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**Quarter 3 2023-24 – Financial and Performance Report**

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

**1. 1. RECOMMENDATIONS**

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

- 1) The current overspend position in relation to Revenue and Capital Budgets for the period April to December and the full year overspend position of £383k after applying £557k from the Utilities Reserve as approved at Quarter1 be noted.
- 2) The HRA Position is noted.
- 3) There is an updated procurements position set out in the appendix, and those items over £200k should be included on the forward plan.
- 4) The Q3 Performance data for the Period April to December 2023 be noted.

**The Executive is asked to RECOMMEND that:**

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

**2. BACKGROUND**

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

- The organisations performance against the strategic priorities outlined in the Council Plan Addendum, including operational measures to demonstrate how the council is delivering its services to customers.

### **3. DETAILED PERFORMANCE**

#### **Financial Performance**

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

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

#### *Budget Variances*

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

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

3.4 Overall, the Council is currently forecasting a revenue overspend for 2023/24 in the region of £950k, before the application of £557k from the Utilities Reserve as approved at Quarter 1. This forecast overspend is predominantly due to:

- 7) the implications of the 2023/24 pay award - £1,925 level per pay point plus on costs has been offered by the Employers and was agreed on 1<sup>st</sup> November 2023. This will be paid in the December payroll and backdated to 1<sup>st</sup> April 2023.
- 8) temporary and interim staff requirements - whilst there are several vacancies within teams across the Council, some posts are being covered by temporary staff and this has therefore resulted in some cost pressures.
- 9) the impact of homelessness and the cost of temporary accommodation costs. A review of grants available to offset the cost pressures is taking place.
- 10) higher than expected ICT costs in Business Transformation and Organisational Development
- 11) higher than expected share of service cost in from Bromsgrove in Environmental Services

This overspend is offset in part by:

- 12) a forecast underspend against the utilities budget provision due to utilities inflation running at 70%. In the 2023/24 budget we assumed a 100% increase in budget and set up a reserve for the same amount.
- 13) anticipated additional income across various services.
- 14) lower than expected costs in various services.
- 15) higher than expected grant income in Community and Housing
- 16) higher than expected fees and charges in Planning and Leisure

3.5 This position will continue to be reviewed particularly given the impact of the increasing costs linked to inflation, and further updates will be provided to Members throughout 2023/24.

3.6 This in-year budget forecast reflects the best information available at the present time, however it is important to note that there are a number of key factors that may impact upon the financial position which are not yet reflected fully within the forecast, including:

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

### **Additional Funding Requirements**

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

### **Capital Monitoring**

- 3.11 A capital programme of £10.6m was approved in the Budget for 2023/24 in March 2023. Many of these schemes are already in partial delivery in the 2022/23 financial year. By approving this list, the Council also agreed sums not spent in 2022/23 (and 2021/22 by default if schemes originated earlier than 2022/23 as sums have been carried forward through to the 2021/22 MTFP Report) to be carried forward into 2023/4. The table also splits amounts by funding Source, Council or third party.

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

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

- The three Towns Fund schemes – Innovation Centre, Public Square, and Public Realm which are funded via £15.2m of Government Funding, an application will need to be made to Birmingham and Black County LEP once Innovation Centre plans are more detailed for a further funding of £1.9m, and the Council is funding £0.4m of works.
- We have passed the deep dive review on our application with limited action points, including updating our Subsidy Policy and ensuring Towns Board Member Register of Interest Forms are up to date. This was confirmed at the start of August and has been reported to the August Towns Board meeting. We now have the Completion Statement in October.
- The Library project will overrun, DLUHC view is that they could not come to a view on April 2026 is too far away to make that decision now.
- The three schemes as part of the Towns Fund Project all now moving into design and delivery phases:
  - Innovation Centre – Present estimated costs £10.1m (no change from last month)
    - £8m from the Towns Fund
    - Tenders are in for design and project management teams.
    - Additional requirement of £2.1m – Greater Birmingham and Solihull LEP funding being sought through detailed business case. Initial application has been made by NWedR however this will now be superseded by the total funds being split £2.45m per Council.
    - Police have vacated the site and are in the Kingfisher Centre.

- Tenders have been approved by Executive in January 2024 for the Project Managers Gardiner and Theobold and the Design Team AHR.
  - Very tight timescales for delivery – must be delivered by 31st March 2026.
  - Public Realm – £3.4m
    - £3,0m from Towns Fund, Section 106 - £0.176m, Council funding £0.224m
    - Specification was delivered to the County Council by the end of March for them include in their Capital Programme.
  - New Town Square - £4.2m
    - Scheme expected to be to budget, with Library moving from present location to the Town Hall. But real time dependencies. Will over run by at least 6 months.
    - Project managers Gardiner and Theobold appointed by Executive in January 2024.
    - Confirmation is required from DLUHC that if their funds are not fully drawn down by 31<sup>st</sup> March 2026, that if following the right process, they will be available in 26/7 and it will **not** be the Councils responsibility for fund any shortfall. It should be noted that a similar process is now being accepted for Levelling Up funds
  - A report went to Executive in September on the new Community Hub at the Town Hall. The report set out that costs had increased by £1m to £6.2m, as per the up to date RIBA Stage 3 costings at today's prices however these would be covered by the agreed additional income from our new tenants. The Council is following a 2 stage tender process and have awarded the tender to Seddon consultants. Their price, along with the Council costs are below the revised £6.2m budget. Seddons have been working through January to fully evaluate the building following their Tender bid and procure their sub-contractors. The final design, where contingency has been reduced as design variables have been confirmed, is expected in February.
- 17) UK Shared Prosperity Schemes totalling £2.5m (although it should be noted that these grant funded schemes are a mix of capital and revenue).

3.13 The spend at Quarter 3 is £2.586m (£1.267m Q2) against the overall 2023/24 capital budget totalling £12.651m is detailed in Appendix B. It should be noted that as per the budget decision carry forwards of

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

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

### **Earmarked Reserves and their application**

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

### **Treasury Half Yearly Report**

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

### **Procurement**

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

- That the Council investigate and put in place processes that allow local businesses to access Council procurements more easily, following the passage of the Procurement Bill.
- The “Approval to Spend Report” report also provides a list of all procurement between £50k and £200k, which Executive can request further detail and subject to additional scrutiny where they see fit.
- That items from the initial pipeline report at the appropriate Key Decision level are added to the forward plan.

3.20 The table in **Appendix E** sets out the latest list of procurements (Capital and Revenue) over £200k which are delegated for approval to Executive or Officers over the next year with new ones highlighted. It is proposed that these new items are added to the forward plan. There are 16 contracts listed.

3.21 A list of all procurement between £50k and £200k are set out in **Appendix F**. Executive can request further detail and subject to additional scrutiny where they see fit. There are 11 contracts listed here.

3.22 As the Council runs a shared service, a number of procurements that impact on Redditch will be procured through Bromsgrove. For reference these are also included in **Appendix G**.

### **Housing Revenue Account**

3.23 The table below details the financial position for the Housing Revenue Account (HRA) for the period April – December 2023. The major variances are due to the following:

- Repairs & Maintenance - Favourable variance due to posts being left vacant pending restructure of some parts of the service. However, this is offset by cost of temporary staff.
- Supervision & Management - Variance is mainly due to vacancies - Posts left vacant due to the ongoing review of the Housing Services function.
- Provision for Bad Debts - Increase in insurance premiums, disrepair claims by tenants have increased.



**REDDITCH BOROUGH COUNCIL**

**Executive  
2024**

**18<sup>th</sup> March**

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

In capital terms

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

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

**Performance Report**

3.24 The first section of this report shows the organisations performance against the strategic priorities outlined in the Council Plan Addendum. Additional comments and updates have been provided for the success measures to explain progress/activity. The final section of the report includes some operational measures to demonstrate how the council is delivering its services to customers.

3.25 The process of performance reporting will develop iteratively, however this document is a snapshot in time and very much a temperature check of the organisation, the layout comprises:

- Strategic Priorities – success measures
- Operational Measures – by service area
- Financial Data (separate report on this occasion)
- Corporate Projects (by exception)

3.26 The Council has an approved Council Plan in place that was completed before the Covid-19 outbreak., the Council then developed the Council Plan Addendum to take the potential shift in priorities brought about by the pandemic into consideration. The current key priorities are:

1. Economic Development and Regeneration
2. Housing Growth
3. Work and Financial Independence
4. Improved Health and Wellbeing

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

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

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

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

#### **4. FINANCIAL IMPLICATIONS**

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

#### **5. LEGAL IMPLICATIONS**

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

#### **6. STRATEGIC PURPOSES - IMPLICATIONS**

##### **Relevant Strategic Purpose**

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

##### **Climate Change Implications**

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

#### **7. OTHER IMPLICATIONS**

##### **Equalities and Diversity Implications**

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

**Operational Implications**

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

**8. RISK MANAGEMENT**

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

**9. APPENDICES and BACKGROUND PAPERS**

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

**REDDITCH BOROUGH COUNCIL**

**Executive  
2024**

**18<sup>th</sup> March**

**Appendix A – Updated Worcestershire Regulatory Services Fees and Charges**

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

# REDDITCH BOROUGH COUNCIL

**Executive  
2024**

**18<sup>th</sup> March**

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

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

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

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



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## LICENSING ACT 2003 - FEES SET BY CENTRAL GOVERNMENT - SAME FOR ALL DISTRICT COUNCILS

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

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

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

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

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**Appendix B – Capital Programme**

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

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

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

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





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**Appendix C – Reserves Position**

	Balance at 31/3/21	Transfers In	Transfers out	Balance at 31/3/22	Transfers In	Transfers out	Re-baseline	Balance at 31/3/23	Transfers in	Transfers out	Balance at 31/3/24	Transfers in	Transfers out	Balance at 31/3/25	Transfers in	Transfers out	Balance at 31/3/26
	£000	2021/22	2021/22	2022/23	2022/23	2022/23	2022/23	2023/24	2023/24	2023/24	2024/25	2024/25	2024/25	2025/26	2025/26	2025/26	2025/26
General Fund	1,889	180		2,069		(967)	1,584	2,686	200	(694)	2,192	1,245	0	3,437	97	0	3,534
<b>General Fund Earmarked Reserves:</b>																	
Business Rate grants	0			0				0			0			0			0
Business Rates Retention Scheme	2,832			2,832			(1,500)	1,332	(200)		1,132			1,132			1,132
Support for Commercialism	0			0				0			0			0			0
Community Development	74			74				74			74			74			74
Community Safety	232			232				232			232			232			232
Corporate Services	149			149		(150)		(1)			(1)			(1)			(1)
Customer Services	93			93			(93)	0			0			0			0
Economic Growth	330			330				330			330			330			330
Electoral Services	49			49				49			49			49			49
Environmental Vehicles	29			29				29	(15)		14		(14)	0			0
Equalities	0			0				0			0			0			0
Equipment replacement	25			25			(25)	0			0			0			0
Financial Services	87			87				87			87			87			87
General Risk reserve	45			45			(45)	0			0			0			0
Housing Benefit Implementation	270			270			(130)	140			140			140			140
Housing Support	978			978				978			978			978			978
Land Charges	9			9				9			9			9			9
Land Drainage	129			129				129			129			129			129
Leisure	0			0				0			0			0			0
Mercury Emissions	0			0				0			0			0			0
Parks & Open spaces	8			8				8			8			8			8
Planning Services	516			516				516			516			516			516
Public Donations - Shop mobility	0			0				0			0			0			0
Sports Development	9			9				9			9			9			9
Town Centre	7			7				7			7			7			7
Warmer Homes	16			16				16			16			16			16
Transformational Growth	100			100				100			100			100			100
Pensions	200			200			(200)	0			0			0			0
Regeneration Income	273			273				273			273			273			273
Utilities Reserve							1,710	1,710		(570)	1,140	(1,140)		0			0
Covid-19 (General)	580	496	(135)	941			(941)	0			0			0			0
Covid-19 Sales Fees and Charges	0	100		100			(100)	0			0			0			0
Covid-19 (Collection Fund)	4,433		(1,478)	2,955		(1,478)		1,478		(1,478)	0			0			0
<b>Total General Fund</b>	<b>11,473</b>	<b>596</b>	<b>(1,613)</b>	<b>10,456</b>	<b>0</b>	<b>(1,628)</b>	<b>(1,324)</b>	<b>7,504</b>	<b>(200)</b>	<b>(2,063)</b>	<b>5,242</b>	<b>(1,140)</b>	<b>(14)</b>	<b>4,088</b>	<b>0</b>	<b>0</b>	<b>4,088</b>

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

### **Introduction**

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

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

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

### **External Context**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Local Context**

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

**Table 1: Balance Sheet Summary**

	<b>31.3.23 Estimate £m</b>	<b>31.3.24 Forecast £m</b>

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

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

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

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

Table 2: Treasury Management Summary

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

**Borrowing**

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

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

### **Borrowing strategy and activity**

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

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

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

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



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

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

**Table 3A: Borrowing Position**

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

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

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

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

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

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

### Treasury Investment Activity

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

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

Table 4: Treasury Investment Position

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

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

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

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

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

### **Non-Treasury Investments**

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

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

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

**Treasury Performance**

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

Table 5: Performance

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

**Compliance**

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

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

Table 6: Investment Limits

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

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

Table 7: Debt and the Authorised Limit and Operational Boundary

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

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

**Treasury Management Prudential Indicators**

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

**1. Liability Benchmark:**

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

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

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

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

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

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

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

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

	<b>2023/24</b>	<b>2024/25</b>
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Limit on principal invested beyond year end	£1.0m	£0.5m
Actual principal invested beyond year end	Nil	Nil
Complied?	Yes	Yes

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

**Additional indicators**

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

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

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

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

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

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



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

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

## **Appendix H - Strategic and Operational Performance Measures**

### **REDDITCH Strategic & Operational Performance Measures Quarter 3, 2023/24**

#### **1. Introduction**

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

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

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

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

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

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

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

## 2. Background

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

## 3. Strategic Priorities and Performance Measures

### 3.1 Economic Development and Regeneration

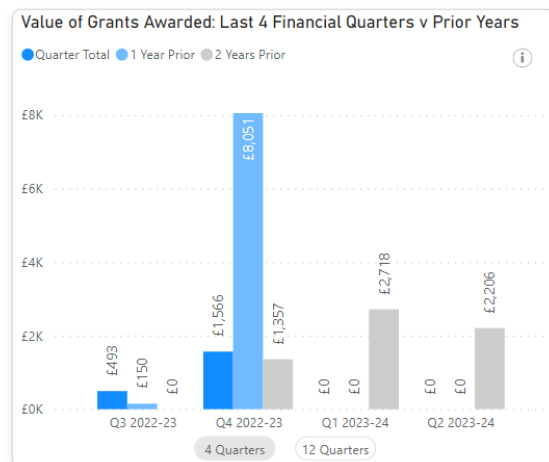
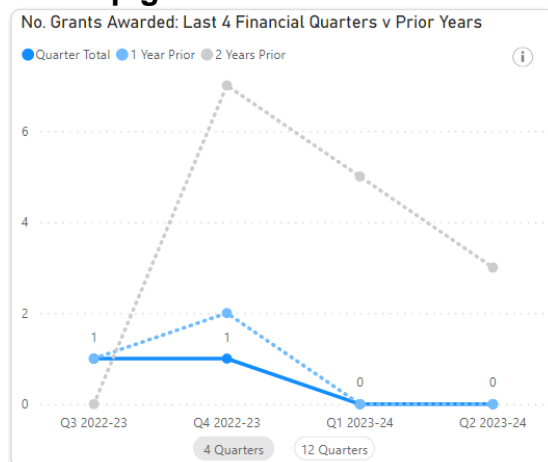
We will set up a catalyst for local economic growth and strengthen two critical elements of our infrastructure and Redditch Town Centre.

#### 3.1.1 Supporting businesses to start and grow.

##### Performance measure:

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

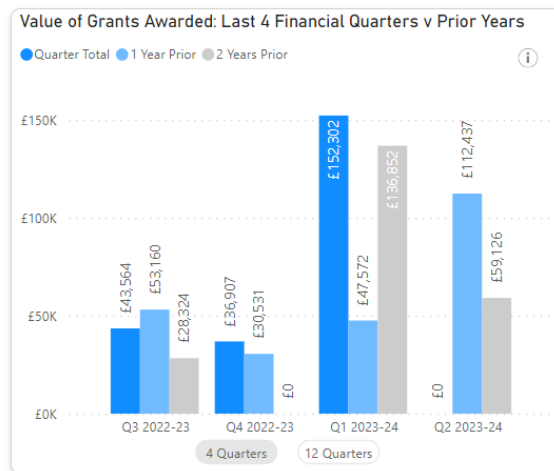
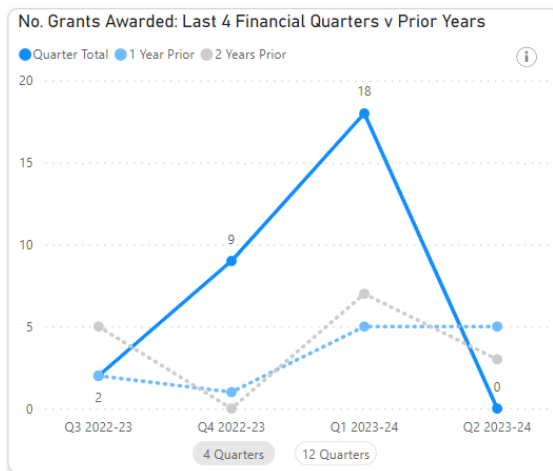
##### Start-up grants



**Update**

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

**Grants to Established Businesses**



**Update**

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

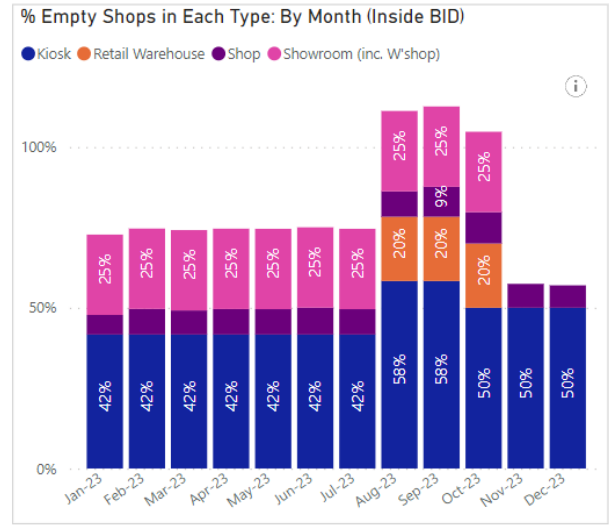
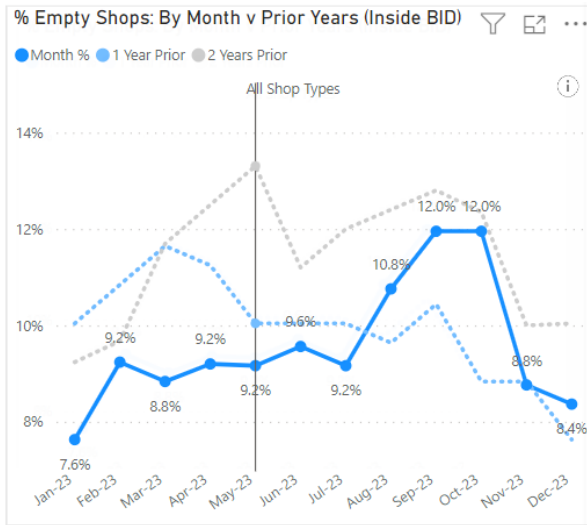
**3.1.2 Regenerating our Infrastructure.**

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

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

**Performance measure**

- **% of empty shops**



**Redditch Annual Monitoring**

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

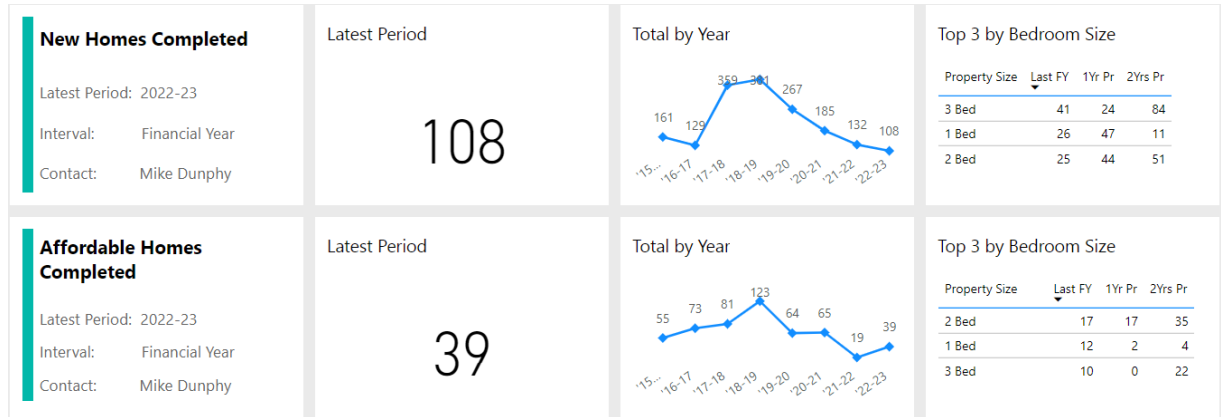
\*Please note that two units have been removed for the 2023 figures. This is due to an upper floor use being counted in error in 2022 and one COU from vacant in 2022 to C3 residential in 2023 and we do not monitor C3 uses.

**3.2. Housing Growth**

During 2023/24 we will accelerate the pace of affordable housing development. We will deliver on the Housing Revenue Account (HRA) Housing Growth programme as a priority and, where possible, enable the building of market housing on our own land and the creation of additional income for the Council.

**Performance measure**

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



**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**

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

**Performance measure**

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

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

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

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

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

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

***Update:***

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

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

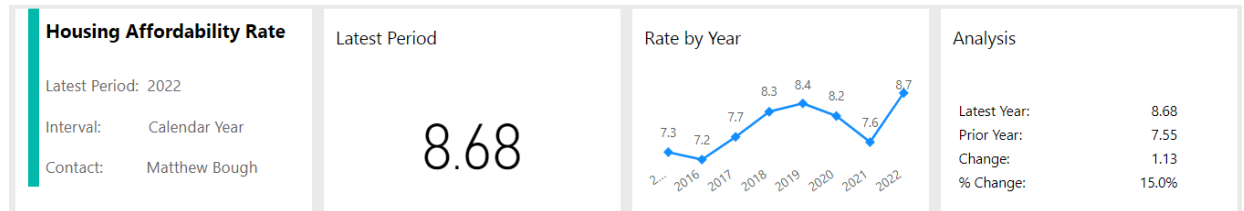
**Our Actions:**

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

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

**Performance measure**

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



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

**Update**

The affordability ratio in England is currently 9.05.

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

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

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



### **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.

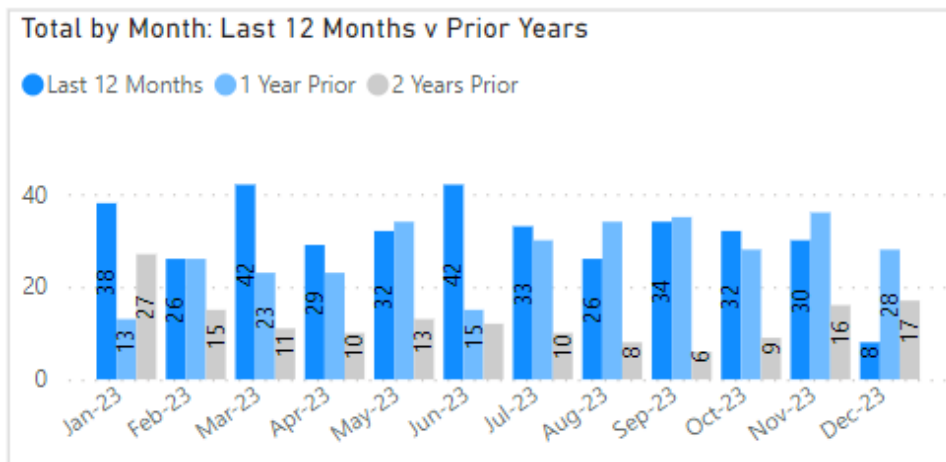
We will provide quality services that help to empower residents through good financial advice, the effective coordination and signposting of services, and partnership working.

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



For Q3, the top 3 referral reasons were:

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

- 'Rent advance/deposit' (8)

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

**Performance measure**

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

**Update**

Although data is shared termly (with a lag) from Worcestershire County Council, this has been inconsistent. Work has been ongoing to improve the regularity of the supply of data.

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

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

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

**3.4 Improved Health and Wellbeing**

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

**Success measures:**

- Number of Community Builders in post.

**Update:**

Three community builders remain in post:

- Abbeydale
- Woodrow
- Focussing on BME across the District

Asset Based Community Development (ABCD) is an approach built on tried and tested methods from sustainable community development practice. The aim of ABCD approaches is to create the conditions that will enable both place and people to flourish, reduce inequalities, improve quality of life that supports communities to thrive and to reduce or delay the need for long term care and support.

The Bromsgrove and Redditch Shared Learning Network continues to meet, supported by Public Health at Worcestershire County Council, which includes community builders, the voluntary and community sector hosts, relevant BDC and RBC officers. The purpose of the Network is to provide a forum to support and encourage the development of ABCD good practice locally – moving forward Public Health will continue to offer support but the Network will be co-ordinated by Council officers. The Community Builders have been involved in several projects including a Community Growing Group in Abbeydale; youth groups in Woodrow and engaging various Redditch communities in a Community Stories project highlighting community stories and how an asset-based approach positively impacts on the residents in terms of their mental health and well-being and feeling part of a community.

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

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

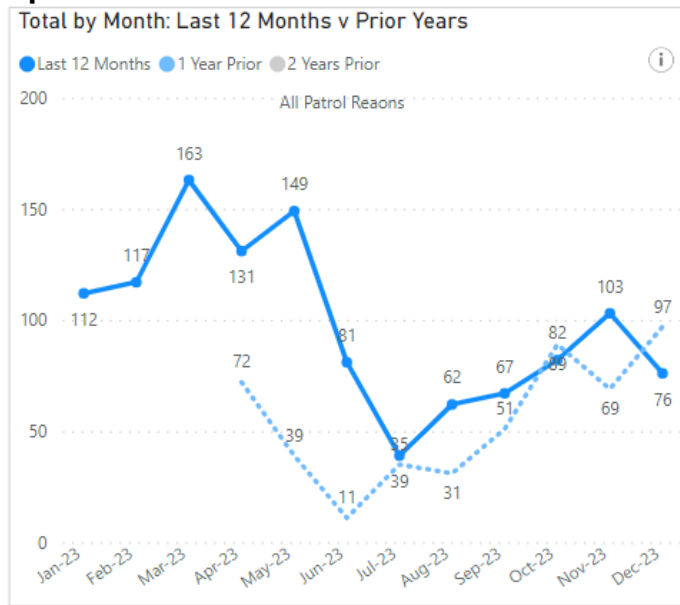
### **3.5 Community Safety and Anti-Social Behaviour**

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

**Performance measure**

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

**Update**



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

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

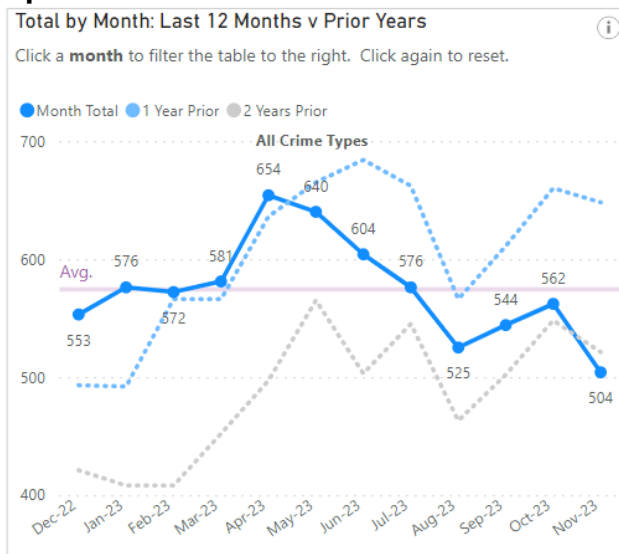
Dec 2023 – Routine youth patrols were conducted in the Town Centre and Smallwood considering the increased footfall over the Christmas period. Young people were engaged during every patrol and discussions were held

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

**Performance measure**

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

**Update**



Crime Type	Total	% of Total	v 1 Mth Prior	v 1 Yr Prior	12 Mth. Avg.
Violence and sexual off...	3,058	44.4%	-43 ↓	-551 ↓	254.8
Shoplifting	719	10.4%	-1 ↓	241 ↑	59.9
Other theft	610	8.9%	-2 ↓	64 ↑	50.8
Public order	607	8.8%	-13 ↓	-184 ↓	50.6
Criminal damage and a...	533	7.7%	-1 ↓	-114 ↓	44.4
Vehicle crime	421	6.1%	-19 ↓	29 ↑	35.1
Burglary	385	5.6%	10 ↑	118 ↑	32.1
Drugs	175	2.5%	-2 ↓	0	14.6
Other crime	140	2.0%	-4 ↓	-4 ↓	11.7
Possession of weapons	99	1.4%	8 ↑	24 ↑	8.3
Robbery	67	1.0%	6 ↑	3 ↑	5.6
Bicycle theft	40	0.6%	2 ↑	11 ↑	3.3
Theft from the person	37	0.5%	1 ↑	5 ↑	3.1
<b>Total</b>	<b>6,891</b>	<b>100.0%</b>	<b>-58</b>	<b>-358</b>	<b>574.3</b>

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

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

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

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

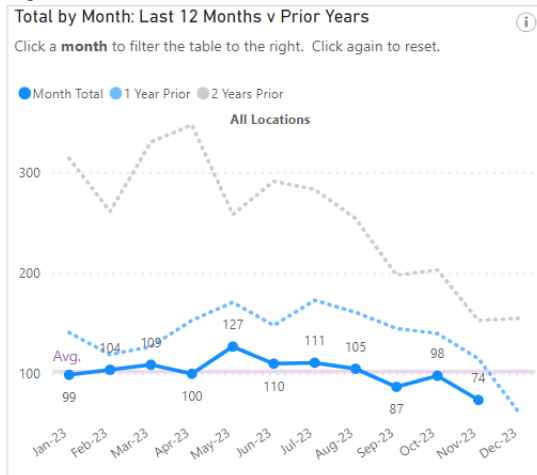
Locally, Abbey Ward recorded the largest volume of offences in quarter Q2 (July –Sept 2023) (n=248). However, this was a reduction of 23% (n=74) in offences compared to the same period last year July-Sept 2022 and showed a reduction from the previous quarter (n=298) in Q1 Apr-Jun 2023, indicating a decreasing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

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

**Performance measure**

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

**Update**

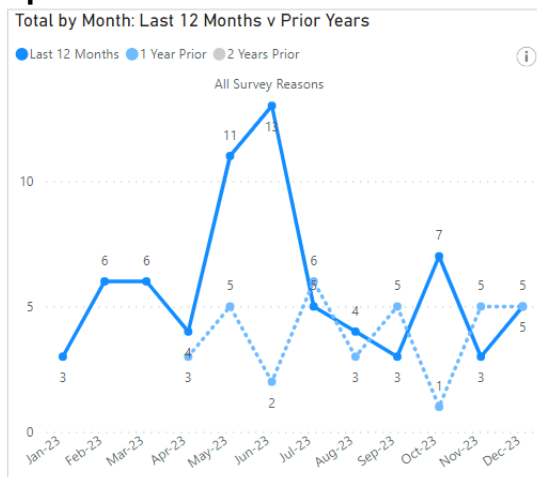


Unfortunately, due to changes in Partnership Analysis support ASB data analysis continues to be unavailable for reporting. NWCSP ASB data reporting will be adjusted for 2024 onwards.

**Performance measure**

- Number of crime risk surveys carried out

**Update**



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

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

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

**3.6 Rubicon Leisure**

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



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

### **3.7 Green Thread**

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

#### **Performance Measure:**

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

#### **Update**

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

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

Capital assets linked to Housing are funded from the HRA and managed through a parallel version of the Capital programme in place for Environmental Services but are being reviewed to ensure the assets are considered and

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

**Performance Measure:**

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

**Update**

Funding has been built into the Medium-Term Financial Plan to support full transition for all Diesel vehicles and equipment operated from the Depot to be run on HVO (Hydrogenated Vegetable Oil) from April 2024 subject to final approval as part of the budget setting process at Full Council.

**Performance measure**

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

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

**Update**

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

**3.8 Financial Stability**

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

**Success measures:**

- Financial performance – actuals consistent with budget (earlier section of this report)
- Increased levels of General Fund Balances over medium term.
- Towns Fund Project delivered within budget.

**3.9 Organisational Sustainability**

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

**Performance measure**

- Number of corporate measures accessible through the dashboard.

**Update**

The organisation continues to move from the current legacy dashboard to a new Power BI dashboard. Power BI is an interactive data visualisation software product with a primary focus on business intelligence. There are currently 33 strategic measures available via the dashboards with 6 new strategic measures expected to be available by the end of quarter 4. Work is also being undertaken on operational measures; the recent accident data has been delivered with a final review due within the next 4 weeks.

**Performance measure**

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

**Update**

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

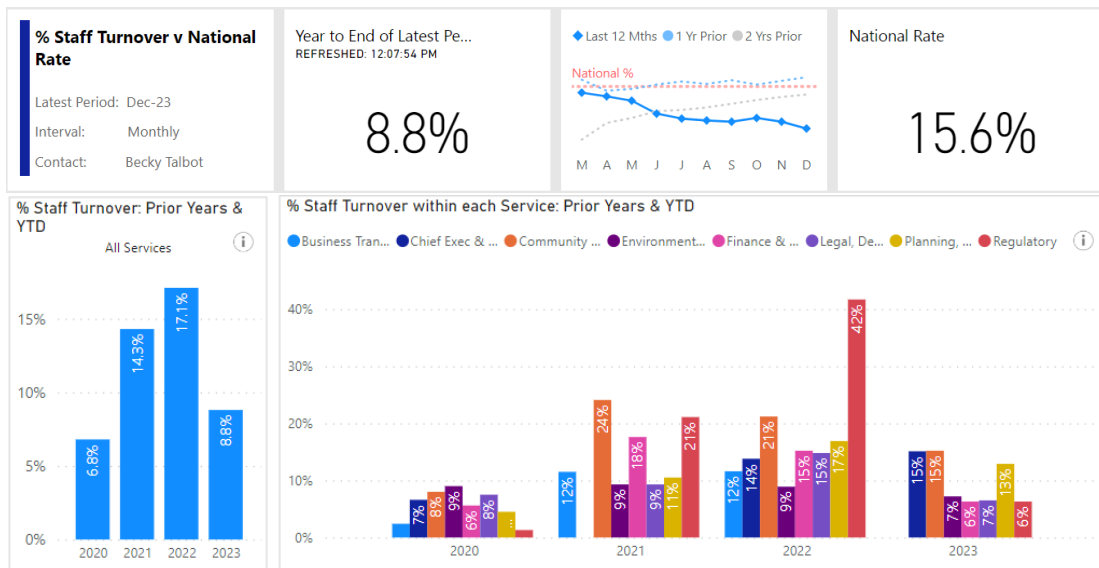
This measure is aligned with the ongoing agile project.

**3.10 High Quality Services**

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

**Performance measure**

- Staff turnover rates in relation to national rates

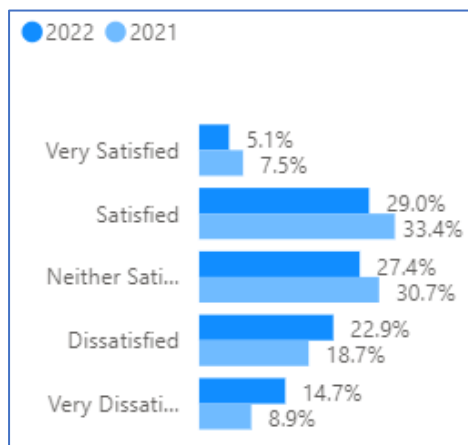


**Update**

Since January 2023, it can be seen there has been a continued improvement in turnover rates which brings the authority under the national average. We have launched a process for exit interviews and hope the first data will be available in April 2024. We will utilise this data to further understand context and undertake necessary actions.

**Performance measure**

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



**Update**

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

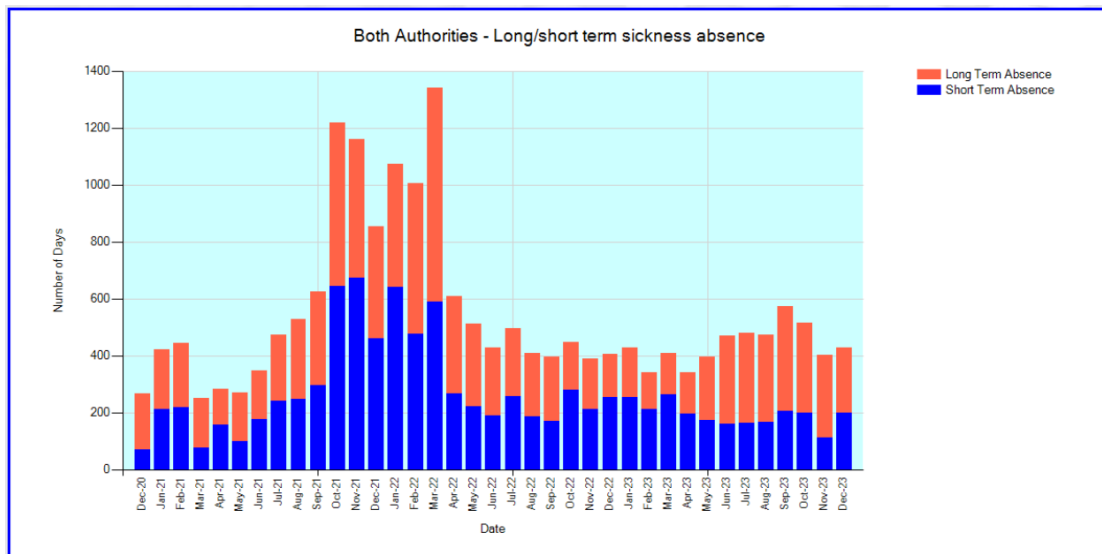
The 2023 survey was carried out in October/November 2023; the results for this survey are expected to be available for the Q4 performance report.

**4. Operational Measures**

**4.1 Business Transformation, Organisational Development & Digital Services**

**Performance measure**

- Sickness absence



**Update**

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

**Actions:**

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

**4.2 Environmental and Housing Property Services**

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**Environmental Services - RBC Domestic Waste Collection**

**Performance measure**

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

This is a National Indicator measuring the percentage of household waste arisings which have been sent by the Authority for reuse, recycling, and composting, and is used in the national league tables ranking Local Authority performance. In 2021/22 Redditch was ranked 309th in the national league tables – Up from 315th in 2020/21. This ranking has been limited to date due to the lack of a widespread garden waste service in Redditch, with approximately 8% of residual waste collected being garden waste based on recent sampling.

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

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

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

**Actions:**

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

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

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we also have resources available via our website to support households in using our services and reducing waste:

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

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

**Performance measure**

- Residual Waste per household (kg)

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

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

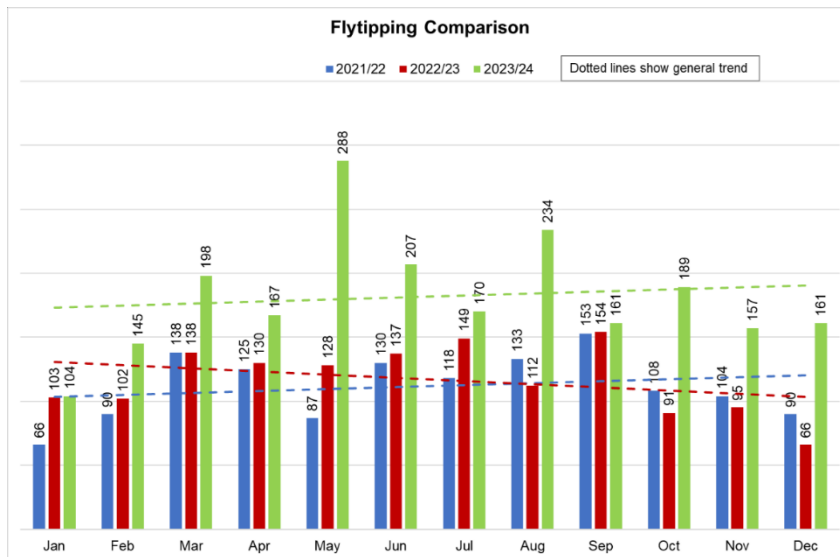
**Residual Waste per Household (Kg)**

	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>
2021/22	44.77	41.84	55.21	51.00	40.09	40.96	38.78	46.10	51.99	41.79	39.64	39.26
2022/23	36.68	46.17	47.97	42.65	35.23	36.11	36.02	47.54	42.52	39.24	36.33	39.23
2023/24	41.07	49.61	47.52	37.55	38.34	37.26	43.73	48.03	38.31			

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

**Performance Measure**

- Fly Tipping



**Update**

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

**Action:**

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

**Housing Property Services**

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

**Performance measure**

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

**Update**



The Performance Indicator is a measure of the compliance with Gas Regulations and Codes of Practice for the work undertaken by the in-house Gas Team. An Independent external company undertakes a random sample of Audits across several properties to assess the standard of workmanship and compliance and reports their findings monthly.

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

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

**Performance measure**

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

**Update**

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

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

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

**4.3 Finance & Customer Services (inc Revenues & Benefits)**

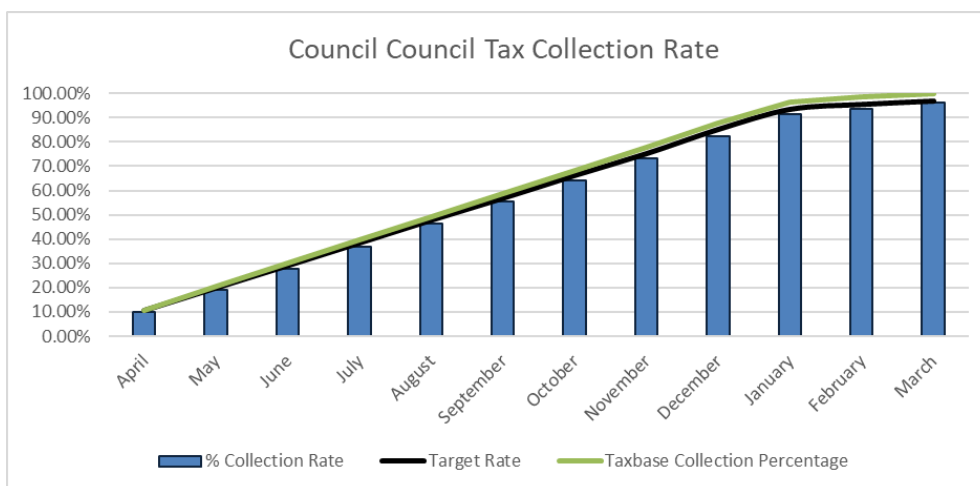
**Performance measure**

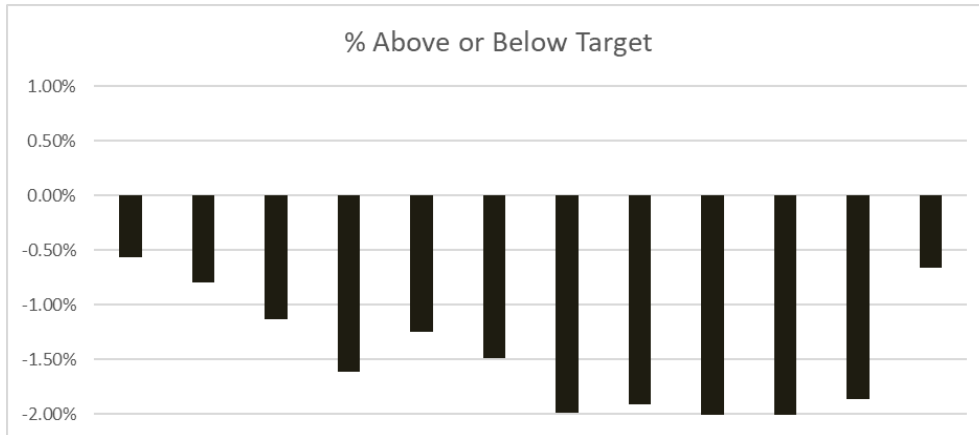
- Council Tax Collection Rate

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

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

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

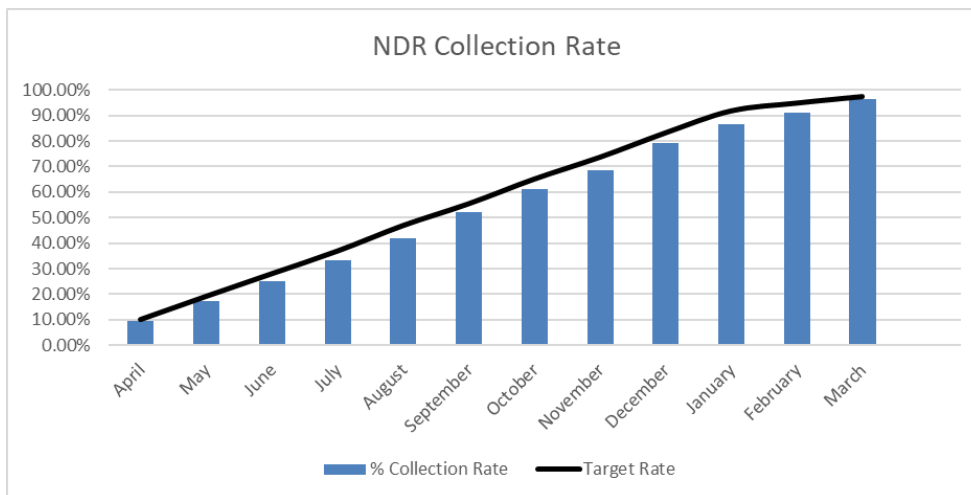


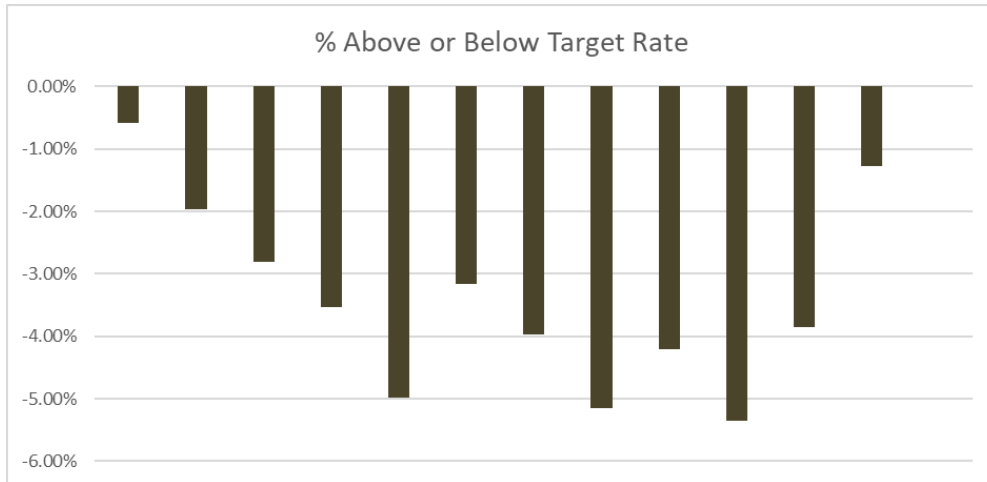


**Performance measure**

- NDR Collection Rate

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





**Performance measure**

- Revenues Processing

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

**Update**

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

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

**Actions**

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

**Performance measure**

- Online Customer Interactions

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

**Customer Service**

**Performance measure**

- Revenues Calls (shared service)

Date	Calls Answered	Avg in Queue	Avg Wait (mm:ss)	Avg Logged in	Avg call length (mm:ss)
Oct 2023	3060	0.35	04:22	6.86	07:57
Nov 2023	2637	0.09	03:18	7.37	08:03
Dec 2023	1717	0.12	03:32	6.00	07:43

**Update**

The service met expectations with regards to answering calls during the quarter with an average queue fewer than 1 person and an average call answering time between 4-6 minutes.

**Performance measure**

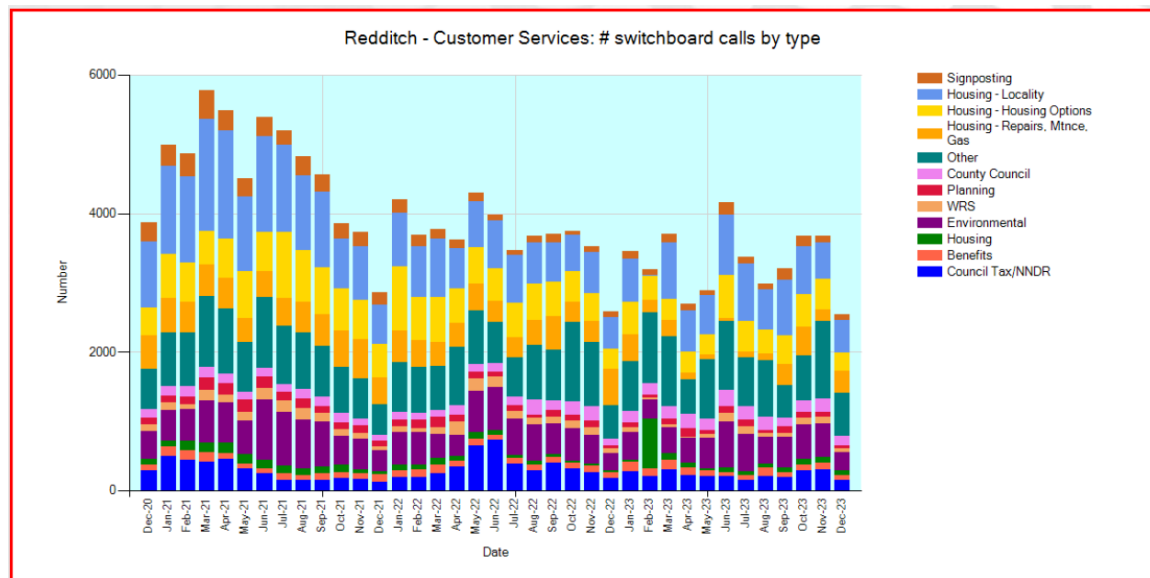
- Number of Web Payments

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

**Performance measure**

- Customer Service calls (Switchboard)

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



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

**4.4 Planning, Regeneration & Leisure Services**

**Performance measure**

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

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

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

**Update – Development Services**

Delivery of endorsed Leisure Strategy Recommendations 40, 41 and 42 a) and b)

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

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

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

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

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

- Green flag award achieved for Morten Stanley and scheduled awards over the next 4 years. Plan will be created when officers in post. First Draft April 2024.

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

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

**Recommendation:** Engage more regularly with potential partners at a county wide level.

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

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

- Biodiversity plan established, focus and priorities, developing a Biodiversity network with Planning, County Council and 3<sup>rd</sup> Sector. Commencement February 2024.

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

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

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

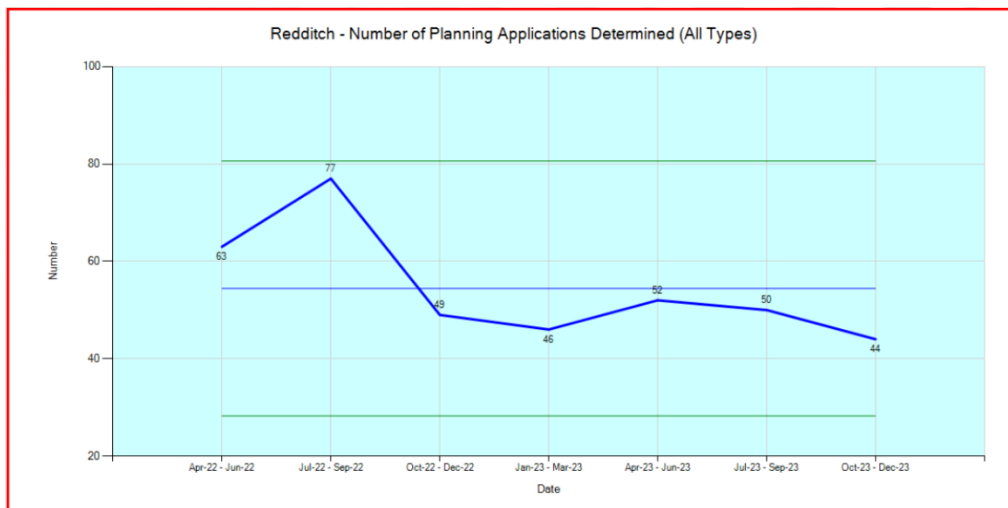
- Work started on website development and modernisation. Social media use improved to promote, biodiversity, events, and mental health in respect of Parks and Green Spaces.

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

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

**Performance measure**

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



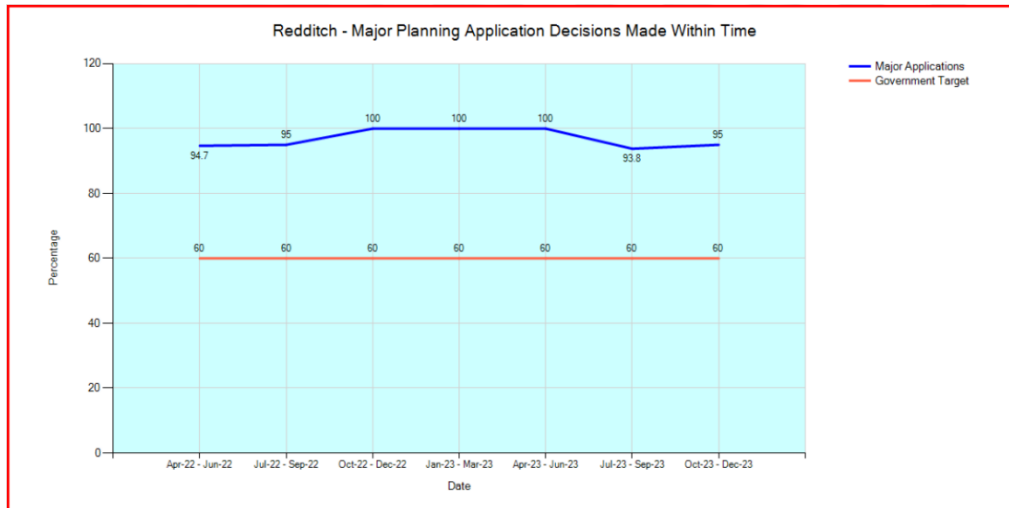
**Update**

Determination rates remain below average and have dropped further this quarter.



**Performance measure**

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

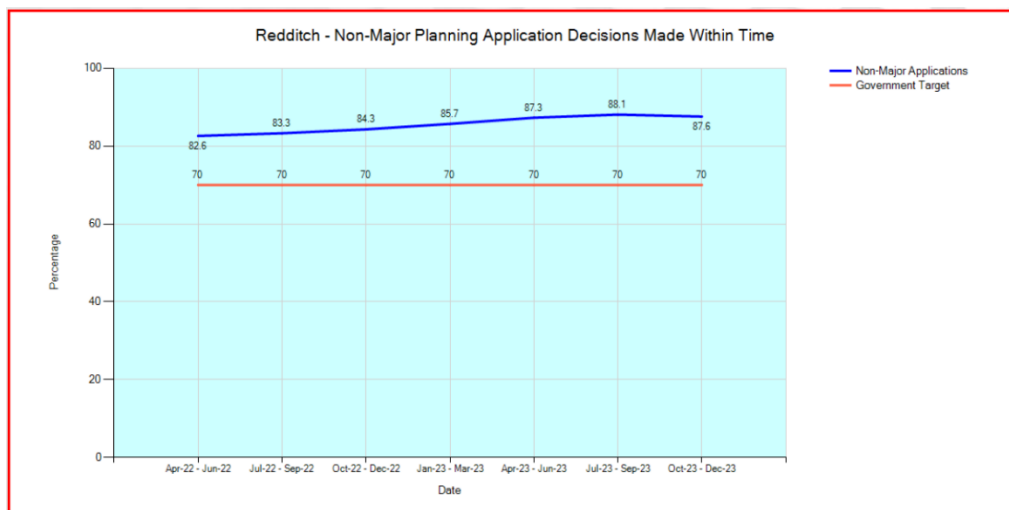


**Update**

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

**Performance measure**

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



**Update**

The speed assessment remains well in excess of government targets.

**5. Corporate Project Oversight & Monitoring**

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

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

All Projects (Number)	Overall Status RAG		Time Status RAG		Scope Status RAG		Budget Status RAG	
	No.	%	No.	%	No.	%	No.	%
<b>Red</b>	0	0.0%	0	0.0%	0	0.0%	0	0.0%
<b>Amber</b>	11	68.75%	12	75%	9	56.2%	7	43.7%
<b>Green</b>	5	31.25%	4	25%	7	43.7%	6	37.5%

**6. Review of Council Plan Priorities 2023 & 2024**

Following the review, the top priorities are:

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

The timeframes (financial years) for delivery are:

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

<b>Housing - Short term priorities</b>	
<b>1</b>	Completion of 19 new Council homes at Edgeworth Close. Planning permission obtained and work to commence on 6 new Council homes at Loxley Close.
<b>2</b>	Embed new Housing Policies and improve customer response times.

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

### **Housing – Medium to long term priorities**

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

### **Parks & Green Spaces - Short term priorities**

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

### **Parks & Green Spaces – Short/Medium term priorities**

1	Establish and pilot a new model/approach for event delivery that allows local organisations, businesses, and communities to deliver programmes of events and activities supported by the Council.
2	Focus will continue to deliver the leisure strategy with particular emphasis, in the short term on recommendation 8 ' <i>Conduct a detailed assessment of the play value, quality, and accessibility of equipped play spaces across the Borough.</i> ' and start to address any issues identified via the assessments.
3	The leisure strategy recommendations will form the basis of the short/medium term focus (link to leisure strategy).

### **Housing - Short term priorities**

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

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

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

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

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

### **Economy & Regeneration - Short term priorities**

<b>1</b>	Council will play an active role in shaping the redevelopment of the train station and public realm improvements at Unicorn Hill and Church Green. Town Hall Hub will be finalised, and redevelopment of Grove Street Police Station site will create an Innovation Centre.
<b>2</b>	Delivery of a "worry free day out" in Redditch Town Centre through capital build of Changing Places Disability Toilet Facilities in Kingfisher Shopping Centre.
<b>3</b>	Invite Executive Committee to consider a reviewed Planning Enforcement Policy.
<b>4</b>	Implement the Enforcement Services business case if endorsed by Executive Committee.

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<b>Economy &amp; Regeneration - Medium to long term priorities</b>	
<b>1</b>	Consider all options for redevelopment of Winyates, Matchborough and Woodrow district centres, including all funding options.

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

<b>Community Safety – Medium to long term priorities</b>	
<b>1</b>	Implement Safer Streets 5 Neighbourhood Crime initiative.
<b>2</b>	Implement new and updated requirements under the Governments ASB Action Plan and other crime prevention duties.
<b>3</b>	Actively embed crime prevention and community safety activities across all Council services.
<b>4</b>	Seek to make wider improvements to enforcement activities across the Council.

<b>Value for Money – Short term priorities</b>	
<b>1</b>	Prioritise a review of alternative models of delivery for shop mobility and Dial A Ride to achieve efficiencies.
<b>2</b>	Extending chargeable garden waste services to residents across the Borough.

<b>Value for Money – Medium to long term priorities</b>	
<b>1</b>	Reviewing contracted work to ensure costing are correct and the standards of work are met.
<b>2</b>	Continue to work closely with the other Worcestershire Districts and County Council to deliver the requirements of the Environment Act with regard to waste collection and disposal services once the Government announce the outcome of the consistency consultations and the terms of the secondary legislation due late 2024.