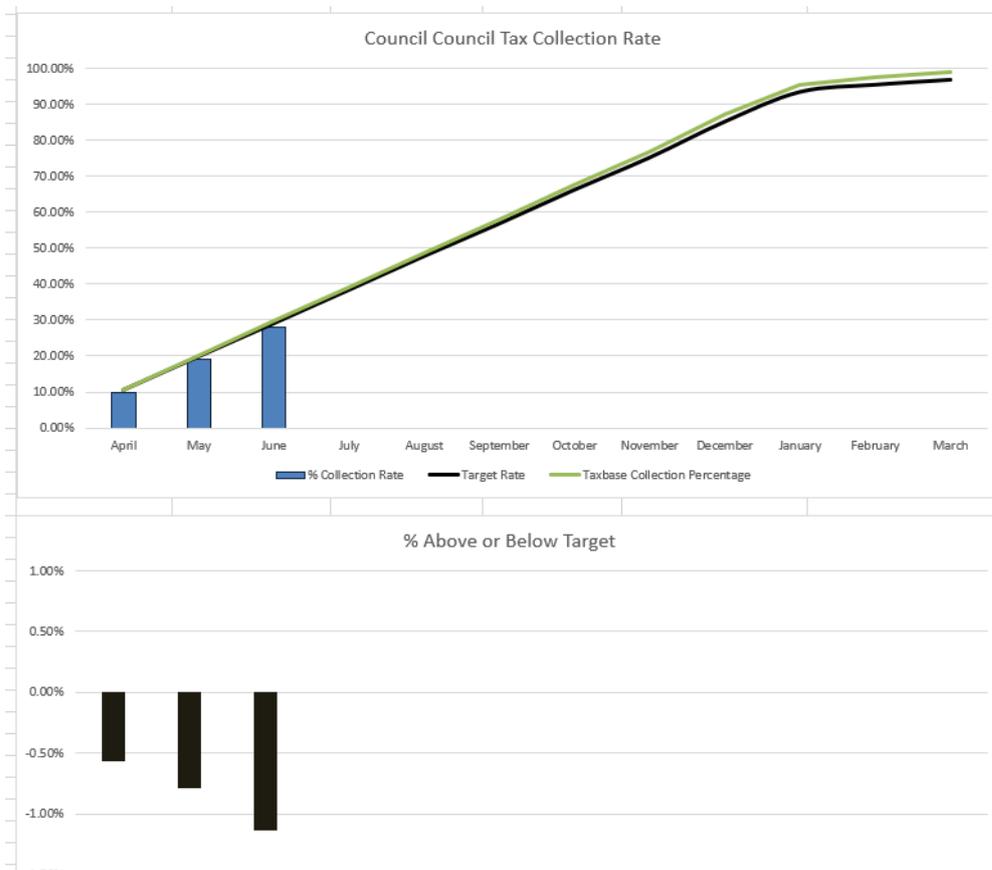
Finance & Customer Services (inc Revenues & Benefits)

Performance measure

- Council Tax Collection Rate

Update

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

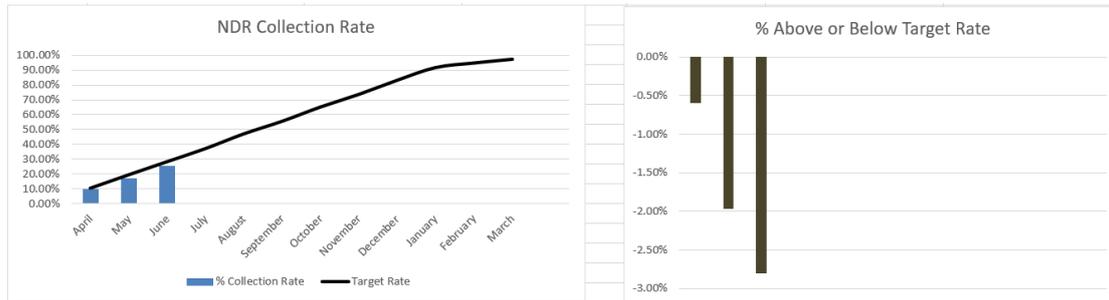


Performance measure

- NDR Collection Rate

Update

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



Performance measure

- Revenues Processing

Update

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

Month	Completed Items	Completed < 7 Days	Completed < 14 Days	Completed < 21 days	Completed < 28 Days	Completed > 28 days	Outstanding Documents
Apr	2618	637	363	423	732	463	1641
May	4919	1194	659	615	859	1592	2029
Jun	7880	1751	985	841	1208	3095	2089
Jul	9721	2070	1207	986	1431	4026	

Performance measure

- Online Customer Interactions

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

Month	On-Line Service Requests	Auto Processed	Referenced	Rejected
Apr	1340	385	384	571
May	6811	5734	460	617
Jun	4242	3413	328	501

Customer Services

Performance measure

- Revenues Calls

Update

Performance measure

- Number of Web Payments

Update

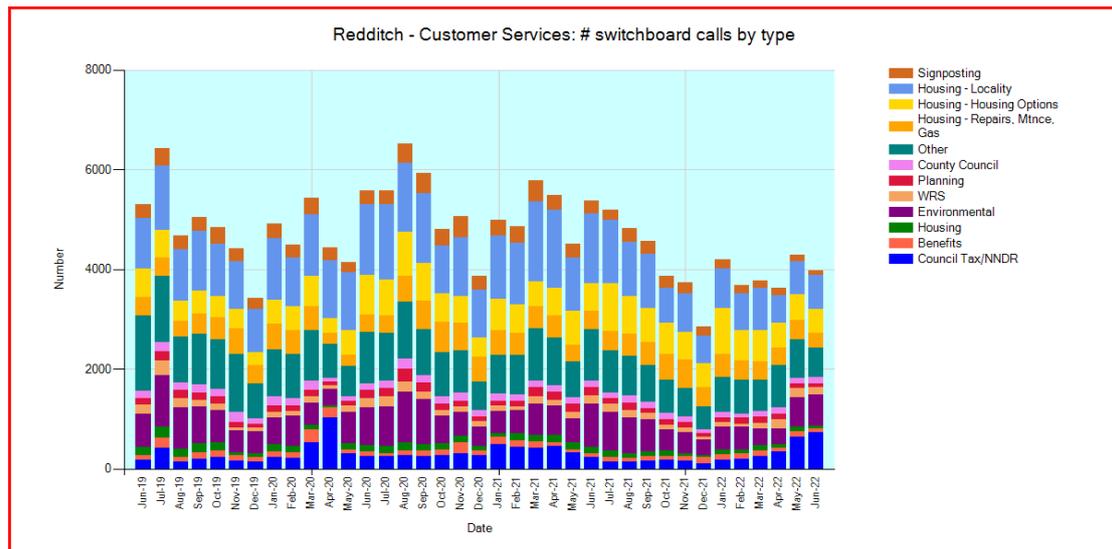
Number of Web Payments		
Date	RBC	BDC
Jan-22	3637	2019
Feb-22	2582	2175
Mar-22	2795	1450
Apr-22	3445	1339
May-22	3693	1754
Jun-22	3337	1189

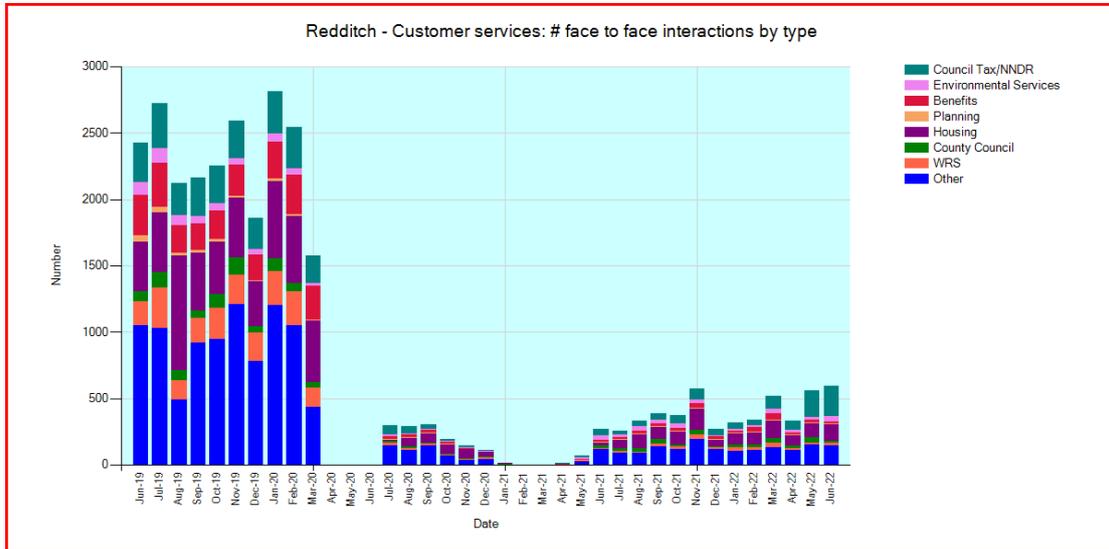
Performance measure

- Customer Service calls

Update

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





Planning, Regeneration & Leisure Services

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