
Quarter 1 2023-24 – Financial and Performance Report

Relevant Portfolio Holder	Councillor Court
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.	
This report contains exempt information as defined in Paragraphs 3 and 4 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 June and the full year overspend position of £557k be noted.**
- 2) Those procurements over £200k due to be delivered during 2023/4 be added to the forward plan.**
- 3) The Q1 Performance data for the Period April to June 2023 be noted.**

That Executive is asked to RECOMMEND to Council

- 4) Allocating £557k from the Utilities Reserve to mitigate the overspend position in 2023/4.**
- 5) Changes to the Capital Programme with an ongoing revenue cost of £101k as set out in 3.17, £2k Leisure Changing Places and £99k Fleet replacement.**
- 6) Approving the £18.2k increase to the Engineering Services base budget from the General Fund and £4.9k increase from the HRA in 2023/4 from reserves and including this change in the 2024/25 Medium Term Financial Plan.**

- 7) Approving the £23k increase to the Bereavement Services base budget in 2023/4 from reserves and including this change in the 2024/25 Medium Term Financial Plan.**
- 8) That the underspend of £4,114 from the Grants to Voluntary Bodies scheme be allocated to Citizens Advice Redditch and Bromsgrove to fund the costs of room hire to enable residents to access face to face appointments.**

2. BACKGROUND

- 2.1 This report presents at Quarter 1 (April – June) 2023/24
 - the Council's forecast outturn revenue monitoring position for 2023/24 based on data to the end of Quarter 1
 - An update on progress on the 2023/24 budget process
 - Procurement pipeline projects (over £200k)
 - The organisations performance against the strategic priorities outlined in the Council Plan Addendum, including operational measures to demonstrate how the council is delivering its services to customers.
- 2.2 The 2022/23 Financial Outturn position is also being presented to Executive in September. Both reports will need to be read to give an overall view of the financial position as the 2022/23 Outturn Report
 - 9) Will directly affect reserve levels
 - 10) Will set out the final Capital budgets coming forward into 2023/24 by project.

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 1, the projected revenue outturn position for the 2023/24 financial year and explains key variances 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 April 2023.

Service Description	2023-24 Approved Budget	2023-24 Approved Budget Q1	Payroll Assumptions	Utilities Adjustment	Q1 Adjusted Spend	Q1 Variance to Budget	Full Year Variance to Budget
Business Transformation and Organisational Development	1,767,562	441,891	2,800		444,691	2,801	11,202
Community and Housing GF Services	1,608,893	402,223	22,200		424,423	22,200	88,799
Corporate Services	-1,558,136	-389,534	104,000		-285,534	104,000	416,000
Environmental Services	2,615,993	653,998	0		653,998	0	0
Finance and Customer Services	1,777,749	444,437	35,900		480,337	35,900	143,599
Legal, Democratic and Property Services	2,071,581	517,895	10,700	-42,500	486,095	-31,800	-127,201
Planning, Regeneration and Leisure Services	1,282,538	320,635	6,100		326,735	6,101	24,402
Regulatory Client	451,038	112,760	0		112,760	0	0
Rubicon Client	764,747	191,187	0		191,187	0	0
Starting Well	-32,000	-8,000	0		-8,000	0	0
	10,749,965	2,687,491	181,700	-42,500	2,826,692	139,200	556,801
Corporate Financing	-10,749,965	-2,687,491	0	0	-2,687,491	0	1
Overall Total	0	0	181,700	-42,500	139,201	139,201	556,802

Budget Variances

- 3.3 The draft position is set out in the above table. As this is expenditure at Q1 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. The above profiles have assumed Support services and grant are adjusted to budgetary levels and accruals are netted out of the figures.
- 3.4 In addition to this, it is also 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 Governance and Standards Committee).
- 3.5 Overall, the Council is currently forecasting a revenue overspend at Quarter 1 in the region of £139k. This is due to the pay award yet to be ratified and projects to a full year overspend of £557k. 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 Councillors 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:

- The present cost of living crisis and the impact that this may have upon demand for council services, including the impact of homelessness and the cost of bed and breakfast temporary accommodation costs.
- Inflationary increases – general inflation is coming down but is still running at over 8% and will impact upon transport costs, utilities and contracts in particular.
- Pay negotiations – a 2023/24 pay award similar to the 2022/23 £1,925 level per pay point plus on costs has been offered by the Employers. This is yet to be accepted by the Unions. The table at 3.2 gives the estimated impact of these changes.
- It is estimated that utilities increases are running at 70%. In the 2023/4 budget we assumed a 100% increase in budget and also set up a reserve for the same amount. The table at 3.2 gives the estimated impact of these changes.

3.7 The full year effect of a £557k overspend will need to be mitigated. In our original MTFP assumptions for 2023-26 we set up a Utilities Reserve of £1,710k which we assuming reducing by £570k a year to mitigate increased costs. Given that this increase has not happened to this magnitude it is proposed that £557k of this reserve is used to mitigate the overspend position as set out in 3.2 above. The ongoing 2023/4 pay increases position, once it is finalised and ratified later this year would then need to be resolved as part of the 2024/5 MTFP process.

Additional Funding Requirements

- 3.8 The following reports have been to CMT over the past three months requesting additional Funding.
- 3.9 The first is for a change in the structure of the Bereavement Service which is set out in a Paper at **Appendix G**. Further information can be found in Appendix G.
- 3.10 There is a paper attached at **Appendix G** which sets out making permanent the current temporary restructuring of the Environmental Services, Engineering and Design Team (EDT).

Grants to Voluntary Bodies

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- 3.11 The 2023/24 Grants to Voluntary bodies have been awarded following the annual grants process. The budget of £100k was allocated with a small underspend of £4,114.
- 3.12 In light of the current Cost of Living situation, Citizens Advice Redditch and Bromsgrove is keen to get a physical presence back into Redditch as an interim provision ahead of the opening of the Council Hub. Whilst their phone and e-mails services are supporting many Redditch residents (over 2,300 in 2022/2023 dealing with over 11,500 issues) there will always be clients who will benefit from a face to face appointment because of the nature of their enquiry, or their personal circumstances. Their aim is to hire two rooms in the Old Needleworks, a VCS Hub near the Kingfisher Centre, and provide an appointment service for both our caseworkers and for general advice on Wednesday mornings and afternoons.
- 3.13 The Committee is therefore asked to consider allocating the £4k underspend to the Citizens Advice for this purpose. The Portfolio Holder has been consulted and supports this proposal.

Capital Monitoring

- 3.14 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 MTFS Report) to be carried forward into 2023/4. 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

- 3.15 Included in this funding the Council also have the following Grant Funded Schemes which are being delivered in 2022/23:
- 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.

- The refurbishment of the Town Hall for £5.2m. This is being funded via Capital Receipts.
- UK Shared Prosperity Schemes totalling £2.5m (although it should be noted that these grant funded schemes are a mix of capital and revenue).

3.16 The spend at quarter 1 is £0.583m against the overall 2023/24 capital budget totalling £12.651m is detailed in Appendix A. It should be noted that as per the budget decision carry forwards of £3.292m will be added to this figure to take account of slippage from 2022/23.

3.17 The following changes are requested for approval (allowing for slippage as set out in 3.14 above):

- Ipsley Church Lane Cemetery transfer 23/4 budget to 24/5
- Leisure Changing Places budget for Redditch of £21,750 is required. The Changing Places Facility will provide a state of the art toilet facility for visitors to Redditch town centre who have profound and multiple disabilities. This will transform access and provide a “worry free day out” to residents and visitors who want to participate in business, retail and leisure and culture facilities across the town centre area.
- At 20 year debt at 5.85% interest this has a yearly cost of (£1k MRP + £1.2k interest) £2.2k per year.
- Fleet replacement – increased costs. This is a £585k increase in 24/5 and a £26k increase for 25/6. This £611k increase over 10 years at an interest rate of 5.63% is a cost of (MRP £61k interest £38k) £99k per year.

3.18 Capital Programmes (21/22 and 22/23) are set out in **Appendix A**.

Earmarked Reserves and their application

3.19 The position as reported to Council in February 2023 as per the 2023/24 – 2025/26 Medium Term Financial Plan is shown in **Appendix B**. This is linked to the Outturn Report which is also coming to this Executive and will be updated to reflect those figures.

3.20 As was noted in paragraph 3.7 above, £570k of the utilities reserve was planned to be utilised in 2023/4 for increased costs. At the moment the increased costs are around 70% - not the 200% expected. However, the proposed pay award is significantly more than expected.

Therefore, it is requested that £557k of the utilities reserve is repurposed for this requirement in 2023/24.

Procurement

- 3.21 A report came to Executive in July, which was debated at the Finance and Budget working Group on the 7th July requesting that:
- 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.
 - 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 Key Decision threshold is raised to £200k.
 - 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.
- 3.22 The table in **Appendix C** sets out those procurements (Capital and Revenue) over £200k which are delegated for approval to Executive or Officers over the next year. It is proposed that these are added to the forward plan. There are 15 contracts listed.
- 3.23 A list of all procurement between £50k and £200k are set out in **Appendix D**. Executive can request further detail and subject to additional scrutiny where they see fit. There are 11 contracts listed here.
- 3.24 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 E**.

Housing Revenue Account

REDDITCH BOROUGH COUNCIL

**Executive
2023**

12 September

3.25 The table below details the financial position for the Housing Revenue Account (HRA) for the period April - March 2024. The major variances are due to the following:

- Repairs & Maintenance - vacancies pending restructure of service areas.
- Supervision & Management - the variance is predominantly due to vacant posts.

HOUSING REVENUE ACCOUNT (HRA)						
REVENUE 2023/24 PROVISIONAL OUTTURN Q1						
	2023/24 Full Year Budget £'000	2022/24 Budget Apr - Mar £'000	2022/24 Actual Outturn Apr - Mar £'000	2023/24 Variance Apr - Mar £'000	2023/24 Projected Outturn £'000	2023/24 Projected Variance £'000
INCOME						
Dwelling Rents	-25,658	-6,414	-3,474	2,940	-25,644	14
Non-Dwelling Rents	-572	-143	-384	-241	-572	0
Tenants' Charges for Services & Facilities	-618	-155	-193	-39	-618	0
Contributions towards Expenditure	-53	-13	-17	-4	-53	0
			0			
Total Income	-26,902	-6,726	-4,069	2,657	-26,897	15
EXPENDITURE						
	6,528	1,632	3,265	1,633	6,245	-283
Repairs & Maintenance						
Supervision & Management	8,690	2,173	945	-1,227	8,471	-219
Rent, Rates, Taxes & Other Charges	259	65	73	9	259	-0
Provision for Bad Debts	538	135	0	-135	538	-0
Depreciation & Impairment of Fixed Assets	6,259	1,565	0	-1,565	6,259	0
Interest Payable & Debt Management Cost	4,179	1,045	0	-1,045	4,179	0
Total Expenditure	26,453	6,613	4,284	-2,330	25,950	-503
Net cost of Services	-449	-112	215	327	-937	-488
Net Operating Expenditure	-449	-112	215	327	-937	-488
Interest Receivable	-234	-58	0	58	-234	-0
Revenue Contribution to Capital Outlay	0	0	0	0	0	0
Planned use of Balances	682	171	0	-171	1,171	488
Transfer to Earmarked Reserves	0	0	0	0	0	0
(Surplus)/Deficit on Services	-0	-0	215	215	-0	-0

In capital terms

HRA Capital Outturn Quarter 1		2023/24	2023/24	2023/24	2023/24	2023/24	2023/24
Project	Project Description	Full Year Budget £'000	Budget to Date Apr - June £'000	Actuals + Comm Apr - June £'000	Variance Apr - June £'000	Projected Outturn £'000	Projected Variance £'000
100050 - Housing 1-4-1 p	- Housing 1-4-1 p	3,000,000.00	750,000.00	208,303.96	-541,696	3,000,000.00	-
100053 - Asbestos Genera	- Asbestos Genera	100,000.00	25,000.00	6,617.51	-18,382	100,000.00	-
100054 - Structural Repa	- Structural Repa	75,000.00	18,750.00	37,578.34	18,828	75,000.00	-
100055 - Electrical Upgr	- Electrical Upgr	100,000.00	25,000.00	37,701.32	12,701	100,000.00	-
100056 - Boiler Replacem	- Boiler Replacem	850,000.00	212,500.00	129,238.48	-83,262	850,000.00	-
100059 - Disabled Adapta	- Disabled Adapta	500,000.00	125,000.00	163,982.42	38,982	500,000.00	-
100060 - Environmental E	- Environmental E	250,000.00	62,500.00	55,131.70	-7,368	250,000.00	-
100062 - Stock Condition	- Stock Condition	150,000.00	37,500.00	-	-37,500	150,000.00	-
100063 - Housing Managem	- Housing Managem	-	-	24,455.52	24,456	-	-
100066 - Design and Supe	- Design and Supe	500,000.00	125,000.00	-	-9,575	500,000.00	-
100067 - Door Entry/CCTV	- Door Entry/CCTV	100,000.00	25,000.00	15,425.00	-	200,000.00	100,000.00
100068 - HRA Hard Wire S	- HRA Hard Wire S	300,000.00	75,000.00	141,720.48	66,720	300,000.00	-
100074 - Balcony Replace	- Balcony Replace	100,000.00	25,000.00	541.00	-	100,000.00	-
100082 - HRA Property pu	- HRA Property pu	-	-	1,611.26	1,611	-	-
100083 - HRA Compartment	- HRA Compartment	1,000,000.00	250,000.00	867,309.32	-	1,500,000.00	500,000.00
100084 - Major Voids wor	- Major Voids wor	500,000.00	125,000.00	345,900.40	220,900	500,000.00	-
100098 - HRA-Energy Effi	- HRA-Energy Effi	750,000.00	187,500.00	13,773.00	-173,727	750,000.00	-
100115 - HRA Stock Remod	- HRA Stock Remod	100,000.00	25,000.00	18,308.69	-6,691	100,000.00	-
100116 - HRA Estates Gar	- HRA Estates Gar	-	-	-	-	-	-
110001 - INTERNAL REFURB	- INTERNAL REFURB	2,500,000.00	625,000.00	669,668.40	44,668	1,800,000.00	700,000.00
110003 - HIGH TREES PROJ	- HIGH TREES PROJ	350,000.00	87,500.00	168,694.75	81,195	350,000.00	-
110004 - DISREPAIR CASES	- DISREPAIR CASES	50,000.00	12,500.00	47,479.80	-	50,000.00	-
110005 - External Improvements	- External Improvements	300,000.00	75,000.00	19,496.53	-55,503	300,000.00	-
110006 - Community Safety	- Community Safety	-	-	67,368.15	-67,368	-	-
110022 - Garage Improvem	- Garage Improvem	150,000.00	37,500.00	-	-37,500	150,000.00	-
		11,725,000.00	2,931,250.00	2,905,569.73	- 528,510.39	11,675,000.00	100,000.00

Performance Report

3.26 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.

3.27 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)

3.28 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 bought 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

3.29 **Appendix F** 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.

3.30 In addition, **Appendix F** 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

- 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 – Capital Programme
Appendix B – Reserves Position
Appendix C – Strategic and Operational Performance Measures
Appendix D – Procurement Pipeline (over £200K) - Exempt
Appendix E – Procurements between £50k and £150k - Exempt
Appendix F - Procurements undertaken by Bromsgrove on behalf of Redditch - Exempt
Appendix G – Background Reports for Bereavement and Engineering Services - Exempt

10. REPORT SIGN OFF

Department	Name and Job Title	Date
Portfolio Holder	Councillor Luke Court,	22/8/23
Lead Director / Head of Service	Peter Carpenter, Interim Director of Finance	22/8/23
Financial Services	Michelle Howell, Head of Finance and Customer Services	22/8/23

REDDITCH BOROUGH COUNCIL

Executive

12 September 2023

Appendix A – Capital Programme

Description	Approved budget date	Original approved Budget £	duration (years)	Department	21/22 Spend £	2022/23 Total £	22/23 Spend £	c/f	2023/24 Total £	22/23 Spend Q1 £	2024/25 Total £	2025/26 Total £
Large Schemes												
Towns Fund		17,587,000										
- Innovation Centre		8,000,000		Planning, Regeneration & Leisure Services		500,000	71,000	429,000	2,500,000		4,000,000	1,000,000
- Innovation Centre		1,948,000		Planning, Regeneration & Leisure Services				0				1,948,000
- Library		4,200,000		Planning, Regeneration & Leisure Services		500,000	90,611	409,389	2,000,000	0	1,700,000	
- Public Realm		3,000,000		Planning, Regeneration & Leisure Services		500,000	-796,500	1,296,500	1,500,000	234,119	1,000,000	
- Public Realm		439,000		Planning, Regeneration & Leisure Services				0			439,000	
								0				
Town Hall Redevelopment		5,200,000		Legal, Democratic and Property Services		400,000	210,822	189,178	3,000,000	202,528	1,800,000	
								0				
								0				
UK Shared Prosperity Fund		2,522,050						0				
- Capital Element				Planning, Regeneration & Leisure Services		108,500		108,500				
- 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		150,000	150,000
Footpaths					0			0	75,000		75,000	75,000
Disabled Facilities Grant	21/22	839,000	4	Community & Housing GF Services	765,000	839,000	850,979	-11,979	839,000		839,000	0
Energy & Efficiency Installs.	21/22	110,000	1	Community & Housing GF Services	19,000	110,000	305	109,695	0		0	0
GF Asbestos	2020/21	40,000	3	Finance & Customer Services	82,000	40,000	1,770	38,230	0	412	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

REDDITCH BOROUGH COUNCIL

Executive

12 September 2023

Description	Approved budget date	Original approved Budget £	duration (years)	Department	21/22 Spend £	2022/23 Total £	22/23 Spend £	c/f	2023/24 Total £	22/23 Spend Q1 £	2024/25 Total £	2025/26 Total £
Improvements at Business Centres				Planning, Regeneration & Leisure Services	88,000	0	17,861	-17,861	0		0	0
Localilty 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	4,198	0	0
New Finance Enterprise	2019/20	455,000	1	Finance & Customer Services	233,000	0	228,991	-228,991	0	2,787	0	0
Public Building	2019/20	250,000	4	Finance & Customer Services	266,000	250,000	336,260	-86,260	250,000	20,241	250,000	250,000
Fleet Replacement new line	New				275,000	450,000	12,750	437,250	843,000		3,848,000	1,204,000
Removal of 5 weirs through Arrow Valley Park			0	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			0	Planning, Regeneration & Leisure Services	19,000	0	6,781	-6,781	0		0	0
Wheelie Bin purchase			0	Environmental Services	88,000	85,000	53,579	31,421	100,000	11,500	100,000	100,000
New Digital Service	2020/21	86,450	0	Community & Housing GF Services	19,000	50,502	149,270	-98,768	50,502	0	0	0
Environmental Services Computer System	2020/21	38,200	1	Environmental Services	84,000	0	80,793	-80,793	0	11,851	0	0
Café and Infrastructure Morton Stanley Park	2020/21	100,000	1	Planning, Regeneration & Leisure Services	49,000	0	61,464	-61,464	0		0	0
Localilty Capital Projects - Capital Landscape Improvement			0	Environmental Services	8,000	0	0	0	0		0	0
Salix	20/21	250,000	1	Legal, Democratic and Property Services	1,111,111	0	431,367	-431,367	0		0	0
Improvement Holly trees childrens centre	2020/21	15,000	0	Community & Housing GF Services	9,000	0	0	0	0		0	0
Passing bay at main access AVCP	2020/21	6,000	1	Planning, Regeneration & Leisure Services	6,000	0	0	0	0		0	0
Greener Homes	20/21	150,000	2	Community & Housing GF Services	-81,000	0	-69,444	69,444	0	0	0	0
Bomford Hill Pathway					32,000		31,272	-31,272				

REDDITCH BOROUGH COUNCIL

Executive

12 September 2023

Description	Approved budget date	Original approved Budget £	duration (years)	Department	21/22 Spend £	2022/23 Total £	22/23 Spend £	c/f	2023/24 Total £	22/23 Spend Q1 £	2024/25 Total £	2025/26 Total £
Grassland Mitigation measures- recreating and monitoring grassland habitats in MS and AVCP				Planning, Regeneration & Leisure Services	0	0		0	0		0	0
Hedgerow Mitigation measures 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	21/22	25,000	4	Community & Housing GF Services	0	25,000		25,000	25,000	13,500	25,000	25,000
Home Repairs Assistance	21/22	40,000	4	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		0	0
Replacing 3 fuel pumps and upgrading tank monitoring equipment				Environmental Services	0	0		0	0		0	0
Fleet Management Computer System	2020/21	16,600	1	Environmental Services	0	0		0	0		0	0
Cisco Network Update	22/23		3	Business Transformation and Organsational Development	0	53,561	53,090	471	5,463		0	47,339
Server Replacement Est(Exact known Q2 2022)	22/24		4	Business Transformation and Organsational Development	0	83,250	0	83,250	2,000	78,451	177,500	18,500
Laptop Refresh	22/25		4	Business Transformation and Organsational Development	0	5,000	4,961	39	25,000	3,693	150,000	5,000
Ipsley Church Lane Cemetary	22/23	195,000	1	Environmental Services	0	195,000		195,000	125,000		0	0
Provide the Crossgate Depot site with a new and Compliant Deisel Fuel	22/23	56,000	1	Environmental Services	0	56,000		56,000	0		0	0
Widen access road to Arrow Valley Country park	2021/22	25,000	1	Planning, Regeneration & Leisure Services	0	25,000	366	24,634	0		0	0
Forge Mill and Bordelsey Open Space Improvements	22/23	18,684	1	Planning, Regeneration & Leisure Services	0	18,684	15,787	2,897	0	38	0	0
Arrow Valley Entrance Improvements 18/10149	22/23	10,000	1	Planning, Regeneration & Leisure Services	0	10,000		10,000	0		0	0

REDDITCH BOROUGH COUNCIL

Executive

12 September 2023

Description	Approved budget date	Original approved Budget	duration (years)	Department	2022 Spend £	2022/23 Total £	2023 Spend £	cf	2023/24 Total £	2023 Spend Q1 £	2024/25 Total £	2025/26 Total £
MUGA at Greenlands Sports Pitches.	22/23	137,649	1	Planning, Regeneration & Leisure Services	0	137,649	0	137,649	0	0	0	0
Play Area (£26,777.32) and POS (£6055.22) improvements at Birchfield Road/Headless Cross Rec Ground. 2014/31/FUL	22/23	32,833	1	Planning, Regeneration & Leisure Services	0	32,833	0	32,833	0	0	0	0
Play Area (£26,079.84) and POS (£5,191.82) improvements at Batchley and Brockhill Park.	22/23	32,379	1	Planning, Regeneration & Leisure Services	0	32,379	0	32,379	0	0	0	0
Play Area improvements at Birchfield Road/Headless Cross Rec Ground. 1700737/FUL	22/23	7,575	1	Planning, Regeneration & Leisure Services	0	7,575	0	7,575	0	0	0	0
Play area (£34,583.39), Open space (£12,001.36) and Sport (£8,516) improvements at Mayfields	22/23	55,101	1	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	22/23	40,449	1	Planning, Regeneration & Leisure Services	0	40,449	49,749	-9,300	0	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	0
Arrow Valley Country Park - Play, Open Space and Sports Improvements.				Planning, Regeneration & Leisure Services	0	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	0	0	0
Investment into Health and Fitness Facilities				Planning, Regeneration & Leisure Services	0	0		0	0	0	0	0
Upgrade hardwired lifeline schemes				Community & Housing GF Services	0	0		0	0	0	0	0
Locality Capital Projects - Garage Condition Survey (Housing)				Environmental Services	0	0		0	0	0	0	0
Digital Screens	2020/21	15,000	1	Planning, Regeneration & Leisure	0	0		0	0	0	0	0
Fire compartmentation works in Corporate	22/23	100,000	1	Legal, Democratic and Property Services	0	120,000		120,000	100,000	0	0	0
Total		218,000			3,348,111	5,430,629	2,137,674	3,292,955	12,651,259	583,868	16,184,609	4,862,839

REDDITCH BOROUGH COUNCIL

Executive

12 September 2023

Appendix B – Reserves Position

	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
General Fund	2,069		(967)	1,584	2,686	200	(311)	2,575	0	(67)	2,508	63		2,571
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				232			232			232			232
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	273				273			273			273			273
Utilities Reserve				1,710	1,710		(570)	1,140		(570)	570		(570)	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	10,456	0	(1,628)	(1,324)	7,504	(200)	(2,063)	5,242	0	(584)	4,658	0	(570)	4,088

Executive
2023

12 September

Appendix C - Strategic and Operational Performance Measures

1. Introduction

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.

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

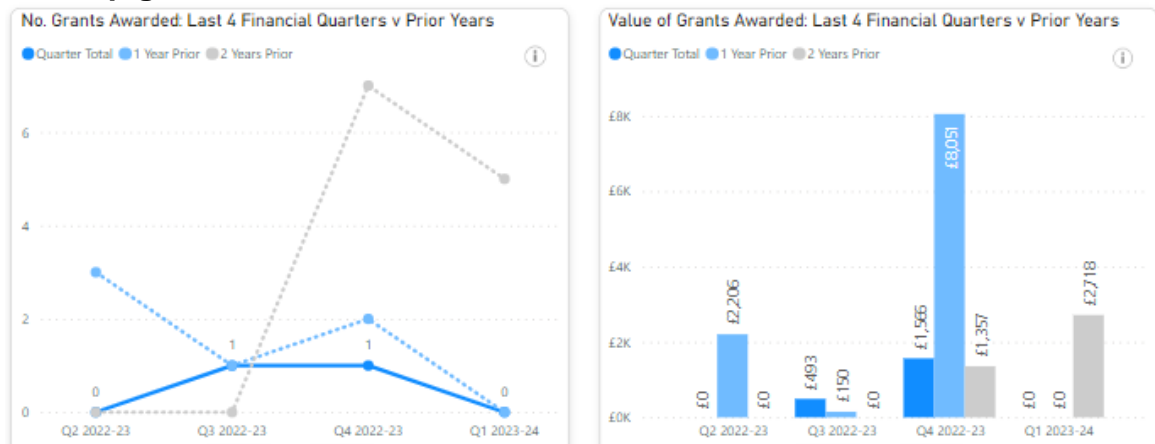
We will set up a catalyst for local economic growth and strengthen two critical elements of our infrastructure and Redditch Town Centre.

3.1.1 Supporting businesses to start and grow.

Performance measures:

- Take-up of grants

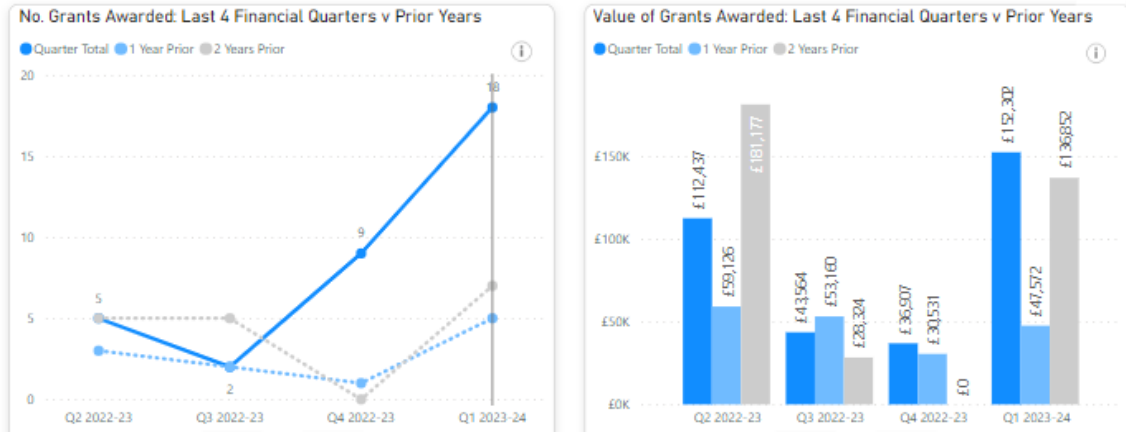
Start-up grants



Update

No start-up grants were paid this month as the ERDF funded programme is closed and the Council is transitioning to the UKSPF funded programme. This is scheduled to open in Q2 (soft launch in August, formal launch in September) so it is unlikely that any grants will be paid until Q3.

Grants to Established Businesses



Update

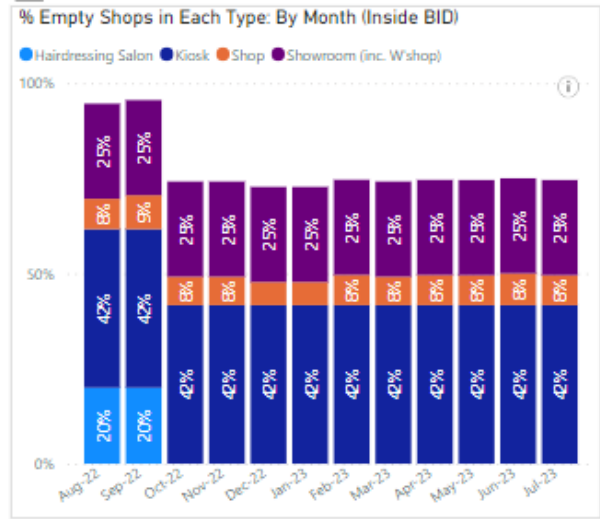
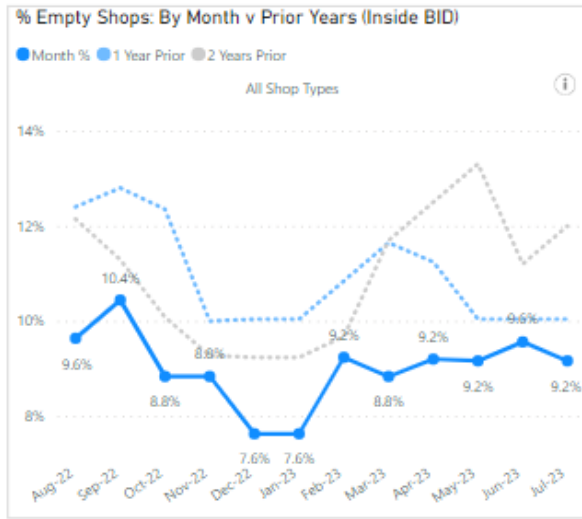
A significant number of grants were paid this quarter as the deadline to claim ERDF funded grants was 30/6/23. Grants were awarded from the Elevate programme providing grants to deliver growth plans. Grants were also awarded for energy efficiency and low carbon innovation. Businesses that received grants included manufacturers, facilities management companies, IT companies, logistics companies and a leisure company.

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.

Performance measure

- % Of empty shops



Update

Understanding the level of vacancies over a period of time is useful for showing trends and formulating courses of action. At the time of writing there is no further historical vacancy information available.

Officers are currently considering the Redditch town centre vacancy rates against national trends and comparable other towns.

In the interim it has been decided that there should be officer attendance at the BID (Business Improvement District) Board so that the council can work with partners on the compilation of data/ consideration of next steps.

Performance measure

- Level of funding secured.

Update

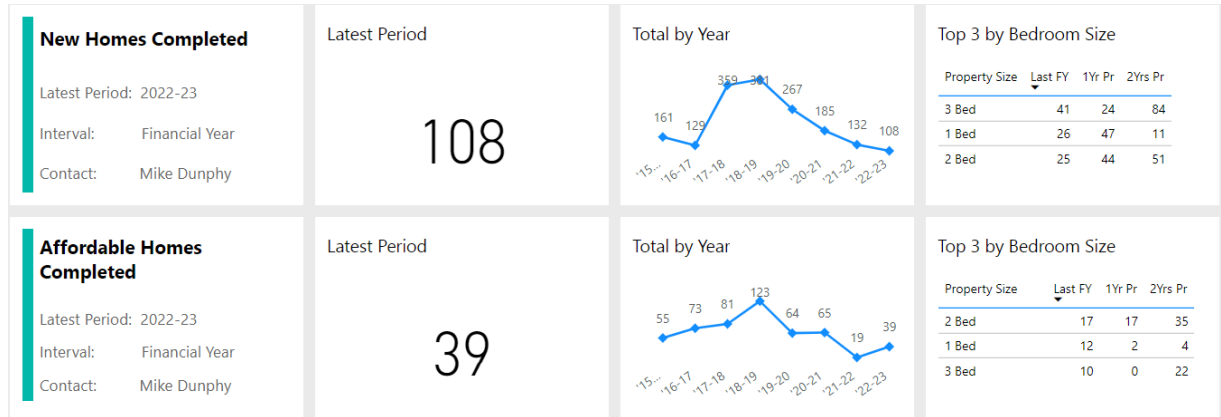
Approximately fifteen million pounds.

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)



Update

Total number of homes built in 22/23:

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

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

Performance measure

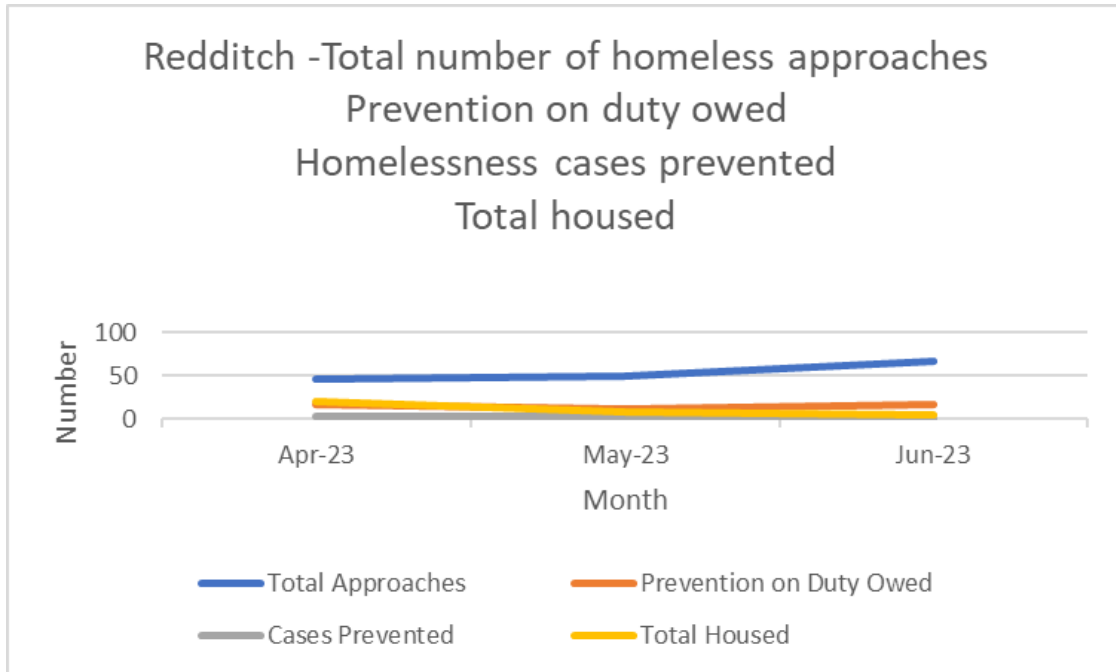
- Number of new council houses (HRA) projected to be built during 22/23.

Update

There were nineteen units projected to be built; however, due to delay in the build progress, the properties will not be expected until the end of Q1 2023/24. The development at Edgeworth Close is expecting practical completion end of June/beginning of July.

Performance measure

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



It is not uncommon for RBC to be working in ‘crisis’ – as in many of their approaches are owed a relief duty. So effectively, RBC do not have opportunity to intervene sooner at prevention stage.

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 isn’t 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 is too big.

Homelessness approaches are as a result 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 look to sell or re-let in the competitive rental market.

Demand continues to outweigh supply in the social housing sector, and we as other local authorities need to identify increased build programmes.

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

The Voids, Allocation and Lettings Manager and HHS Manager are meeting with the young people's providers to facilitate a better move-on policy, and a single point of access arrangement to reduce the spaces offered to homeless individuals outside of the Redditch area. This should provide an increased streamlined through-put, fewer bed blocking instances and increased availability.

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 commission appropriately and safely.

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 are committed to reduce the use of bed and breakfast and looking at all viable options that we can use to facilitate this. We have noticed a reduction in this use though it is expected to be as the result of a number of reasons, not least a more rigorous assessment process.

This winter we are hoping to offer a cold weather provision which is communal – whilst I understand that this may not directly affect the B&B usage as it is Severe weather emergency protocol (SWEP) led, it does mean that our available spaces are used by SWEP and this has on occasions forced us to source hotels outside of our usual providers which have been less favourable cost-wise.

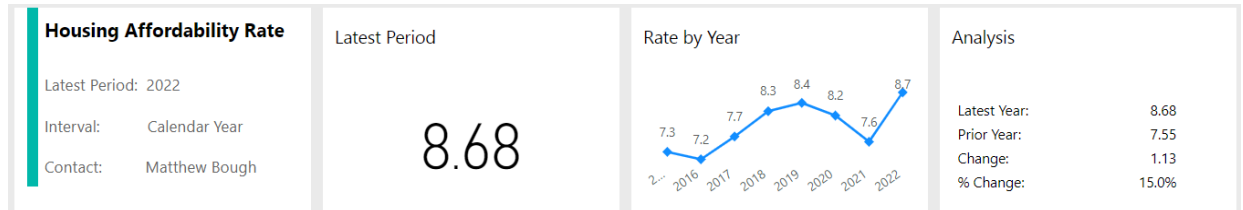
The personal benefits to this are ten-fold as clients experiencing multiple complex needs which include street homelessness are offered quality support alongside accommodation.

We continue to look at ways to reduce costs, reduce reliance on B&B for temporary accommodation and identify appropriate solutions for our

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)



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 a number of 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 RP's 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

3.3 Work and Financial Independence

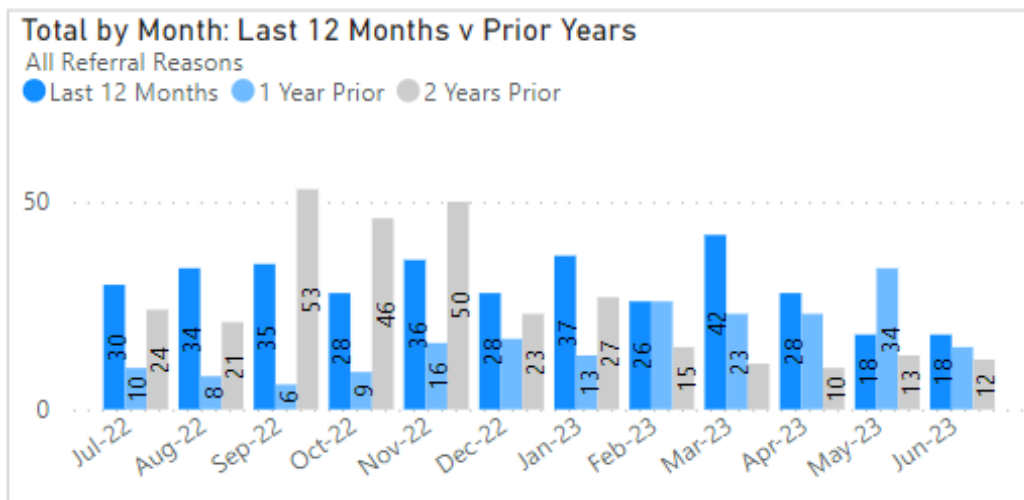
In 2023/24, we will find ways to further support, engage, and empower our residents to maintain / achieve financial independence.

Our Financial Independence Team will continue to help residents to gain financial independence both through short and long-term solutions. This includes advising our residents on how to manage fuel and utility costs, maximise their income, manage their personal finances, and access other specialist agency support.

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

Performance measure

- Number of Financial Independence Team client contacts. The chart relates to the number of FI Team cases opened. The top 5 referral reasons (where a value has been provided) for the last 12 months are:
 - 'Under occupancy charge' (59)
 - 'Debt' (50)
 - 'Other' (36)
 - 'No value' (33) - excluded from top 5 reasons.
 - 'Budgeting Issues' (25) and
 - 'Cost of Living Crisis' (23)



For quarter 1, the top referral reasons were:

- 'Debt' (10)
- 'No value' (8) - excluded from top 3 reasons.
- 'Under occupancy charge' (5)
- 'Budgeting issues' (5)

The Assistant Financial Support Manager is currently liaising with the communications team to promote the FI Team where possible, so those in need are aware.

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 is ongoing to improve the regularity of the supply of data. There is no additional data for the current quarter.

Term	% 2-year-olds accessing funding
Summer 2019/20	56%
Summer 2020/21	59%
Summer 2021/22	70%
Spring 2022/23	84%

The take up of nursery places supports parents in taking up work and the two-year-old funding considers vulnerable families to try and support reducing the early years attainment gap. In respect of the above, Redditch performance has increased and is higher than the County average of 77.3% for Spring Term 2023. The overall national average for 2022 was 72%.

Previously we received a list from Worcestershire Children First so we could contact families who had applied for 2-year-old funding but had not processed their application. Unfortunately, there is an ongoing issue between our commissioners (WCC Public Health/ H&W Health and Care Trust) and Worcestershire Children's First (WCF) Early Years. The DWP created an information sharing agreement which currently prevents WCF sharing the DWP list with us, this is yet to be resolved.

We continue to promote childcare funding at all our community events with a particular focus on 2-year-old funding and school readiness to encourage those eligible to take up the funding. We promote on our website and social media pages and with any families we encounter who may be eligible.

3.4 Improved Health and Wellbeing

In 2023/24, we will work with communities to help them identify and develop their strengths. We will look at ways to encourage physical movement into part of people's normal routines. We will also look to catalyse an integrated approach to care.

Success measures:

- Number of Community Builders in post.

Update

- There are 3 currently in post:
 - Abbeydale
 - Woodrow

- Focussing on BME

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 RBC and BDC officers and the relevant portfolio holders. The purpose of the Network is to provide a forum to support and encourage the development of ABCD good practice locally. The most recent meeting fed back on very successful Christmas events, support being provided to vulnerable individuals and the in-depth scoping that has been undertaken by the BME Community Builder.

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 that other areas will be covered if funding becomes available for additional Community Builders.

Performance measure

- Deliver improved outcomes by implementing the Leisure Strategy

Update

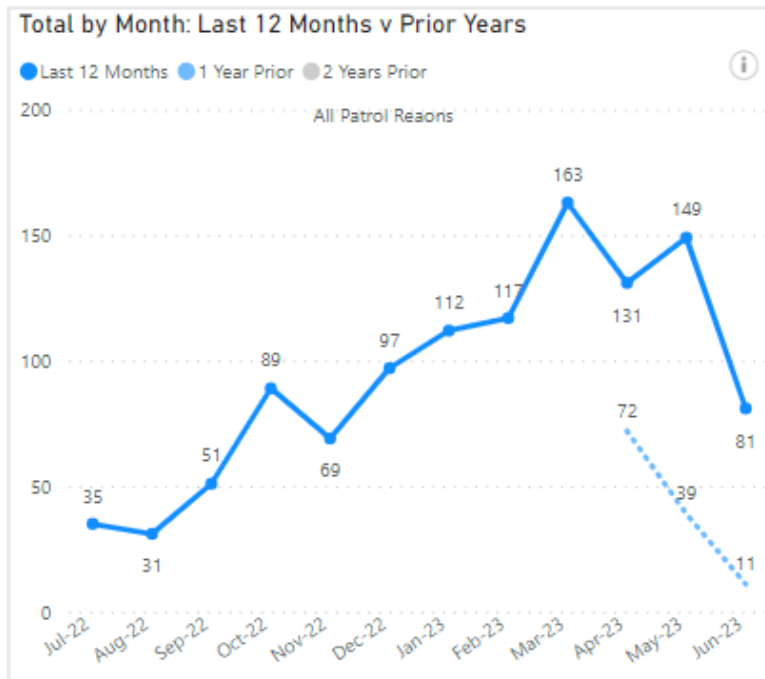
The short-term recommendations in the Leisure Strategy run to October 2026. Most are underway. Further Leisure Reports will be presented to members this municipal year.

3.5 Community Safety and Anti-Social Behaviour

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

Performance measure

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



This is a new measure from April 2022.

Update

During Q1 2023/24 (Apr-Jun) a total of 361 young people were engaged via the Outreach Youth Work. This was an increase of 239 on the same period last year, although it needs to be noted, it was a new service in quarter 1 2022/23.

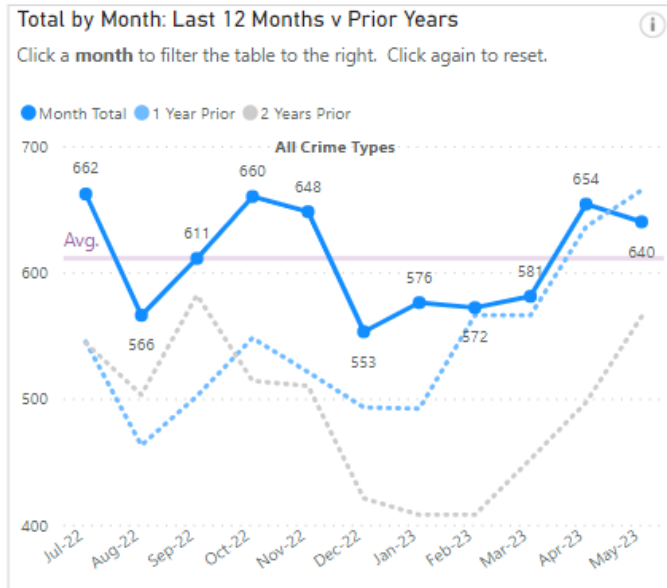
In April routine patrols were carried out in known areas of concern in Matchborough, Woodrow, Town Centre, Smallwood, Batchley, Greenlands, Lodge Park and Lakeside; young people engaged well with youth workers and were signposted to local youth provision and support services. Patrols continued in May and discussions took place with some year 11 students who were due to sit exams. The conversation included exam stress and coping mechanisms. In June engagement was also undertaken with some young people who had been excluded from school; they were signposted to local youth provision and support services.

Performance measure

- Levels of crime. (Up to and including May 2023)

Update

Data extracted from 'data.police.uk' below – there is a lag in data reporting.

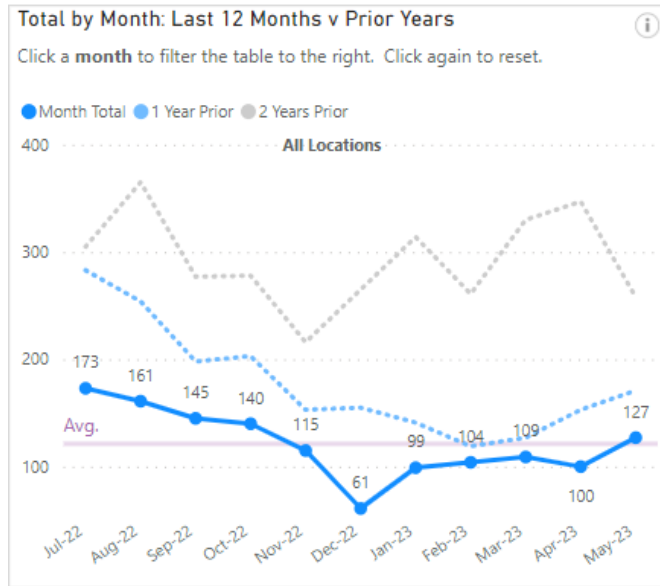


Crime Type	Total	% of Total	v 1 Mth Prior	v 1 Yr Prior	12 Mth. Avg.
Violence and sexual off...	3,173	47.2%	0	160	264.4
Public order	694	10.3%	-13	80	57.8
Criminal damage and a...	561	8.3%	-2	29	46.8
Shoplifting	558	8.3%	-16	199	46.5
Other theft	541	8.0%	3	79	45.1
Vehicle crime	393	5.8%	-8	74	32.8
Burglary	288	4.3%	-11	41	24.0
Drugs	162	2.4%	19	-3	13.5
Other crime	136	2.0%	6	13	11.3
Possession of weapons	83	1.2%	-2	23	6.9
Robbery	66	1.0%	5	23	5.5
Bicycle theft	35	0.5%	1	6	2.9
Theft from the person	33	0.5%	4	2	2.8
Total	6,723	100.0%	-14	726	560.3

On average there has been a predicted increase in crime trends in 2022/23 compared to 2021/22 where multiple months had varied stages of COVID lockdowns in place. North Worcestershire saw increases (8%) across all crime types up to April 2023. This quarter (April – June 2023) has seen slight increases in 'violence with injury', 'shoplifting' and 'criminal damage' when compared to Qtr4 (Jan – March 2023). Increases were also seen in 'public order' offences although this was a predicted rise following recording changes to ASB reporting. In Redditch the Ward with the highest number of offences in 2023 was Abbey Ward which contains Redditch Town Centre. Other areas with increases were Church Hill and Winyates.

ASB (up to and including May 2023)

Data extracted from 'data.police.uk' below – there is a lag in data reporting.



Update

ASB reports have been decreasing, certainly due to a recording change in Feb 2022 which reclassified some ASB incidents to Public Order offences. Since the change there has been little impact on ASB trends, with predicted seasonal increases in the summer months. In Redditch in 2023 increased numbers of reports were seen in Abbey Ward, particularly in the Town Centre and Greenlands Ward with high volume locations in areas of Woodrow.

Performance measure

- Number of crime risk surveys carried out.

	No. Surveys 2022/23	No. Surveys 2023/24
Q1	10	28
Q2	14	
Q3	11	
Q4	15	

Update

During quarter 1 2023/24 there were a large number of surveys undertaken these are outlined below:

Apr - Detailed written crime prevention recommendations were provided for planning applications in Webheath. A domestic abuse home security assessment and recommendations for works was carried out for a high-risk resident in Batchley. Crime prevention advice was provided in Crabbs Cross following reports of youth ASB and in Winyates following reports of loose dogs roaming.

May – Detailed written crime prevention recommendations were provided for planning applications in Batchley and the Town Centre. Crime prevention advice was provided for a high-risk resident receiving MARAC domestic abuse support. Site visits and crime prevention advice was provided following ASB reports in Greenlands, Town Centre, Winyates, Church Hill and Batchley. Multiple sites visits were conducted following concerns raised about RBC land at risk of unlawful incursions. Crime risk advice was provided to relevant service areas in attendance.

June – Detailed written crime prevention recommendations were provided for planning applications in the Town Centre and Enfield. Site visits and crime prevention advice was provided following ASB issues in Woodrow, Town Centre, Batchley and Lodge Park. Advice was also provided following a neighbour dispute in Batchley. Sanctuary domestic abuse assessments were carried out for high risk residents in Batchley and Woodrow.

3.6 Rubicon Leisure

As reported in Q4 Rubicon has now implemented a new system and so measures data will be available for Q2. Unfortunately, this data is not available for Q1.

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

Nottingham City Council, through their government funding grant to undertake a review of its fleet, is providing an external consultancy service to the council. Officers have been working with Nottingham City Council and have now received a copy of their report which will be used to create the basis of the fleet replacement programme report that will go to CMT in readiness for Executive in the autumn.

Performance Measure:

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

Update

Hydrogenated Vegetable Oil (HVO) has seen a severe increase in cost due to external influences such as the war in Ukraine. Due to this large increase in costs, and the wider financial pressures on the Council, Environmental Services have reverted back to using diesel for the vehicle fleet and will continue to monitor costs until they stabilise and settle down. Prices for HVO fuel remain high until prices reduce we will continue to use standard diesel.

Performance measure

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

Period	Households
2019/20 (09/19-03/20 only)	21
2020/21	26
2021/22	6
2022/23 (part year)	57

Period	Households
Q1 2023/24	250

Update

In the first quarter of 2023/24 a total of 250 households received energy advice and guidance from Act on Energy. Of these, 6 received home visits due to vulnerability and 13 were provided with support through Warm Home Discount 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

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

Performance measure

- Number of corporate measures accessible through the dashboard.

Update

The organisation is moving from the current legacy dashboard to a new Power BI dashboard. Power BI is an interactive data visualisation software product with a primary focus on business intelligence. There are currently 34 strategic measures available via the dashboards. Work is also being undertaken on a number of operational measures.

Performance measure

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

Update

This new measure is aligned with the ongoing agile project; we are continuing to work to devise an effective method of data capture. The Agile Policy has now been launched across the organisation.

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

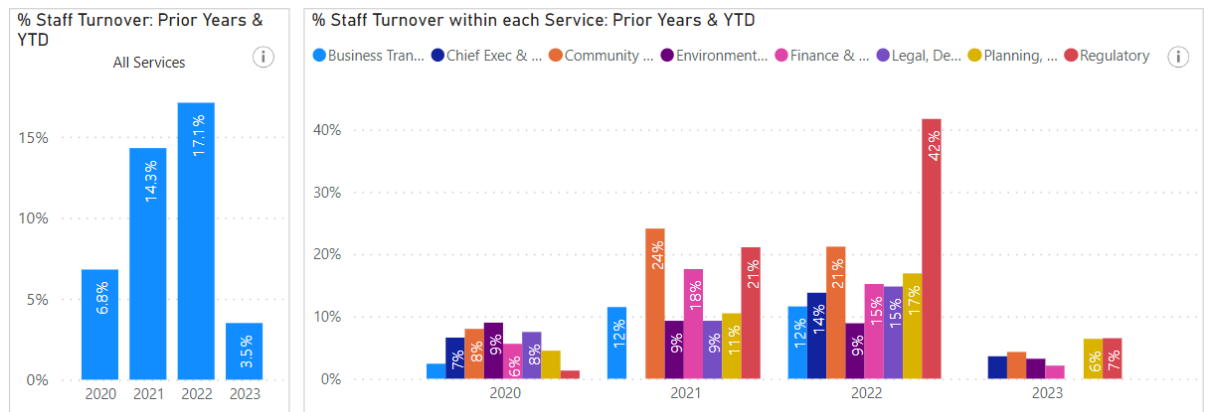
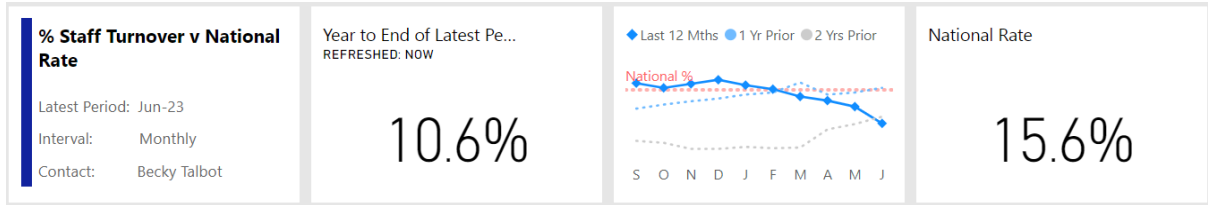
- % of employees who undertake management training.

Update

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

Performance measure

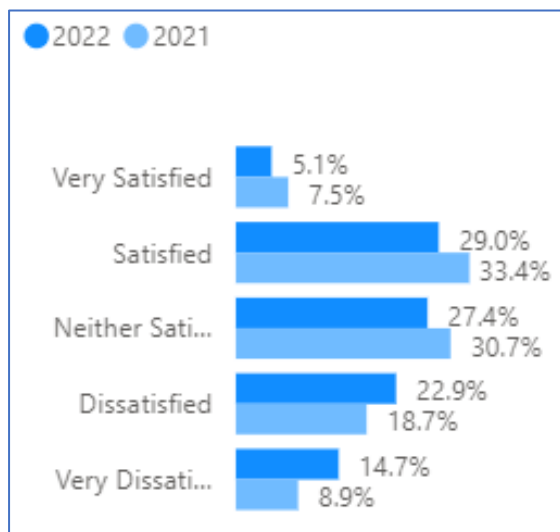
Staff turnover rates in relation to national rates



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 will be launching a process for exit interviews before the next quarterly report cycle. 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

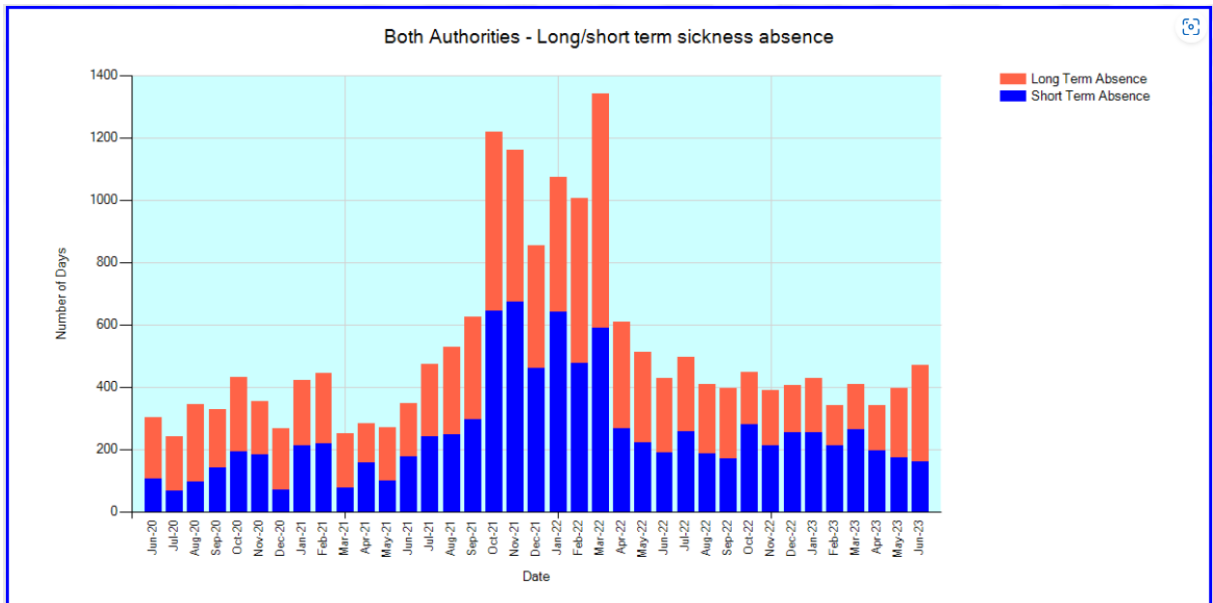
This is an annual measure. Data is extracted from the annual community survey. 2021 was the first year the public were asked about their level of satisfaction with the way the council delivers its services. National satisfaction with LA's, according to the Local Government Chronicle is currently at 40%. The 2022 survey was carried out in October/November 2022. The top lines have been reported to CMT and will be reported to members in July 2023; they will also be published on the Council's webpages.

4. Operational Measures

4.1 Business Transformation, Organisational Development & Digital Services

Performance measure

- Sickness absence



Update

The year end (2022-23) days lost per FTE is 7.04, lower than the previous year of 12.02 (national average in 2022 was 5.7 days per FTE); the national average date for year-end 2023 is not yet available. We are currently undertaking a fundamental review of the data source, data capture and data calculation, in order 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.

Actions:

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

4.2 Environmental and Housing Property Services

Environmental Services - RBC Domestic Waste Collection

Performance measure

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

	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*									

*Current figures are not including the Garden Waste tonnage for composting, and we are awaiting updated figures from WCC to recalculate this, which are expected to lift this percentage closer to the performance in 2022/23.

Update

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 is currently limited due to the lack of a widespread garden waste service in Redditch.

Actions:

Discussions are being 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. 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. We are also fitting new banners to the side of our refuse collection fleet during July/August to highlight the issue of food waste as part of a joint campaign with Worcestershire County Council, and have resources available via our website to support households in using our services and reducing waste: <https://www.worcestershire.gov.uk/lets-waste-less>

Performance measure

- Residual Waste per household (kg)

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2021/22	44.77	41.84	55.21	51	40.09	40.96	38.78	46.1	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									

Update

This measures non-recyclable waste thrown away per household. The increase in tonnages for April and May is believed to be partly due to the inclusion of garden waste in the grey bins, and the increased growth rate this year in comparison with 2022. Approximately 8% of residual waste in Redditch was identified as garden waste in analysis carried out during 2022.

The response from Central Government on their waste consultation, which will give details on precisely what is required of us as the Waste Collection Authority under the Environment Act 2021, has been deferred again and there are growing doubts as to whether this will be released before the next General Election.

Waste Composition Analysis was carried out across the Borough 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 20% of the residual waste put out for collection could have been collected as recycling, with nearly 8% of that being garden waste. Up to 35% of the residual waste was food waste (47% 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.

Actions:

Discussions are being 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. 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.

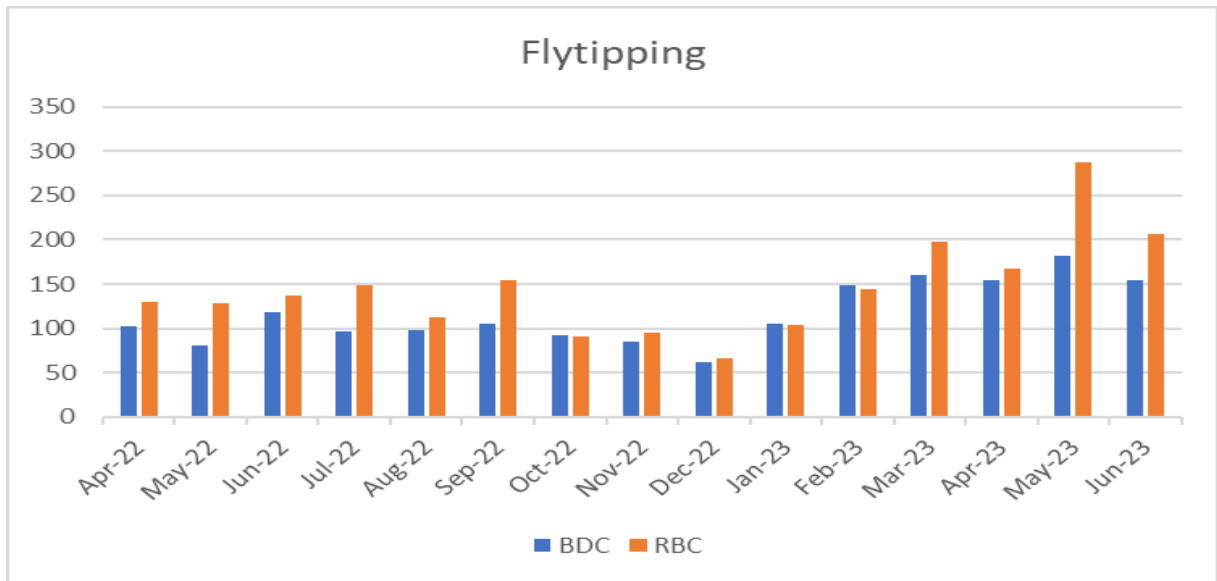
We are fitting new banners to the side of our refuse collection fleet during July/August to highlight the issue of food waste as part of a joint campaign with Worcestershire County Council, and have resources available via our website to support households in using our services and reducing waste: <https://www.worcestershire.gov.uk/lets-waste-less> .

Given the on-going lack of information from Central Government to support wider changes to the waste collection service, we are exploring options and

costs to support consideration of a dedicated garden waste service in Redditch from 2025/2026, as the current service only supports a small proportion of Redditch Households, and this would support a reduction in residual waste as well as support the Borough's Climate Emergency aims.

Performance Measure:

- Fly Tipping



Update

The type of fly-tips is unchanged and is small domestic fly-tips. An increase in the numbers is due to the IT system making it easy for the crews to record/report fly-tips when they are out on site.

Actions

Start utilising the new software on site, so the information provided can enable us to look at specific locations and follow any trends.

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 as a result 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

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.

The maintained compliancy score can be attributed to the ongoing improvements within the Gas Team. These improvements include regular Toolbox Talks, coupled with regular manufacturer appliance training to ensure the Gas Engineers have the knowledge and confidence to carry out the tasks at hand effectively and efficiently.

Quarter 1, 2023/24		Quarter 2, 2023/24		Quarter 3, 2023/24		Quarter 4, 2023/24	
Apr 23	87.18%	Jul 23		Oct 23		Jan 24	
May 23	93.22%	Aug 23		Nov 23		Feb 24	
Jun 23	92.00%	Sep 23		Dec 23		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	
Apr 23	21.50	Jul 23		Oct 23		Jan 24	
May 23	25.17	Aug 23		Nov 23		Feb 24	
Jun 23	18.06	Sep 23		Dec 23		Mar 24	

There was one property in April and another in May that had significant delays which has resulted in the average over these 2 months exceeding the target.

4.3 Finance & Customer Services (inc Revenues & Benefits)

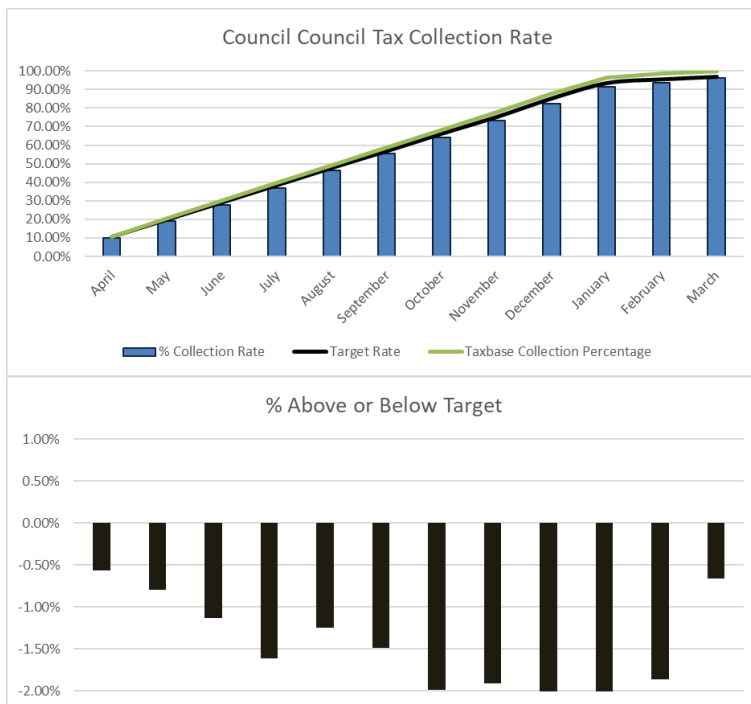
Performance measure

- 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 waiting to be addressed and is currently within the escalation process.

The OpenRevenue system includes software titled "Civica Automation" - which is batch scheduling tool that is able to 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.

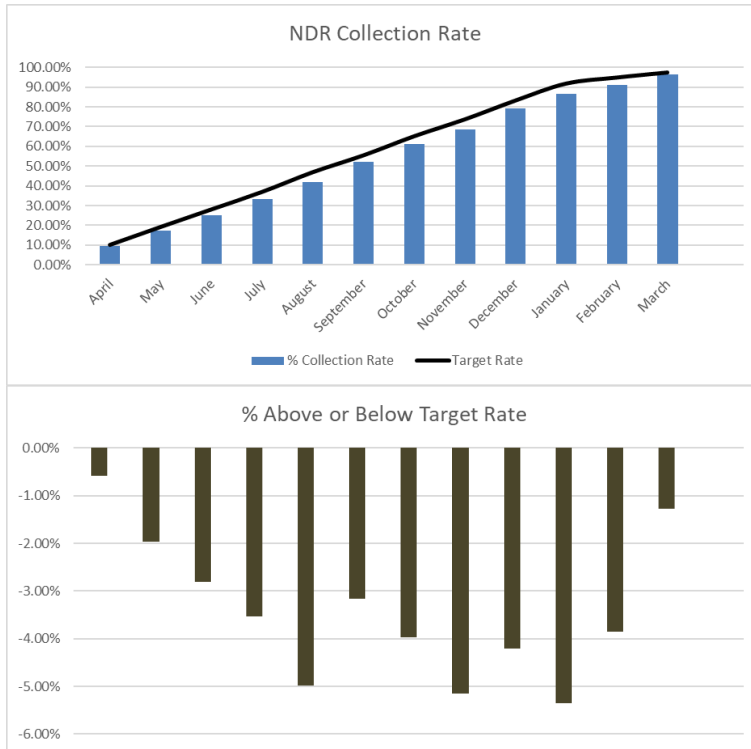
The process map that is switched off is the one which runs the reports which we use to profile collections rates. We have now been without this process map for 4 months, and ICT/Systems Admin has not provided an adequate response as to the reasons or when this will be fixed.



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 waiting to be addressed and is currently within the escalation process.



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	2082	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

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

Month	On-Line Service Requests	Auto Processed	Referenced	Rejected
Apr-22	1340	385	384	571
May-22	6811	5734	460	617
Jun-22	4242	3413	328	501
Jul-22	3199	2275	403	521
Aug-22	1427	527	386	514
Sep-22	2729	1785	396	548
Oct-22	1518	499	459	560
Nov-22	1183	197	401	585
Dec-22	906	170	283	453
Jan-23	973	186	274	513
Feb-23	752	138	235	379
Mar-23	1426	380	390	656
Apr-23	1014	278	274	462
May-23	1023	240	297	486
Jun-23	1039	227	337	475

Update

Customers are continuing to utilise the on-line portal to carry out service requests and transactional enquiries for Council Tax, Non-Domestic Rates and Welfare Benefits. The on-line forms include an element of automatic

processing, at present, approximately 20% of enquires are processed automatically.

Actions

Lay-out of forms and systems parameters will be reviewed during quarters 2 and 3 to ensure that the full benefits of automation are being utilised.

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)
Apr 2023	2712	1.06	05:19	5.22	08:27
May 2023	2601	0.98	05:47	4.51	08:32
Jun 2023	2708	0.56	05:04	5.72	08:49

Update

The service met expectations with regards to answering calls during the quarter. The spike in calls is due to the annual council tax billing which occurs in March and April. Where demand exceeds supply, particularly during March and April, then officers from the revenues team are requested to assist. Following the annual billing, then reminder letters are sent which explains the longer times resolving customer queries (e.g. payment arrangements / explanation of outstanding balances)

Performance measure

- Number of Web Payments

Update

Date	Number of Payments
Apr 2023	3764
May 2023	3868
Jun 2023	3699

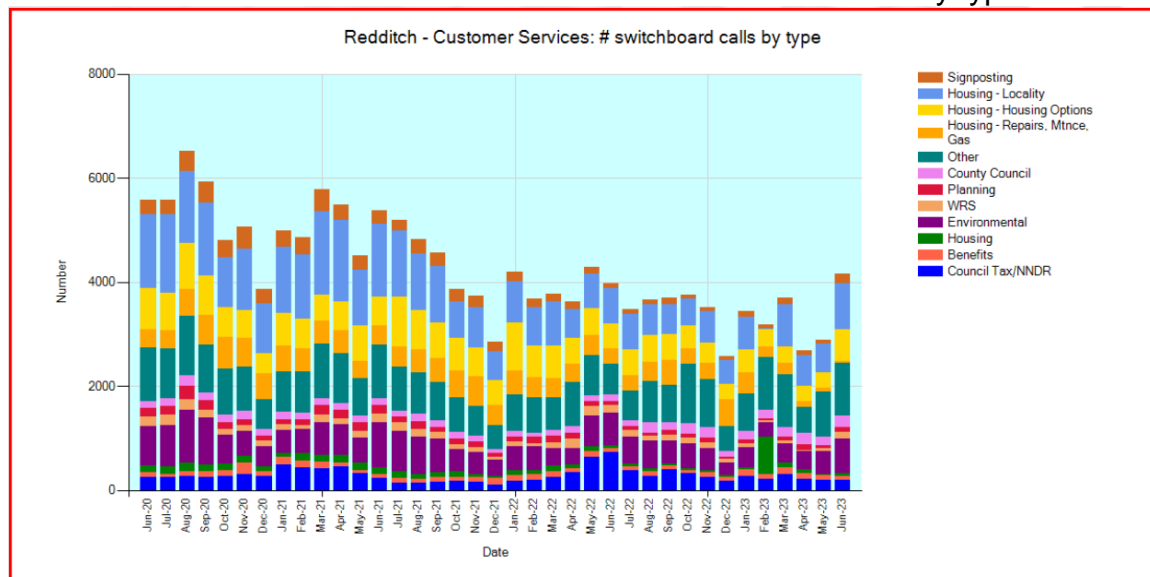
Performance measure

- Customer Service calls (Switchboard)

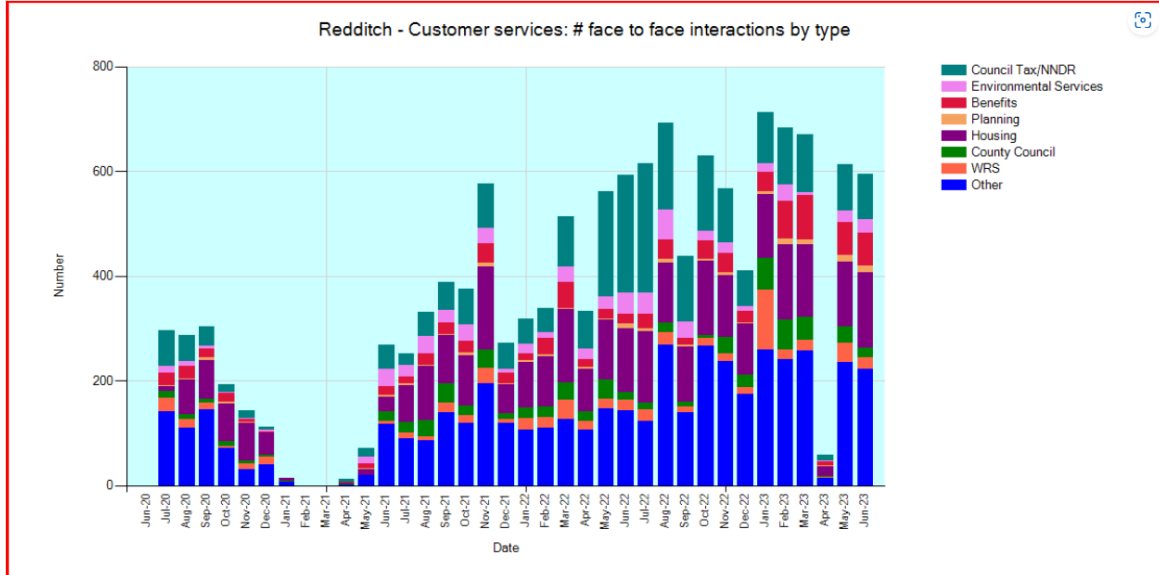
Date	Calls Answered	Avg in Queue	Avg Wait (mm:ss)	Avg Logged in	Avg call length (mm:ss)
Apr 23	3597	0.08	00:41	1.93	00:43
May 23	4086	0.09	00:41	1.90	00:43
Jun 23	4340	0.11	00:45	1.55	00:39

Switchboard - The service met expectations with regards to answering calls during the quarter, despite an increase in demand across all areas. 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 approval from Housing before this can be implemented.

Measures Dashboard - Customer Services - Switchboard calls by type



Measures Dashboard - Customer Services - Reception visits by type



Visitor numbers remain on average of 600 per month (150/week, 30/day) at the Town Hall. The highest demand is for 'other' which is for non-RBC services (signposting). The highest demand at the Town Hall for council-run services is Housing.

There was an ICT database error in April so these figures should be disregarded.

4.4 Planning, Regeneration & Leisure Services

The Leisure and Cultural Strategy has been endorsed by Committee. Recommendations in the strategy have been prioritised and are being worked through.

Performance measure

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

Update

Period	Number Determined
Quarter 1, 2022/23	63
Quarter 2, 2022/23	77
Quarter 3, 2022/23	49
Quarter 4, 2022/23	46
Quarter 1, 2023/24	See comment

Due to an issue with Uniform (system holding the data) we have been unable to extract any information for quarter 1, 2023/24

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%)

Period	% Determined ‘on time’
Quarter 1, 2022/23	94.7%
Quarter 2, 2022/23	95.0%
Quarter 3, 2022/23	100%
Quarter 4, 2022/23	100%
Quarter 1, 2023/24	See comment

Update

Due to an issue with Uniform (system holding the data) we have been unable to extract any information for quarter 1, 2023/24

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%)

Period	% Determined ‘on time’
Quarter 1, 2022/23	82.6%
Quarter 2, 2022/23	83.3%
Quarter 3, 2022/23	84.3%
Quarter 4, 2022/23	85.7%
Quarter 1, 2023/24	See comment

Update

Due to an issue with Uniform (system holding the data) we have been unable to extract any information for quarter 1, 2023/24

5. Corporate Project Oversight & Monitoring

Currently twenty projects are being monitored. The table below provide a summary as of 19th July 2023. As can be seen over 50% (54.5%) have been rated as green for overall status.

All Projects (Number)	Overall Status RAG		Time Status RAG		Scope Status RAG		Budget Status RAG	
	No.	%	No.	%	No.	%	No.	%
Red	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Amber	8	36.4%	9	40.9%	7	31.8%	8	36.4%
Green	12	54.5%	11	50.0%	13	59.1%	9	40.9%

Executive
2023

12 September
