

REDDITCH BOROUGH COUNCIL

Executive

3rd September 2024

Q1 Financial Outturn Report 2024/25

Relevant Portfolio Holder	Councillor Woodall – Portfolio Holder for Finance and Governance
Portfolio Holder Consulted	Yes
Relevant Head of Service	Debra Goodall
Report Authors	Head of Finance and Customer Services Debra.Goodall@bromsgroveandredditch.gov.uk Business Improvement Manager H.Mole@bromsgroveandredditch.gov.uk
Wards Affected	All Wards
Ward Councillor(s) consulted	No
Relevant Strategic Purpose(s)	All
Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	

1. **RECOMMENDATIONS**

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

- 1) The current Revenue overspend position of £164k and actions the Council are taking to mitigate this position be noted.
- 2) The current Capital spending of £1.28m against a budget of £20.5m be noted.
- 3) The HRA Position is noted.
- 4) That the balance sheet monitoring position is noted, including the Treasury position.
- 5) There is an updated procurement position set out in Appendix C, with any new items over £200k to be included on the forward plan.
- 6) The Q1 Performance data for the Period April to March 2024 be noted. That this will changed over the year to link into the new Administrations priorities.

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

- 7) There is an advancement of £100k of Capital projects for Rubicon.

2. **BACKGROUND**

2.1 The purpose of this report is to set out the Council's draft Revenue and Capital Outturn position for the first quarter of the financial year April 2024 – June 2024 and associated performance data. This report presents:

- The Council's forecast outturn revenue monitoring position for 2024/25 based on data to the end of Quarter 1.

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- The position in respect of balance sheet monitoring as requested by the Audit, Governance and Standards Committee.
- The updated procurement pipeline of Council projects to be delivered over the next 12 months in order to properly plan for the delivery of these projects.
- The organisation's 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 1, the projected revenue outturn position for the 2024/25 financial year and explains key variances against budget.
- 3.2 The £10.8m full year revenue budget included in the table below is the budget that was approved by Council in April 2024.

Service Description	2024-25 Approved Budget	2024-25 Approved Q1 Budget	Q1 Adjusted Spend	Q1 Budget Variance	Full Year Forecast	Full Year Budget Variance
Business Transformation and Organisational Development	1,781,837	445,459	638,201	192,742	1,988,102	206,264
Community and Housing GF Services	1,742,562	435,640	177,580	-258,061	1,876,553	133,990
Corporate Services	-1,996,267	-499,067	-592,553	-93,486	-2,355,834	-359,567
Environmental Services	2,701,088	675,272	-3,212,388	-3,887,660	3,681,746	980,657
Financial and Customer Services	2,067,408	516,852	399,903	-116,949	3,262,726	1,195,318
Legal, Democratic and Property Services	2,098,369	407,379	479,310	71,931	2,197,911	99,542
Planning, Regeneration and Leisure Services	1,067,182	253,802	269,861	16,060	1,344,309	277,127
Regulatory Client	562,038	140,510	144,440	3,931	652,390	90,352
Rubicon Client	777,747	194,437	247,556	53,119	943,679	165,932
Starting Well	0	0	24,581	24,581	0	0
Grand Total	10,801,965	2,570,285	-1,423,510	-3,993,794	13,591,582	2,789,616
Service Description	2024-25 Approved Budget	2024-25 Approved Q1 Budget	Q1 Adjusted Spend	Q1 Budget Variance	Full Year Forecast	Full Year Budget Variance
Corporate Financing	-10,801,965	-2,570,285	-3,381,251	-673,509	-13,291,964	-2,460,999
Grand Total	-10,801,965	-2,570,285	-3,381,251	-673,509	-13,291,964	-2,460,999
Rubicon Reserve Contribution					-165,000	-165,000

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TOTALS	0	0	-4,804,760	-4,667,304	134,618	163,617
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Budget Variances

- 3.3 The draft position is set out in the above table. As this is expenditure at Q1 it is important to note that, at this stage in the financial year there are a number of instances where annual expenditure or accruals may distort the profiling as reflected in the Q1 actual. The above profiles have assumed support services and grant are adjusted to budgetary levels and accruals are netted out of the figures.
- 3.4 In addition to this, it is also important to note that the Council is yet to close its accounts for the 2020/21, 2021/22 and 2022/23 financial years. This could therefore result in adjustments to the actual expenditure/income and forecast outturn positions as reported in the table above. Further updates will be provided to Members throughout the financial year (this work is being led by the Audit Standards and Governance Committee).
- 3.5 Overall, the Council is currently forecasting a full year revenue overspend of £164k at Quarter 1. This is mainly due to the additional fleet costs described below and also the pay award yet to be ratified and projects to a full year overspend of £642k. This position will continue to be reviewed particularly given the impact of the increasing costs linked to inflation and further updates will be provided to Councillors throughout 2024/25.

This includes service projections as follows:

Business Transformation £206k overspend – additional expenditure on professional fees, training and other employee costs.

Community and Housing GF Services £134k overspend – numerous variances including salaries, agency staff, ICT purchases, grants and subscriptions.

Corporate Services £360k underspend – additional external audit fees and postage costs.

Environmental Services £981k overspend – forecasted additional expenditure on salaries, property utilities, fuel and vehicle hire. The overspend, particularly on vehicle hire, has been mitigated by ordering a number of new vehicles, however the lead times are long.

Financial and Customer Services £1,195k overspend – increased forecast expenditure on agency fees due to vacancies.

Legal, Democratic and Property Services £100k overspend – overspend forecast due to additional agency costs, room hire and postage costs.

Planning, Regeneration and Leisure Services £277k overspend – reduced fees and charges income, agency costs, professional fees, equipment purchase and UKSPF fees.

Regulatory Client £90k overspend – additional spending due to transfer of Envirocrime and Planning Enforcement from NWEDR.

Rubicon Client £166k overspend – forecast overspend due to a VAT surcharge to be paid by Redditch together with additional spend on buildings maintenance. A contribution from the Rubicon reserve will be made to mitigate this overspend. This reserve will be prepared and set up while completing the 2021/22 final accounts.

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3.6 The above overspends of £2.79m are offset by additional income of £2.46m in Corporate Financing from additional grant income (£1.81m) together with increased investment interest receivable (£260k) and lower interest payable (£386k).

3.7 Cash Management

Borrowing

- As of the 30th June 2024, there were nil short-term borrowings. The Council has long-term borrowing of £103.9m.

Investments

- On 30th June 2024, the Council has £12.5m short term investments held.

Capital Monitoring

3.8 A capital programme of £20.5m was approved in the Budget for 2024/25 in February 2024. This has been fully reviewed as part of the MTFP using actual data as at the end of December 2023. The table below and detail in **Appendix A** set out the Capital Programme schemes that are approved for the MTFP time horizon.

3.9 Many of these schemes are already in partial delivery in the 2024/25 financial year. By approving this list, the Council also agreed sums not spent in 2023/24 (and 2022/23 by default if schemes originated earlier than 2023/24 as sums have been carried forward through to the 2023/24 MTFP Report) to be carried forward into 2024/25. The table also splits amounts by funding source, Council or third party.

Year	Total Programme	Council Funded	Grant Funded
2024/5	20,507,674	6,089,386	14,418,288
2025/6	5,956,180	2,302,316	3,653,864
2026/7	4,938,263	4,232,399	705,864
2027/8	2,200,918	1,495,054	705,864
2028/9	3,680,154	2,974,290	705,864

3.10 Included in this funding the Council also have the following Grant Funded Schemes which are being delivered in 2024/25.

3.11 The three Towns Fund schemes – Digital Manufacturing and Innovation Centre (DMIC), Public Square, and Public Realm which are funded via £15.2m of Government Funding. Since the change of administration at the elections in May, a report came to Cabinet and Council in July which set out that the library would not be part of the Town Hall Hub

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meaning that an alternative will be required for that spending. As part of this process, once costs for the DMIC are finalised an application will need to be made to Birmingham and Black County LEP for a further funding of £2.1m.

3.12 The Library will now not move to the Town Hall to become part of the Town Hall Hub. This was agreed by the Council at meetings on the 29th July. A meeting with DLUHC experts on the 23rd May 2024 identified that, were the Council minded not to proceed with the current proposals, the following options could be considered:

- Invest the £4.2m in the Digital Manufacturing and Innovation Centre (DMIC) with better Metrics.
- Invest in an alternative building that will give similar outputs to the library site.

Up to 20% of overall funds can be reallocated without DLUHC approval and another option is to divert this to Public Realm schemes which will be deliverable.

3.13 Either option (or mix of options) requires a DLUHC PAR form to be completed and for any changes to be agreed. A number of alternatives are being explored and will need to be agreed by the Towns Board by September in order to ensure funds are spent by the 31st March 2026. It should be noted that the Redditch MP is lobbying for an extension of these timescales. Options were presented to Towns Board on the 21st August and updates will be provided in September.

3.14 DMIC – Present estimated costs are £10.1m but these are being finalised by the end of August to enable a Planning application to be made in early September. These timescales are required to ensure DMIC funding is spent by the 31st March 2026.

- £8m from the Towns Fund
- We have appointed the Project Managers Gardiner and Theobald and the Design Team AHR.
- Additional requirement of £2.1m – Greater Birmingham and Solihull LEP have supplied application forms but require further design detail and costs to complete fully.
- Site has been cleared and is ready for development.

3.15 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.

Community Hub

3.16 A report was received by Executive on the 25th July setting out a new design for the Town Hall Hub which now does not include the Library. A further report is on today's agenda setting out the new design and timescales. There will be a write off of design

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works that have been expended in relation to the library as this is not able to be capitalised. With the new design it is expected that costs will be reduced in the final design.

3.17 The outturn spend at Quarter 1 is £1.280m against a capital budget totalling £20.507m and is detailed in Appendix A. It should be noted that as per the budget decision carry forwards of £7.770m will be rolled forward from 2023/24 into 2024/25 to take account of slippage from 2023/24.

Earmarked Reserves

3.18 The position as reported to Council in April 2024 as per the 2024/25 – 2026/27 Medium Term Financial Plan (MTFP) is shown in **Appendix B**. This has been adjusted for the actual 2023/24 Outturn position, which was only estimated based on Q3 monitoring information at the time of the MTFP. As part of the MTFP all reserves were thoroughly reviewed for their requirement and additional reserves set up for inflationary pressures such as utility increases. At the 30th June 2024, the Council holds £5.242m of Earmarked Reserves.

Housing Revenue Account

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

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

<u>HOUSING REVENUE ACCOUNT (HRA)</u>								
<u>REVENUE 2024/25 PROVISIONAL</u>								
<u>OUTTURN</u>			2024/25	2024/25	2024/25	2024/25	2024/25	
		2024/25	Full	Budget	Actual	Variance	2024/25	
		Budget	Year	Apr -	Apr -	Apr -	Projected	
		£'000	£'000	Jun	Jun	Jun	Outturn	
				£'000	£'000	£'000	£'000	
							2024/25	
							Projected	
							Variance	
							£'000	
<u>INCOME</u>								
Dwelling Rents	DR	-27,443		-6,861	-7,955	-1,095	-27,449	-6
Non-Dwelling Rents	NDR	-613		-153	-400	-247	-613	0
Tenants' Charges for Services & Facilities	CSF	-617		-154	-303	-149	-617	0
Contributions towards Expenditure	CTE	-125		-31	4	35	-125	0
Total Income		-28,798		-7,199	-8,655	-1,455	-28,803	-6

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EXPENDITURE

Repairs & Maintenance	R&M	6,992	1,748	1,680	-67	7,303	311
Supervision & Management	S&M	8,877	2,219	826	-1,393	8,631	-246
Rent, Rates, Taxes & Other Charges	RRT	576	144	96	-48	541	-35
Provision for Bad Debts	BDP	576	144	0	-144	576	0
Depreciation & Impairment of Fixed Assets	DEP	6,487	1,622	0	-1,622	6,487	0
Interest Payable & Debt Management Costs	INT	4,179	1,045	-17	-1,062	4,179	0
Total Expenditure		27,687	6,922	2,586	-4,336	27,717	30
Net cost of Services		-1,111	-278	-6,069	-5,791	-1,087	24
Net Operating Expenditure		-1,111	-278	-6,069	-5,791	-1,087	24
Interest Receivable	IR	0	-234	-58	0	58	-234
Revenue Contribution to Capital Outlay	RCCO	0	0	0	0	0	0
Planned use of Balances	UB	0	0	0	0	0	0
Transfer to Earmarked Reserves	TER	1,344	336	0	-336	1,320	-24
Surplus/Deficit on Services		0	0	-6,069	-6,069	0	0

In HRA Capital:

HRA Capital Provisional Outturn 2024-25 Q1							
Project	Project Description	2024/25 Full Year Budget £	2024/25 Budget to Date Apr - June £	2024/25 Actuals + Comm Apr - June £	2024/25 Variance Apr - June £	2024/25 Projected Outturn £	2024/25 Projected Variance £
100050	Housing 1-4-1 p	3,000,000	750,000	6,926	-	743,074	3,000,000
100053	Asbestos General	100,000	25,000	97,740	72,740	100,000	0
100054	Structural Repairs	75,000	18,750	413,153	394,403	325,000	250,000
100055	Electrical Upgrade	100,000	25,000	68,818	43,818	200,000	100,000
100056	Boiler Replacement	750,000	187,500	267,642	80,142	650,000	-100,000
100058	Window Replacement	-	-	-	-	-	0
100059	Disabled Adaptations	500,000	125,000	296,852	171,852	650,000	150,000
100060	Environmental Enhancement	250,000	62,500	42,331	-	20,169	150,000
100062	Stock Condition Survey	150,000	37,500	108,647	71,147	125,000	-25,000
100063	Housing Management System	-	-	109,162	109,162	-	0
100066	Capitalised Salaries	500,000	125,000	-	-	125,000	730,000
100067	Door Entry/CCTV	100,000	25,000	90,924	65,924	250,000	150,000
100068	HRA Hard Wire S	300,000	75,000	79,839	4,839	150,000	-150,000
100074	Balcony Replacement	300,000	75,000	297,448	222,448	300,000	0
100083	HRA Compartmentation	500,000	125,000	917,167	792,167	500,000	0
100084	Major Voids Works	500,000	125,000	670,554	545,554	750,000	250,000
100098	HRA-Energy Efficiency	750,000	187,500	1,027,363	839,863	1,000,000	250,000

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Project	Project Description	2024/25 Full Year Budget £	2024/25 Budget to Date Apr - June £	2024/25 Actuals + Comm Apr - June £	2024/25 Variance Apr - June £	2024/25 Projected Outturn £	2024/25 Projected Variance £
100115	HRA Stock Remodelling	100,000	25,000	20,123	- 4,877	275,000	175,000
100116	HRA Estates Garages	400,000	100,000	-	- 100,000	200,000	-200,000
110001	Internal Refurbishment	2,500,000	625,000	1,419,545	794,545	2,500,000	0
110003	High Trees Project	400,000	100,000	1,126,013	1,026,013	650,000	250,000
110004	Disrepair Cases	50,000	12,500	113,210	100,710	75,000	25,000
110005	External Refurbishment	500,000	125,000	619,229	494,229	650,000	150,000
110042	Lift Replacement					200,000	200,000
		11,825,000	2,956,250	7,792,686	4,836,436	13,430,000	1,605,000

3.20 Across the HRA Capital Investment Programme several issues have arisen that require variances to a number of the budget lines for the following reasons.

Structural Repairs – These occur on a reactive basis and as such budget estimating can be difficult, in the current year we have identified properties that require substantial works to remedy these.

Electrical Upgrades – As part of tackling Damp and Mould in our properties we are now installing humidistat fans in both the kitchen and bathroom in void properties to improve ventilation across our housing stock. Through 2024/25 the next cycle of communal electrical testing is to be undertaken and based on the age profile and condition of installations it is anticipated that there will need to be a replacement of systems.

Disabled Adaptations - The budget allows for the newly arising works which are primarily level access showers and ramps however on a rare occasion the only solution, to provide the facilities, identified by the Occupational Therapist, is to build an extension. In the current year two properties have been identified that need to provide families with the additional space to accommodate the adaptation measures required.

Capitalised Salaries – A review has been undertaken of staffing and the apportionment to capital and revenue costs which has led to this increase.

Door Entry/CCTV - Additional blocks of flats have been identified to undertake upgrades to access systems to improve security for tenants and to protect our assets.

Major Voids – A Major Void is where two or more elements (e.g. a Kitchen and Bathroom) need replacing. Whilst the number of voids is unpredictable, as well as the scope of works required, the last two financial years the demands on this budget have resulted in the need to increase this budget.

Energy Efficiency - Through 2023/24 the project, partially funded by Social Housing Decarbonisation Funding (SHDF), was mobilised however there were large underspends

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which have led to pressures in this financial year to deliver these works to improve the energy efficiency of some of our worst performing properties.

Remodelling – Works have been identified to properties to provide larger family housing with elements of adaptations also included.

High Trees Project – The increase in budget is to accommodate a reprofiling of works to complete the next phase of the project.

Disrepair Cases – We have experienced increased levels of Disrepair Cases over the last two financial years which has now resulted on a pressure to carry out corrective works to affected properties.

External Refurbishment - Additional properties have been identified that require roofing works, replacement doors and windows.

Lift Replacement - Having in 23/4 taken responsibility for the lifts in the Housing Stock, the age profile, 30+ years old, of the lifts together with limited parts availability and reliability issues has led to the need to create a programme of replacement of lifts over this and forthcoming financial years.

Additional Requirements

- 3.21 As part of the Capital Programme there is a programme for improving Arrow Country Park Visitor Centre. £350k is in the programme for this year and £100k for next year. Bringing forward the £100k and allowing all works to be completed in the 'quieter' period will allow Rubicon to maximise its income next spring/summer for Food and Beverage and also allow a full season from Apr-Oct for the water activities. This will both increase income but also increase the opportunities at AVVC and engage with greater numbers of our communities.

Balance Sheet Monitoring Position

- 3.22 There has been the request from Audit Committee that the Council include Balance Sheet Monitoring as part of this report. The following indicators

Part of this initial balance sheet reporting is the Q1 Treasury Report which is attached as **Appendix C**. This report sets out the Councils debt and borrowing position for Q1 2024/5. Included in this is how the Council is using its working capital as well as measurement of the Councils Prudential Indicators. It should be noted that one indicator is not compliant. This was a short term loan between Redditch and Bromsgrove undertaken at year end which was repaid at the start of quarter 2 2024/5.

Procurement Pipeline

- 3.23 The Procurement pipeline is shown in **Appendix D**. The Council's Procurement Pipeline includes details of contracts expected to be reprocured and new procurement projects expected to be undertaken in the future. Those happening in the next 12 months will need to be within the next 12 Months and over £200k will need to be put on the forward Plan. The pipeline will be refreshed quarterly.
- There are 14 contracts between the old threshold of £50k and the new threshold of £200k.
 - There are 14 contracts that are over the key decision threshold of £200k
 - There are 13 contracts procured by Bromsgrove on behalf of Redditch. These all relate to ICT.

Performance

- 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. This is Quarter 1 of a new financial year, and as this year moves forward these indicators will link to business plans and the requirements of the new Executive Member for Performance. The indicators are set out in **Appendix E**.
- 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)
- These measures are the same as what was reported in the 2023/4 financial year.

4. Legal Implications

- 4.1 No Legal implications have been identified.

5. Strategic Purpose Implications

Relevant Strategic Purpose

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

Climate Change Implications

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

6. Other Implications

Customer / Equalities and Diversity Implications

6.1 None as a direct result of this report.

Operational Implications

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

7. RISK MANAGEMENT

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

8. APPENDENCES

Appendix A – Capital Outturn
Appendix B – Reserves Position
Appendix C – Treasury Management Q1 Report
Appendix D – Procurement Pipeline
Appendix E – Performance Indicators

AUTHOR OF REPORT

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Appendix A - Capital Outturn

Description	Approved budget date	Original approved Budget £	duration (years)	Department	23/24 Spend £	c/f	2024/25 Total £	2024/25 Spend £
Large Schemes								
Towns Fund		17,587,000						
- Innovation Centre		8,000,000		Planning, Regeneration & Leisure Services	0	2,500,000	4,000,000	
- Library		4,200,000		Planning, Regeneration & Leisure Services	611,449	1,388,551	1,700,000	46,824
- Public Realm		3,000,000		Planning, Regeneration & Leisure Services	18,574	1,481,426	1,000,000	20
Town Hall Redevelopment		5,200,000		Legal, Democratic and Property Services	596,960	403,040	5,100,000	193,349
UK Shared Prosperity Fund		2,522,050						
- Capital Element				Planning, Regeneration & Leisure Services	32,500	0		
- Revenue Element				Planning, Regeneration & Leisure Services	0	0		
- Remainder (to be allocated)				Planning, Regeneration & Leisure Services	0	607,294	1,591,109	
Schemes Agreed to Continue in Tranche 1								
Car Park Maintenance				Environmental Services	34,228	115,772	150,000	189,395
Footpaths					66,444	8,556	75,000	
Disabled Facilities Grant	21/22	839,000	4	Community & Housing GF Services	796,216	42,784	839,000	187,878
Energy & Efficiency Installs.	21/22	110,000	1	Community & Housing GF Services	10,350	44,650	55,000	
GF Asbestos	2020/21	40,000	3	Finance & Customer Services	763	-763	38,000	
Improvements at Business Centres				Planning, Regeneration & Leisure Services	18,916	-18,916	0	
Morton Stanley Play, Sport and Open Space Improvements (General)				Planning, Regeneration & Leisure Services	4,579	-4,579	8,000	
New Finance Enterprise	2019/20	455,000	1	Finance & Customer Services	7,668	-7,668	0	251,982
Public Building	2019/20	250,000	4	Finance & Customer Services	224,097	25,903	250,000	40,755

Description	Approved budget date	Original approved Budget £	duration (years)	Department	23/24 Spend £	c/f	2024/25 Total £	2024/25 Spend £
Fleet Replacement new line	New				16,750	826,250	2,663,000	81,092
Removal of 5 weirs through Arrow Valley Park			0	Planning, Regeneration & Leisure Services	0	414,000	0	
Sports Contributions to support improvements to Outdoor facilities at Terry			0	Planning, Regeneration & Leisure Services	0	0	3,000	
Wheelie Bin purchase			0	Environmental Services	42,079	57,921	100,000	24,090
New Digital Service	2020/21	86,450	0	Community & Housing GF Services	145,037	-94,535	0	101,895
Environmental Services Computer System	2020/21	38,200	1	Environmental Services	26,248	-26,248	0	98,179
Café and Infrastructure Morton Stanley Park	2020/21	100,000	1	Planning, Regeneration & Leisure Services	0	0	0	
Green Lane Studley					20,358	-20,358		63,176
Salix	20/21	250,000	1	Legal, Democratic and Property Services	0	0	0	
Greener Homes	20/21	150,000	2	Community & Housing GF Services	156,026	-156,026	0	
HMO Grants	21/22	25,000	4	Community & Housing GF Services	13,500	11,500	25,000	
Home Repairs Assistance	21/22	40,000	4	Community & Housing GF Services	0	40,000	40,000	
Improvement to original Pump Track at AVCP				Planning, Regeneration & Leisure Services	86,092	-86,092	60,606	1,451

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Description	Approved budget date	Original approved Budget £	duration (years)	Department	23/24 Spend £	c/f	2024/25 Total £	2024/25 Spend £
Replacing 3 fuel pumps and upgrading tank monitoring equipment				Environmental Services	0	25,000	0	
Cisco Network Update	22/23		3	Business Transformation and Organisational Development	0	5,463	0	
Server Replacement Est(Exact known Q2 2022)	22/24		4	Business Transformation and Organisational Development	93,201	-91,201	177,500	
Laptop Refresh	22/25		4	Business Transformation and Organisational Development	11,542	13,458	150,000	425
Ipsley Church Lane Cemetary	22/23	195,000	1	Environmental Services	2,037	122,963	0	
Provide the Crossgate Depot site with a new and Compliant Deisel Fuel	22/23	56,000	1	Environmental Services	0	56,000		
Play Area Changes - Pre Audit					0	227,000	155,000	
Movement of ICT Cyber Capital Works Forward					0	50,000	-50,000	
Forge Mill and Bordelsey Open Space Improvements	22/23	18,684	1	Planning, Regeneration & Leisure Services	38	-38	3,000	
MUGA at Greenlands Sports Pitches. 2018/169/FUL Land	22/23	137,649	1	Planning, Regeneration & Leisure Services	115,571	-115,571	21,000	
Play area (£34,583.39), Open space (£12,001.36) and Sport (£8,516) improvements at Mayfields Park. 11/019/FUL	22/23	55,101	1	Planning, Regeneration & Leisure Services	550	-550	0	
Improvement to Sports Pitches infrastructure in Morton Stanley Park				Planning, Regeneration & Leisure Services	21,320	-21,320	25,000	

Description	Approved budget date	Original approved Budget £	duration (years)	Department	23/24 Spend £	c/f	2024/25 Total £	2024/25 Spend £
Fire compartmentation works in Corporate buildings	22/23	100,000	1	Legal, Democratic and Property Services	28,248	71,752	0	
Total		218,000			3,201,341	7,770,418	20,507,674	1,280,511

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Appendix B - Earmarked Reserves

	Balance at 31/3/22	Transfers In 2022/23	Transfers out 2022/23	Re-baseline 2022/23	Balance at 31/3/23	Transfers in 2023/24	Transfers out 2023/24	Proposed Movements	Balance at 31/3/24	Transfers in 2024/25	Transfers out 2024/25	Balance at 31/3/25	Transfers in 2025/26	Transfers out 2025/26	Balance at 31/3/26
General Fund	3,589		(967)	1,584	4,206	200	(694)		3,712	1,245	0	4,957	97	0	5,054
General Fund Earmarked Reserves:															
Business Rate grants	0				0				0			0			0
Business Rates Retention Scheme	2,832			(1,500)	1,332	(200)			1,132			1,132			1,132
Support for Commercialism	0				0				0			0			0
Community Development	74				74				74			74			74
Community Safety	232	188			420				420			420			420
Corporate Services	149		(150)		(1)				(1)			(1)			(1)
Customer Services	93			(93)	0				0			0			0
Economic Growth	330				330				330			330			330
Electoral Services	49				49				49			49			49
Environmental Vehicles	29				29		(15)		14		(14)	0			0
Equalities	0				0				0			0			0
Equipment replacement	25			(25)	0				0			0			0
Financial Services	87				87				87			87			87
General Risk reserve	45			(45)	0				0			0			0
Housing Benefit Implementation	270			(130)	140				140			140			140
Housing Support	978				978				978			978			978
Land Charges	9				9				9			9			9
Land Drainage	129				129				129			129			129
Leisure	0				0				0			0			0
Mercury Emissions	0				0				0			0			0
Parks & Open spaces	8				8				8			8			8
Planning Services	516				516				516			516			516
Public Donations - Shop mobility	0				0				0			0			0
Sports Development	9				9				9			9			9
Town Centre	7				7				7			7			7
Warmer Homes	16				16				16			16			16
Transformational Growth	100				100				100			100			100
Pensions	200			(200)	0				0			0			0
Regeneration Income	85				85				85			85			85
Utilities Reserve				1,710	1,710		(570)		1,140	(1,140)		0			0
Covid-19 (General)	941			(941)	0				0			0			0
Covid-19 Sales Fees and Charges	100			(100)	0				0			0			0
Covid-19 (Collection Fund)	2,955		(1,478)		1,478		(1,478)		0			0			0
Total General Fund	10,268	188	(1,628)	(1,324)	7,504	(200)	(2,063)		5,242	(1,140)	(14)	4,088	0	0	4,088

Appendix C - Treasury Management Q1 Report

1. SUMMARY

The purpose of this report is to set out a quarterly update on the Council's Capital and Treasury Management Strategies, including all prudential indicators.

2. RECOMMENDATIONS

Executive are asked to:

- **Note the Council's Treasury performance for Q1 of the financial year 24/25.**
- **Note the position in relation to the Council's Prudential indicators.**

3. BACKGROUND

Introduction

- 3.1 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.
- 3.2 This quarterly report provides an additional update and includes the requirement in the 2021 Code of quarterly reporting of the treasury management prudential indicators. The non-treasury prudential indicators are incorporated in the Authority's normal quarterly revenue report.

External Context

- 3.3 **Economic background:** UK headline consumer price inflation (CPI) continued to decline over the quarter, falling from an annual rate of 3.2% in March to 2.0% in May, in line with the Bank of England's target. The core measure of inflation, however, only declined from 4.2% to 3.5% over the same period, which, together with stubbornly services price inflation at 5.7% in May, helped contribute to the BoE maintaining Bank Rate at 5.25% during the period, a level unchanged since August 2023.
- 3.4 Data released during the period showed that showed the UK economy had emerged from the technical recession at the end of 2023 to expand by 0.7% (upwardly revised from the initial estimate of 0.6%) in the first quarter of the calendar year. Monthly GDP data showed zero growth in April following an expansion of 0.4% in the previous month.

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- 3.5 Labour market data continued to provide mixed messages for policymakers, exacerbated by issues the Office for National Statistics is having compiling the labour force survey. In the three months between February and April 2024, unemployment was up, employment fell, while the decline in vacancies slowed and wage growth remained elevated. Unemployment rose to 4.4% (3mth/year) while average regular earnings (excluding bonuses) was 6.0% and total earnings (including bonuses) was 5.9%. Adjusting for inflation, real regular pay rose by 2.3% and total pay by 2.2%. Given how keenly the 'second-round' impact of inflation on wages is watched by the BoE, policymakers will likely want to see more downward movement before cutting interest rates.
- 3.6 Having started the financial year at 5.25%, the Bank of England's Monetary Policy Committee (MPC) maintained Bank Rate at this level throughout the quarter. In line with expectations, at its June meeting, the Committee voted by a majority of 7-2 in favour of maintaining the status quo. The two dissenters preferred an immediate 0.25% reduction in Bank Rate to 5.0%. This continued dovish tilt by the Committee increased financial market expectations that the first cut in Bank Rate will likely be in August.
- 3.7 Earlier in May, in addition to an identical MPC rate decision and voting pattern, the Bank published the latest version of its Monetary Policy Report (MPR). Within the Report, the Committee noted that it expected four-quarter GDP growth to increase over the forecast period, reflecting the declining negative effects of past Bank Rate increases and the predicted downward path of interest rates which should provide support to economic activity. The trajectory of inflation was broadly similar to that in the previous MPR, albeit slightly lower towards the end of the forecast horizon due to the Committee's revised assessment of falling external inflationary pressures from past import price increases. This meant the Committee expected headline inflation to hit the 2% target two quarters sooner than in the February MPR. As was highlighted earlier, inflation data published in June showed that CPI inflation fell to the 2% target in May.
- 3.8 Arlingclose, the authority's treasury adviser, maintained its central view that 5.25% is the peak in Bank Rate and that interest rates will most likely be cut later in Q2 2024. The risks over the medium term are deemed to be to the upside as while inflation has fallen to target, it is expected to pick up again later in the year and as services price inflation and wage growth are still on the firmer side, the MPC could well delay before delivering the first rate cut.
- 3.9 The US Federal Reserve also maintained interest rates over the period, holding the Fed Funds Rate at 5.25%-5.50% for the seventh consecutive month in June, as was expected. US policymakers have maintained a relatively dovish stance throughout the period but have steadily reduced their predictions around the pace and timing of rate cuts in the face of higher inflation and firmer economic growth. At the meeting, economic projections pointed to one rate cut in calendar 2024 and four in 2025.

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- 3.10 The European Central Bank cut rates in June, reducing its main refinancing rate from 4.50% to 4.25%. Inflation in the region fell to 2.5% in May, having increased in the previous month, but since February has been fairly sticky at between 2.4% and 2.6%. Economic growth in the region has picked up but remains weak, and with inflation above the ECB's target this continues put pressure on policymakers on how to balance these factors when setting monetary policy.
- 3.11 **Financial markets:** Sentiment in financial markets showed signs of improvement over the quarter, but bond yields remained volatile. Early in the period yields climbed steadily, but mixed signals from economic data and investors' constant reassessment of when rate cuts might come caused a couple of fairly pronounced but short lived dips in yields. Towards the end of the quarter yields rose once again and were generally higher than at the start of the period.
- 3.12 Over the quarter, the 10-year UK benchmark gilt yield started at 3.94% and ended at 4.18% having reached 4.41% in May. While the 20-year gilt started at 4.40%, hit 4.82% in May, before ending the period at 4.61%. The Sterling Overnight Rate (SONIA) averaged 5.20% over the quarter to 30th June.
- 3.13 **Credit review:** Arlingclose maintained its advised recommended maximum unsecured duration limit on all banks on its counterparty list at 100 days.
- 3.14 During the quarter, Fitch revised its outlook on Transport for London (TfL) to stable from negative while S&P upgraded its long-term rating for TfL to AA- from A+, in line with its rating of the UK sovereign.
- 3.15 Fitch also upgraded the long-term ratings for the main four Australian banks – Australia & New Zealand Banking Group, Commonwealth Bank of Australia, National Australia Bank and Westpac.
- 3.16 Having placed Warrington Borough Council on review for a downgrade in March, Moody's subsequently withdrew its ratings for the council in June.
- 3.17 Credit default swap prices started and ended the quarter at broadly similar levels in the UK as they did for the European, Singaporean and Australian lenders on Arlingclose's counterparty list, while Canadian banks generally trended modestly downwards.
- 3.18 Financial market volatility is expected to remain a feature, at least in the near term and, credit default swap levels will be monitored for signs of ongoing credit stress. As ever, the institutions and durations on the Authority's counterparty list recommended by Arlingclose remain under constant review.

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Local Context

- 3.19 On 31st March 2024, the Authority had net borrowing of £95.43m arising from its revenue and capital income and expenditure. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while balance sheet resources are the underlying resources available for investment. These factors are summarised in Table 1 below.

Table 1: Balance Sheet Summary

	31.3.24	31.3.25
	Actual	Forecast
	£m	£m
General Fund CFR	22.47	28.21
Council Housing (HRA) CFR	122.2	123.39
Total CFR	144.67	151.6
External borrowing**	103.93	113.22
Internal borrowing	40.74	38.38
Less: Balance sheet resources	-23.9	-23.9
Net borrowing	16.84	14.48

* 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

- 3.20 The treasury management position at 30th June and the change over the quarter is shown in Table 2 below.

Table 2: Treasury Management Summary

	31.3.24	Movement	30.6.24	30.6.24
	Balance	£m	Balance	Rate
	£m		£m	%
Long-term borrowing	103.93	0	103.93	
Short-term borrowing	0	0	0	3.59
Total borrowing	103.93	0	103.93	
Short-term investments	9.0	-0.5	8.5	5.19
Cash and cash equivalents				

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Total investments	9.0	-0.5	8.5	
Net borrowing	94.93	-0.5	95.43	

Borrowing Strategy and Activity

- 3.21 As outlined in the treasury strategy, the Authority's chief objective when borrowing has been to strike an appropriately 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. At the present time short term interest rates are higher than long term interest rates.
- 3.22 Policy interest rates have risen substantially since 2021 although they have largely plateaued over the last year. Over the last quarter gilt yields have risen slightly overall, having had a number of peaks and troughs. There has been downward pressure from lower inflation figures, but also upward pressure from unexpectedly positive economic data. Data from the US continues to impact global markets including UK gilt yields.
- 3.23 The PWLB certainty rate for 10-year maturity loans was 4.80% at the beginning of the quarter and 4.96% percent at the end. The lowest available 10-year maturity rate during the quarter was 4.80% and the highest was 5.18%. Rates for 20-year maturity loans ranged from 5.24% to 5.57% during the quarter, and 50-year maturity loans from 5.06% to 5.40%.
- 3.24 Whilst the cost of short-term borrowing from other local authorities spiked to around 7% in late March 2024, primarily due a dearth of LA-LA lending/borrowing activity during the month, as expected shorter-term rates reverted to a more normal range and were generally around 5.25% through the quarter.
- 3.25 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 no new plans to borrow to invest primarily for financial return.
- 3.26 **Loans Portfolio:** At 30th June the Authority held £103.929m of loans, as part of its strategy for funding previous and current years' capital programmes. Outstanding loans on 30th June 2024 are summarised in Table 3 below.

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Table 3: Borrowing Position

	31.3.24 Balance £m	Net Movement £m	30.6.24 Balance £m
Public Works Loan Board	98.929	0	98.929
Banks (LOBO)			
Banks (fixed-term)	5	0	5
Local authorities (long-term)			
Local authorities (short-term)			
Total borrowing	103.929	0	103.929

Treasury Investment Activity

- 3.27 The CIPFA Treasury Management in the Public Services Code of Practice and Cross-Sectoral Guidance Notes (revised in 2021) defines treasury management investments as investments that arise from the organisation'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.
- 3.28 The Authority does not hold any invested funds, representing income received in advance of expenditure plus balances and reserves held. During the period, the Authority's investment balances ranged between £0.6 and £9.0 million due to timing differences between income and expenditure. The investment position is shown in table 4 below.

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Table 4: Treasury Investment Position

	31.3.24 Balance £m	Net Movement £m	31.6.24 Balance £m	31.6.24 Income Return %	31.6.24 Weighted Average Maturity days
Banks & building societies (unsecured)					
Banks & building societies (secured deposits)					
Covered bonds (secured)					
Government	0	6	6	5.45%	6
Local authorities and other govt entities	7.5	-1.5	6.0	5.51%	90
Corporate bonds and loans					
Money Market Funds	1.5	-1.0	0.5		
Total investments	9	3.5	12.5		

3.29 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.

3.30 As demonstrated by the liability benchmark in this report, the Authority expects to be a long-term investor and treasury investments therefore include both short-term low risk instruments to manage day-to-day cash flows and longer-term instruments where limited additional risk is accepted in return for higher investment income to support local public services.

3.31 Bank Rate remained at 5.25% through the quarter with short term interest rates largely being around this level. The rates on DMADF deposits have been constant at 5.19%.

Non-Treasury Investments

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- 3.32 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).
- 3.33 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.

Treasury Performance

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

Table 5: Performance

	Actual £m	Budget £m	Over/ under	Actual %	Benchmark %	Over/ under
Total borrowing	103.929	175.00	71.07			
PFI and Finance leases	0	1.5	1.5			
Total debt	103.929	176.50	72.57			
Total treasury investments	12.50	20	7.50			

MRP Regulations

- 3.35 On 10th April 2024 amended legislation and revised statutory guidance were published on Minimum Revenue Provision (MRP). The majority of the changes take effect from the 2025/26 financial year, although there is a requirement that for capital loans given on or after 7th May 2024 sufficient MRP must be charged so that the outstanding Capital Financing Requirement (CFR) in respect of the loan is no higher than the principal outstanding less the Expected Credit Loss (ECL) charge for that loan.

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- 3.36 The regulations also require that local authorities cannot exclude any amount of their CFR from their MRP calculation unless by an exception set out in law. Capital receipts cannot be used to directly replace, in whole or part, the prudent charge to revenue for MRP (there are specific exceptions for capital loans and leased assets).

Compliance

- 3.37 The Director of Resources and Section 151 officer 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

	2024/25 Maximum	30.6.24 Actual	2024/25 Limit	Complied? Yes/No
Any single organisation, except the UK Government	£4m each	£6.5m	£4m	No
UK Central Government	Unlimited	£6.0m	Unlimited	Yes
Unsecured investments with banks and building societies	£2.5m in total			
Loans to unrated corporates	£1m in total			
Money Market Funds	£20m in total			
Foreign countries	£5m per country			
Real Estate Investment Trusts	£2.5m in total			

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

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Table 7: Debt and the Authorised Limit and Operational Boundary

	Q1 2024/25 Maximum	30.6.24 Actual	2024/25 Operational Boundary	2024/25 Authorised Limit	Complied? Yes/No
Borrowing	175.00	103.93	175.00	185.00	Yes
PFI and Finance Leases	1.50	0	1.50	1.50	Yes
Total debt	176.50	103.93	176.50	186.50	

3.39 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

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

Liability Benchmark

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

	31.3.24 Actual	31.3.25 Forecast	31.3.26 Forecast	31.3.27 Forecast

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Loans CFR	144.67	151.6	153.79	157.7
Less: Balance sheet resources	-23.9	-23.9	-22.9	-22.9
Net loans requirement	120.77	127.7	130.89	134.8
Plus: Liquidity allowance	0.2	0.2	0.2	0.2
Liability benchmark	120.97	127.90	131.09	135.00
Existing borrowing	103.93	113.22	116.87	117.58

3.42 Following on from the medium-term forecast above, the long-term liability benchmark assumes capital expenditure funded by borrowing of £118m, minimum revenue provision on new capital expenditure based on a 40 year asset life and income, expenditure and reserves all increasing by inflation of 2% p.a. This is shown in the chart below together with the maturity profile of the Authority's existing borrowing.

Maturity Structure of Borrowing

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

	Upper Limit	Lower Limit	30.6.24 Actual	Complied?
Under 12 months	50%	0%	0%	Yes
12 months and within 24 months	50%	0%	0%	Yes
24 months and within 5 years	50%	0%	0%	Yes
5 years and within 10 years	50%	0%	0%	Yes
10 years and above	100%	0%	0%	Yes

3.44 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.

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Long-term Treasury Management Investments

- 3.45 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:

	2024/25	2025/26	2026/27	No fixed date
Limit on principal invested beyond year end	£1.5m	£1.0m	£0.5m	£0.5m
Actual principal invested beyond year end	Nil	Nil	Nil	Nil
Complied?	Yes	Yes	Yes	Yes

- 3.46 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:

- 3.47 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.

	2024/25 Target	30.6.24 Actual	Complied?
Portfolio average credit rating	A	UK Govt	Yes

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Liquidity:

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

	30.6.24 Actual	2024/25 Target	Complied?
Total cash available within 3 months	Nil	Nil	Yes
Total sum borrowed in past 3 months without prior notice	Nil	Nil	Yes

Interest Rate Exposures:

- 3.49 This indicator is set to control the Authority's exposure to interest rate risk.

Interest rate risk indicator	2024/25 Target	30.6.24 Actual	Complied?
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	500,000	0	Yes
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	500,000	0	Yes

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

	<u>01/04/24</u>	<u>30/06/24</u>
Bank Rate	5.25%	5.25%
1-year PWLB certainty rate, maturity loans	5.39%	5.37%
5-year PWLB certainty rate, maturity loans	4.72%	4.89%
10-year PWLB certainty rate, maturity loans	4.80%	4.96%
20-year PWLB certainty rate, maturity loans	5.24%	5.37%
50-year PWLB certainty rate, maturity loans	5.07%	5.18%

- 3.51 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.

4. IMPLICATIONS

Legal Implications

- 4.1 A number of statutes governing the provision of services covered by this report contain express powers or duties to charge for services. Where an express power to charge does not exist the Council has the power under Section 111 of the Local Government Act 1972 to charge where the activity is incidental or conducive to or calculated to facilitate the Councils statutory function.

Service / Operational Implications

- 4.2 Monitoring is undertaken to ensure that income targets are achieved, with Treasury Management activities taking place on a daily basis.

Customer / Equalities and Diversity Implications

- 4.3 The only impact of treasury transactions is in respect of ethical investment linked to the Councils investment counterparties. Presently the Council has a limited counterparty list based on financial risk to the Authority.

5. RISK MANAGEMENT

- 5.1 There is always significant risk in relation to treasury transactions, this is why Councils appoint Treasury advisors, which in the case of Redditch is Arlingclose. In addition, there is the requirement in this area to provide an Annual Strategy report containing indicators/limits that must be met, a quarterly update and closure report all of which must be reported to full Council.

6. APPENDICES

None

7. BACKGROUND PAPERS

MTFP 2024/25 – February 2024 which contains this years Capital Strategy, Treasury Management Strategy and MRP Policy.

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Appendix D - Procurement Pipeline

Between £50k and £200k

Council	Contract Title	Contract Description	Department	Contract Commencement Date
£50,000 to £200,000				
Joint	Energy Advice	Provision of Energy Advice and Energy Efficiency Schemes in Bromsgrove District and Redditch Borough	Housing Strategy	TBC
Redditch	Lift Servicing, Repairs and Maintenance	Housing Property Services Lifts with financial approval will be replaced over the next 2 years and will need servicing, maintain and repair (callout cover) by the installer	HRA	05/08/2024
Redditch	Digital Transformers	Provision of digital manufacturing training for employees	UK Shared Prosperity Fund	01/09/2024
Redditch	Warden Call System St Davids House	Replacement of existing warden call system at St Davids Hse	HRA	07/10/2024
Redditch	New Cemetary	Design & Planning Fees	Environmental Services	
Redditch	Vehicle Hire	Vehicle Hire and Car Share RBC Via CCS RM6013	Environmental - Fleet	TBC
Redditch	Payment Processing	Online payment processing solutions	Finance	TBC
Redditch	Mould Surveys and Eradication	Mould Surveys and Eradication services	HRA	Aug-24
Redditch	Gutter and window cleaning	Gutter and window cleaning to supported living blocks	HRA	Oct-24
Redditch	Fencing and ground works	Genral borough wide services for fencing and ground works	HRA	Oct-24
Redditch	Laptop Refresh	Replacement of Laptops to Support latest security patches and Windows 11	ICT	Aug-24
Redditch	Fire Compartmentation Corporate Buildings	Survey and retification of fire compartmentation	Property Services	24-Aug
Redditch	Server Replacement	Replacement of Key Infrastructure devices to ensure Security and Support	ICT	01-Sep

Over £200k

Council	Contract Title	Contract Description	Department	Contract Commencement Date
Over £200,000				
Joint	Public Space CCTV Maintenance	The repair and Maintenance of Public Space CCTV schemes with Redditch Borough, Bromsgrove District and the associated Monitoring Centre equipment.	CCTV and Lifeline	11/30/2024
Joint	Corporate Building Electrical contract	Reactive , EICR and Project Electrical installation	Property Services	01/03/2025
Redditch	Cleaning and Property Clearance	For the periodic cleaning of communal areas and the clearance and cleaning of void properties	HRA	TBC
Redditch	Lift Installation and Refurbishment	Housing Property Services Lifts with financial approval will be replaced over the next 2 years	HRA	05/08/2024
Redditch	Fire Alarm and Emergency Lighting Servicing, Installation, Repairs and Maintenance	Fire alarm and Emergency lighting checks for HPS (council housing stock only)	HRA	02/09/2024
Redditch	Fire Precaution Works	To complete fire stopping works, replacement doors and other preventative measures	HRA	TBC
Redditch	Fire door sets and compartmentation	Fire door sets and compartmentation, new Regulations	HRA	01/08/2024
Redditch	Asbestos Management	The surveying and testing of materials to assess if they contain Asbestos together with removal services where required.	HRA	TBC
Redditch	Fleet Replacement	Fleet Replacement	Environmental Services	
Redditch	Replacement windows & doors	Supply & Install of Doors and Windows Via PFH Framework	HRA	TBC
Redditch	Plumbing Supplies	Plumbing & Heating Supplies for RBC via PFH Lot 1a	Environmental - Stores	TBC
Redditch	Microsoft Licenses	Licenses to use Microsoft Office	ICT	01/07/2025
Redditch	Voids Contractor	Voids Contract through Framework	HRA	TBC
Redditch	Asbestos Management, re-inspections and removals	Asbestos Management, re-inspections and removals	HRA	01/10/2024

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Bromsgrove Relating to Redditch

Council	Contract Title	Contract Description	Department	Contract Commencement Date
£50,000 to £200,000				
Bromsgrove	Cloud Storage	Acronis Cloud Storage via HTE Framework	ICT	06/06/2025
Bromsgrove	VMware License & Support	Virtual Server VMware License & Support	ICT	14/01/2025
Bromsgrove	Street Naming and Numbering	Street Naming and Numbering system VIA CCS RM1557 (StatMap)	ICT	31/05/2025
Bromsgrove	GIS System	Corporate GIS System	ICT	01/12/2024
Bromsgrove	Web Filter	Cisco Web Security XaaS Subscription via CCS	ICT	06/06/2026
Bromsgrove	Web security subscription (Ironport)	Cloud-based web security service subscription	ICT	06/07/2026
Bromsgrove	Telephone Maintenance	Maintenance and Support of Mitel Phone system	ICT	15/09/2024
Bromsgrove	Automation/Robotics	UiPath Licenses via HTE ComIT 2 (Complete IT Solutions) Framework	ICT	26/08/2025
Bromsgrove	Laptop Refresh	Replacement of Laptops to Support latest security patches and Windows 11	ICT	01/08/2024
Bromsgrove	Server Replacement	Replacement of Key Infrastructure devices to ensure Security and Support	ICT	01/09/2024
Bromsgrove	Idox Support & Maintenance	Support and Maintenance of the Idox Uniform Application	ICT	20/09/2027
Over £200,000				
Bromsgrove	Data Access Services	Data Access Services WAN supply	ICT	01/09/2026
Bromsgrove	Management and maintenance of data centre infrastructure	Management and maintenance of data centre infrastructure	ICT	TBC
Bromsgrove	Planning/GIS/Gazetteer	Supply of Idox Uniform via CCS RM3821 Lot 2b	ICT	19/09/2027

Appendix E - REDDITCH Strategic & Operational Performance Measures

Quarter 1, 2024/25

1. Introduction

We are committed to reviewing performance reporting and key measures; as this is part of continuous improvement to ensure accountability, transparency, and effectiveness in delivering services to the community.

By assessing performance and utilising benchmarking where appropriate, we can identify areas of improvement, make informed decisions, allocate resources efficiently, and ultimately enhance service delivery to meet the evolving needs of our constituents, therefore how we measure performance is essential.

There will be a full review of the Council Plan starting later in 2024; the plan will identify priorities and key deliverables, and these will be the foundation for the performance reporting.

2. Strategic Priorities and Performance Measures

The performance measures shown in the next section are structured around the previous priorities; the report will be restructured around the new Council Plan when adopted and will be reflected in future reports.

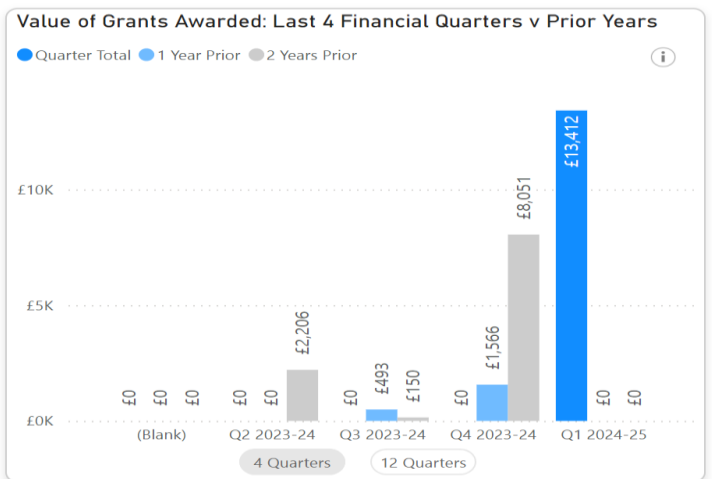
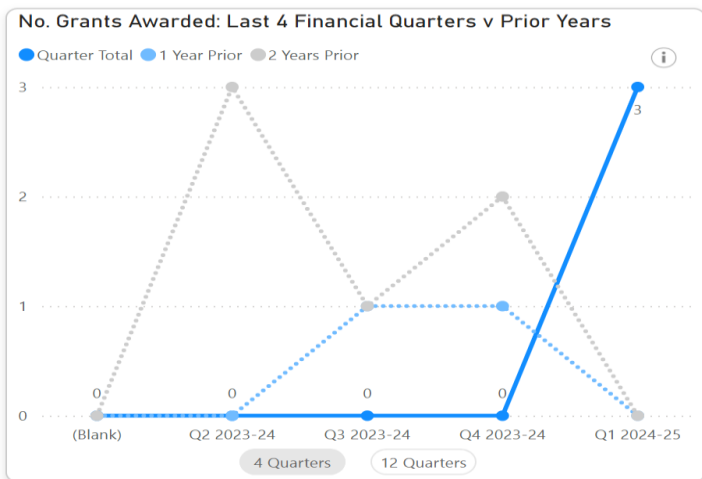
2.1 Economic Development and Regeneration

2.1.1 Supporting businesses to start and grow.

Performance measure:

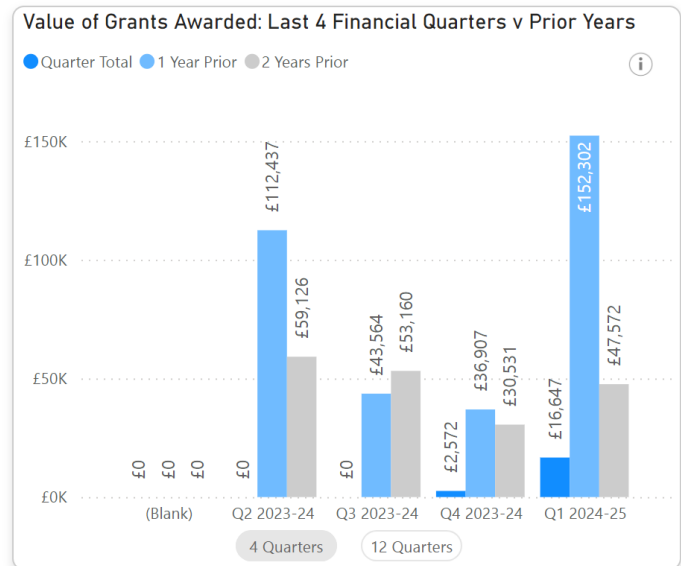
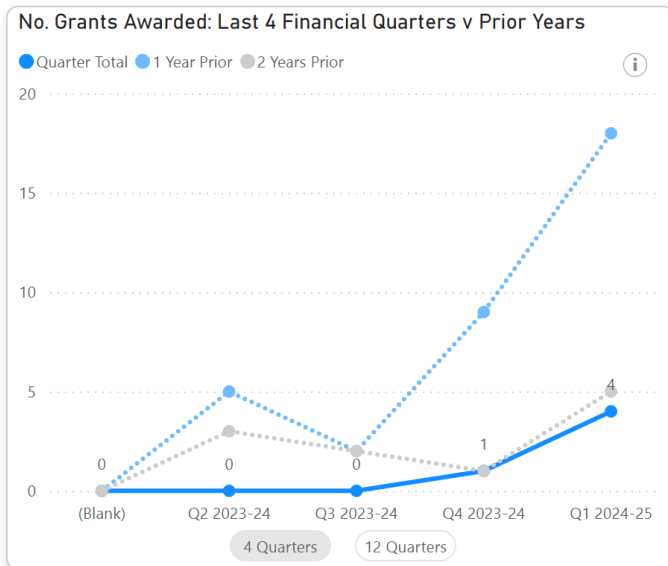
- Take-up of start-up business grants and creativity grants programme (up to 1 period lag)

Start-up grants



Update: Grants were awarded from the Town Centre Grant programme and the Enterprising Worcestershire programme this quarter. Grant recipients included a retailer, an equipment hire business and a manufacturer. All of the businesses supported are in their first 3 years of trading.

Grants to Established Businesses



Update: This quarter, grants were awarded from the Town Centre Grant programme, the Net Zero Worcestershire Grant programme and Betaden. Businesses benefiting include a physical health business, a retailer and manufacturers.

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.**

DMIC - RIBA stage 3 progressing towards a planning submission date of the 6th September.

Library - Original scoped project not progressing. Council reviewing option to reallocate the associated funding.

Performance measure

- **% of empty shops**

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Redditch Annual Monitoring (empty shops)

Annual monitoring for this measure will be carried out again early Autumn 2024 and there has been no update since January.

Vacancy rates are a good indicator for monitoring the health of town centres. At the time of the survey, there were 58 vacant units within the Redditch Town Centre boundary. This equates to 16% of the total units surveyed.

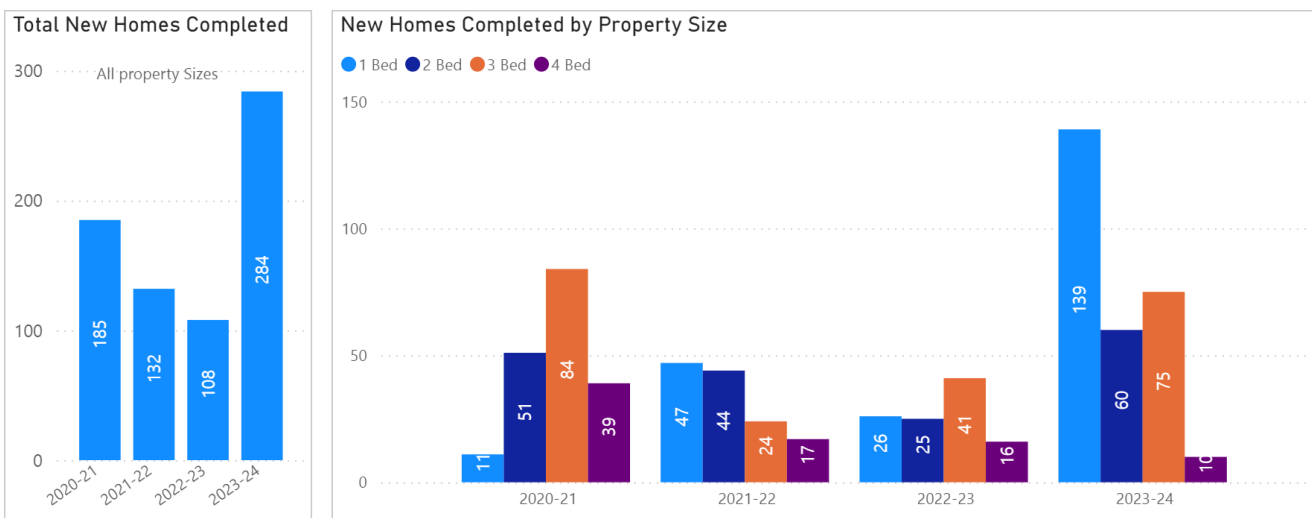
Redditch Town Centre	2022	2023
Commercial Units	353	351
Vacant Units	44	58
Vacancy Rate	12.46	16.52

*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

Performance measure

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



Update: total number of homes built in 2023/24:

- Total Homes Built (including affordable) - 284 (net)
- Total affordable homes built - 110 (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 or sub-division. 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.

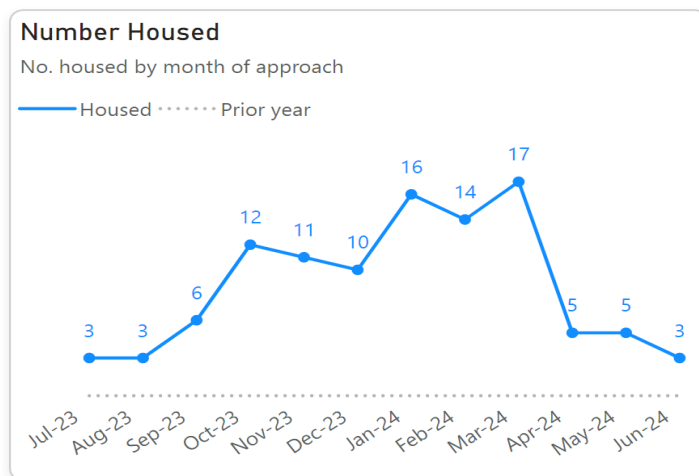
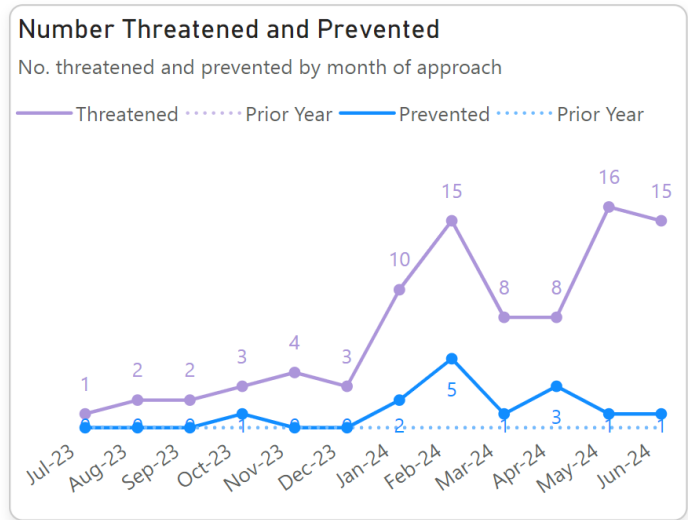
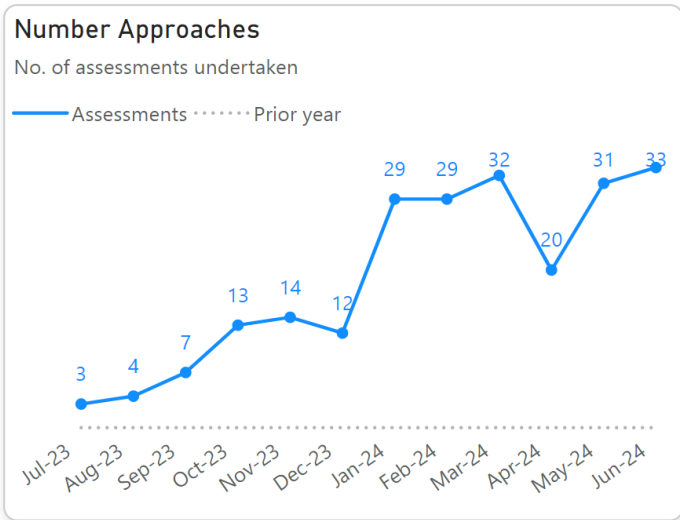
Performance measure

- Number of new council houses (HRA) projected.

Update: A 'buy-back' programme is being undertaken to purchase 12 properties to be added to the HRA stock. The team is continuing work on the planning application for Loxley Close to provide 6 x 2-bedroom homes. This is scheduled to go forward to planning in Autumn 24.

Performance measure

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



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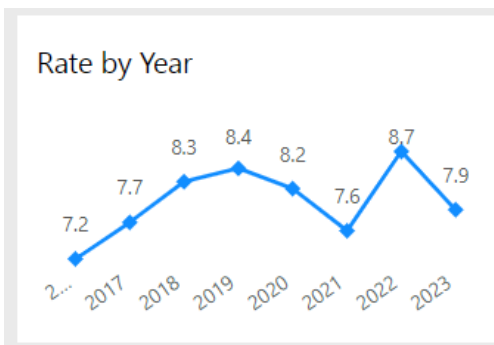
Update: The number of homeless approaches in Redditch is similar to the last quarter, bar a drop in April. Levels of positive prevention outcomes remain low and relatively static.

Redditch BC sees a high proportion of homeless approaches at the Relief Duty stage (when households are already homeless) as opposed to at the Prevention stage (when at risk of homelessness) compared to regional and national averages. This trend, and other factors, limits the team's ability to achieve positive Prevention outcomes. The team has produced and began delivering an agreed action plan for 2024/25 with a variety of aims of which one is to increase customer approaches at the Prevention stage and improve preventative interventions.

In terms of the reducing number of customers housed, particularly in Quarter 1, this is in part due to void turnaround times, an issue which is being addressed through the action plan.

Performance measure

- Local housing affordability rate (annual, calendar year, 1 year lag)



	Rate
Redditch	7.85
Worcestershire	8.63
England	8.26

Update: The affordability ratio relates to workplace-based income which uses the median earnings of those employed in Redditch Borough, which rose from £26,939 to £31,207, a 15.84% increase. The median house price in the borough has increased from £237,000 to £245,000, a 3.38% increase. This greater increase in work-based earnings has resulted in a decrease in the affordability ratio following the national trend however the affordability ratio is still significant and impacting on the need for affordable housing within the Borough.

3.3 Work and Financial Independence

Performance measure

- Number of Financial Independence Team client contacts. The chart relates to the number of FI Team cases opened.

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

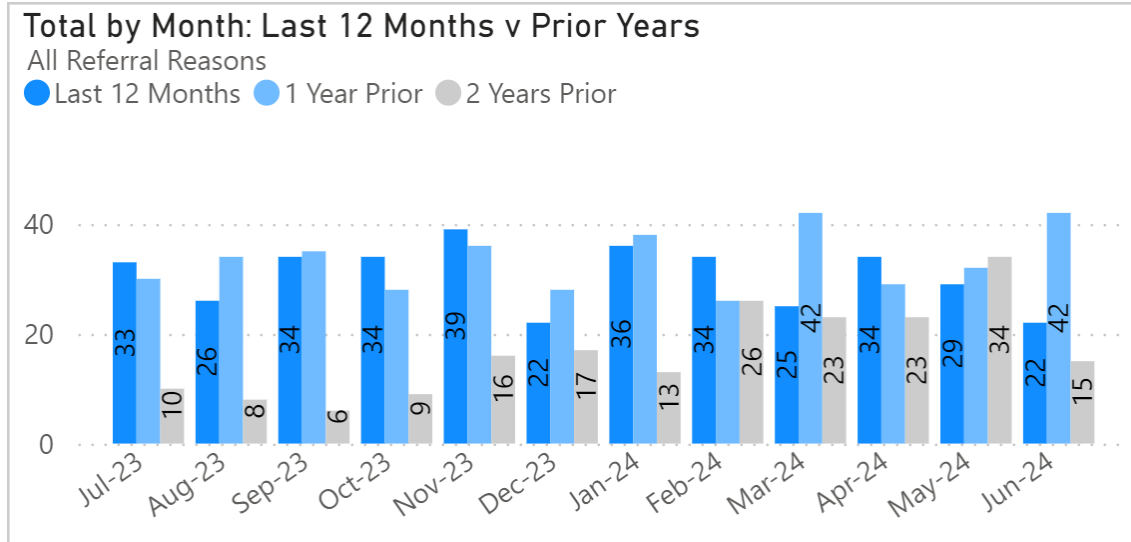
- 'Under occupancy charge' (73)

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- 'Debt' (64)
- 'Rent advance/deposit' (38)
- 'Loss of employment' (31)
- 'Physical health issues' (23)



For Q1, the top 3 referral reasons were:

- 'Under occupancy charge' (18)
- 'Debt' (13)
- '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.

3.4 Improved Health and Wellbeing

Success measures:

- Number of Community Builders in post.

Update: Two community builders remain in post:

- Abbeydale
- Woodrow

The previously vacant post is no longer going to be filled due to the decrease in Public Health funding and a change in approach when engaging with minority/harder to hear communities. The two remaining posts are expanding their scope as a result. The Bromsgrove and Redditch Shared Learning Network continues to meet, supported by Public Health at Worcestershire County Council. The community builders are working in partnership not only with local residents

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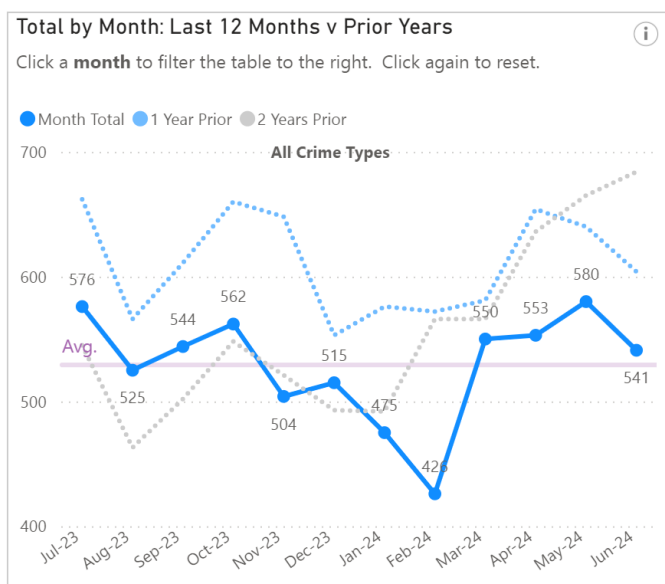
but organisations and community groups, with the aims of connecting people, supporting wellbeing, understanding community assets and enabling community influence on public sector decisions.

Community Builders are on fixed term contracts, but funding has been confirmed to extend the posts until end of March 2025, although the funding is less. Reduced funding has led to New Starts supporting the roles financially; as a result, work has expanded into other local areas. The longer-term aim remains for the voluntary sector services to source other funding by evidencing impact through community stories and Ripple Effect Mapping.

3.5 Community Safety and Anti-Social Behaviour

Performance measure

- Levels of crime (Data extracted from 'data.police.uk')



Crime Type	Total	% of Total	v 1 Mth Prior	v 1 Yr Prior	12 Mth. Avg.
Violence and sexual off...	2,792	44.0%	-22 ↓	-661 ↓	232.7
Shoplifting	732	11.5%	-20 ↓	113 ↑	61.0
Other theft	512	8.1%	-11 ↓	-87 ↓	42.7
Public order	500	7.9%	5 ↑	-254 ↓	41.7
Criminal damage and a...	489	7.7%	7 ↑	-113 ↓	40.8
Vehicle crime	415	6.5%	2 ↑	-18 ↓	34.6
Burglary	358	5.6%	13 ↑	48 ↑	29.8
Drugs	188	3.0%	-4 ↓	9 ↑	15.7
Other crime	142	2.2%	-10 ↓	-2 ↓	11.8
Possession of weapons	93	1.5%	-1 ↓	4 ↑	7.8
Robbery	53	0.8%	1 ↑	-19 ↓	4.4
Theft from the person	43	0.7%	-1 ↓	7 ↑	3.6
Bicycle theft	34	0.5%	2 ↑	-3 ↓	2.8
Total	6,351	100.0%	-39	-976	529.3

Update: due to the Partnership Analyst being unwell, the previously quarterly analysis (one quarter in arrears) is not available; a detailed commentary covering Q1 2024-25 will be included in the Q2 performance report.

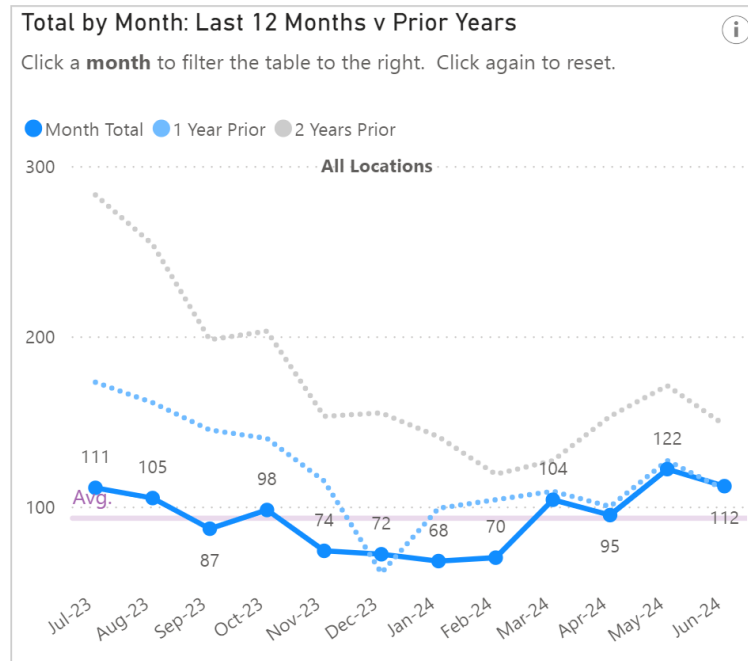
Performance measure

- ASB (Anti-Social Behaviour)** (Data extracted from 'data.police.uk')

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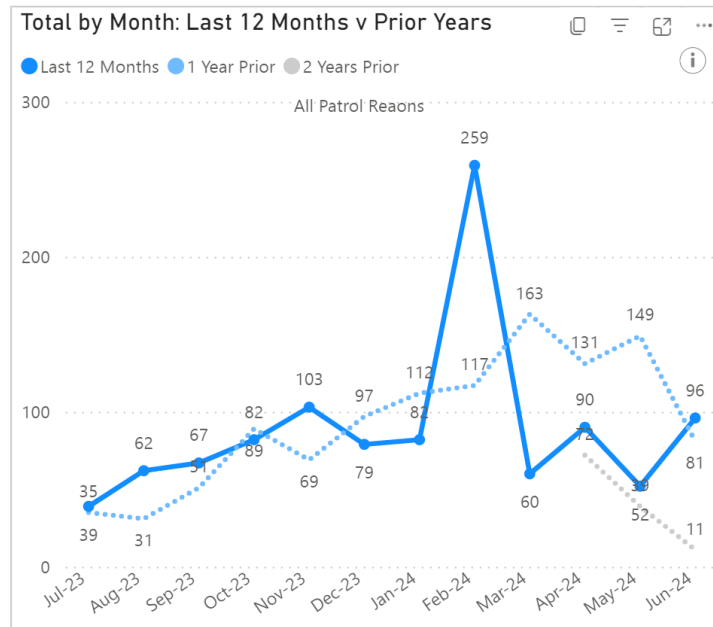
3rd September 2024



Update: As with the crime data above, analysis will be provided in the Q2 report.

Performance measure

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



Update

During the quarter, routine youth outreach patrols were carried out in Woodrow, Matchborough, Smallwood, Town Centre, Lodge Park, Abbeydale, Batchley and Brockhill. Groups of young people were enjoying the lighter nights; youth workers promoted local clubs and activities and held conversations with

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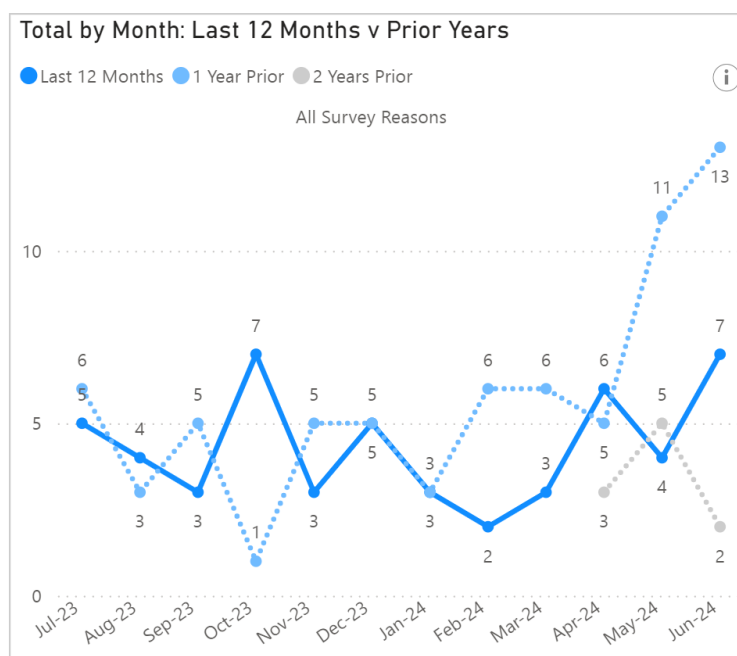
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the young people about their thoughts about crime and ASB in the local area and the town and also discussed young people's concerns around substance misuse. Workers also supported young people in conversations around GCSEs and their future work and employment opportunities, their interests and their thoughts about the local area and the town. The workers had some challenging conversations with the young people around youth violence due to some young people witnessing incidents; they spoke about why these behaviours occur and how as a society we can overcome such incidents. Young people spoke to the workers about their concerns around young people carrying knives and the increasing use of vapes by young people and how easy they are to buy. Workers were able to speak about the health risks and the proposed changes to legislation.

Performance measure

- Number of crime risk surveys carried out



Update: During April, detailed crime prevention recommendations were provided for a planning application in Greenlands. Domestic Abuse Sanctuary recommendations were provided for properties in Greenlands, Oakenshaw, Webheath, Woodrow and Winyates.

In May, referrals were received from West Mercia Women's Aid and the Police. Surveys completed related to Sanctuary improvements for survivors of DA and following reports of ASB. Locations included Church Hill, Woodrow and Walkwood.

In June, crime prevention surveys were conducted in Batchley, Abbeydale, Greenlands and Lodge Park. Requests for surveys related to Sanctuary recommendations for survivors of DA.

3.6 Rubicon Leisure

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Update:

		April	May	June	July	August	September	October	November	December	January	February	March	
Abbey Stadium	Total Health and Fitness Memberships	24/25	3743	3631	3699									
		23/24	3416	3369	3384	3452	3499	3504	3473	3335	3244	3291	3362	3315
	Variance		↑ 10%	↑ 8%	↑ 9%									
	Total Swimming Lesson Enrollment	24/25	1311	1319	1373		1223	1282	1252	1250	1238	1274	1277	1284
	23/24													
	Variance													
Palace Theatre	No. of performances	24/25	16	21	23									
		23/24	18	19	23	16	2	13	19	24	46	15	16	20
	Variance		↓ -11%	↑ 11%	↑ 0%									
	Seats sold	24/25	3845	4702	5621									
	23/24	5521	4735	5592	3925	326	3277	5217	7385	16469	4429	5647	6331	
	Variance		↓ -30%	↑ -1%	↑ 1%									
Forge Mill	No. of Museum visits	24/25	447	481	382									
		23/24	536	380	331	431	608	476	397	301	0	0	266	383
	Variance		↓ -17%	↑ 27%	↑ 15%									
Pitchoak Golf Course	Total Membership	24/25	103	115	114									
	24/25	£6.81	£7.02	£6.95										
	23/24	£6.42	£6.67	£6.37	£6.32	£6.58	£6.17	£5.59	£5.51	£5.71	£6.39	£6.73	£6.59	
	Variance		↑ 6%	↑ 5%	↑ 9%									

3.7 Green Thread

Performance Measure:

- Have an agreed and funded plan and capital replacement programme for the Council's fleet

Update: The current Capital Replacement Programme has been approved for 2024/25, but it has been identified that amendments are needed to maintain service provision. The existing capital replacement plan is currently being reviewed for RBC across all services to address this, and ensure services have the right assets to deliver on our duties across the borough. Amendments to domestic waste service were approved in Q1 and additional changes to the programme will be submitted for consideration during Q2 of the 2024/25 financial year where required.

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. Details of the funding required to support the changes to the Housing Fleet replacement programme are expected to be presented for review and approval during 2024/25.

Performance Measure:

- Reduce carbon emissions arising from the councils' vehicles

Update: Funding has been built into the Medium-Term Financial Plan to support a partial transition for all Diesel vehicles and equipment operated from the Depot to be run on HVO (Hydrotreated Vegetable Oil) from April 2024, with an approved increase to fuel budgets to reflect an expected 30% HVO/70% Diesel across the Housing & Environmental Services fleet. Due to the increased cost of HVO in comparison with Diesel, Officers will review the affordability of increasing this further as a phased transition beyond 2024/25 in order to further reduce our carbon emissions. This will be presented for consideration as part of the budget process for future years.

Performance measure

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

Period	Households	Period	Households
Q1 2023/24	250	Q1 2024/25	297
Q2 2023/24	176		
Q3 2023/24	412		
Q4 2023/24	168		

Update: The energy advice service is provided by Act on Energy on behalf of the council; in the first quarter of 2024/25 a total of 297 households received a range of energy advice, and guidance. The vast majority of people then access the Household Support Fund (51.3%) or Redditch Shared Prosperity

Funding (24.3%). The rise in calls from the last quarter can still be related to cost of living, potentially people who have been trying to cope with price rises up until now.

3.8 Financial Stability

Success measures:

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

3.9 Organisational Sustainability

Performance measure

- Number of corporate measures accessible through the dashboard.

Update: The organisation continues to move from the legacy dashboard to a new Power BI dashboard. Power BI is an interactive data visualisation software product with a primary focus on business intelligence. We have recently undertaken a review of all the data currently held on the two dashboards and are working on a programme for moving all relevant measures over to PBI, in line with the priorities and measures identified in the new Council Plan. There are currently **43 measures and associated measures available on PBI** (including complaints and accidents), but this will increase over the next few quarters as wider reviews of data and performance continue.

Performance measure

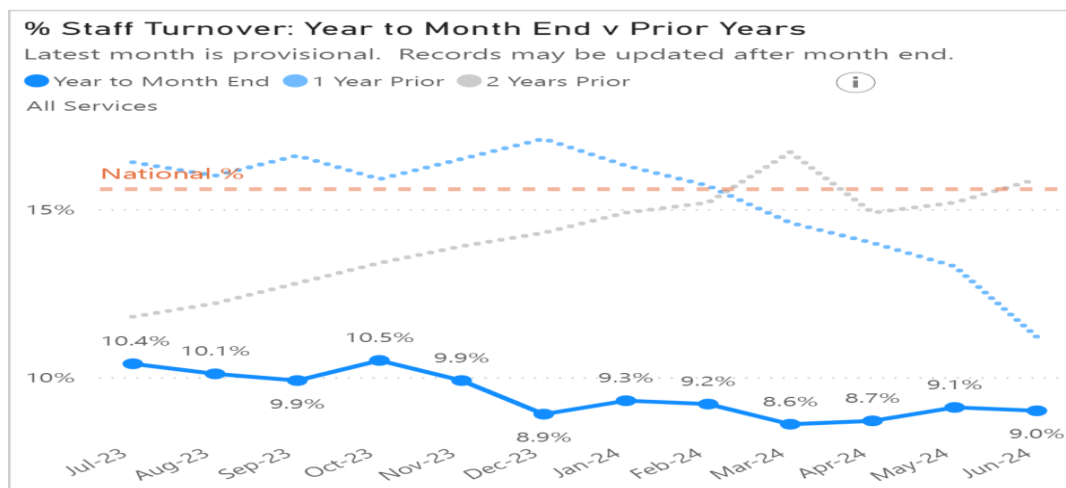
- % of staff able to work in an agile way (annual measure – first reported Q3, 2023/24)

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

Performance measure

- Staff turnover rates in relation to national rates



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Update: Since July 2023, it can be seen there has been a downward trend, showing an improvement in turnover rates, with the authority remaining under the national average. The exit interview process continues which we are continuing to monitor and promote.

Performance measure

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

The percentage of respondents who say they are satisfied with service delivery is:

Year	Satisfied
2021	40.9%
2022	34.1%
2023	37.9%

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 satisfaction rate has increased slightly. Corporately there is a new quarterly approach to corporate surveys to try to increase the response rate and get a better and broader understanding of the customer experience.

3. Operational Measures

4.1 Business Transformation, Organisational Development & Digital Services

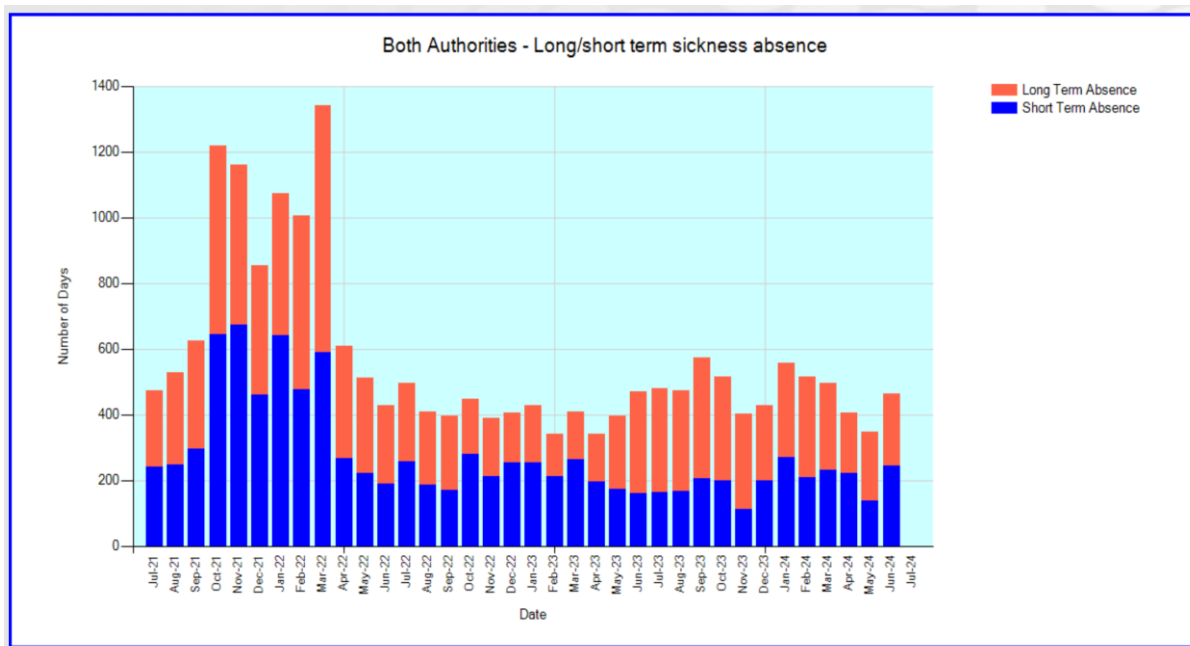
Performance measure

- Sickness absence

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Update: We are continuing to undertake the fundamental review of the data, in order to be able 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 continue to hinder the speed of progress; however, it is part of the workplan for PBI development. We continue to work with service managers around sickness absence on a monthly basis based on the data.

4.2 Environmental and Housing Property Services

Environmental Services - RBC Domestic Waste Collection

Performance measure

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

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
21/22	36.65	31.20	25.82	26.57	34.13	34.69	32.52	27.38	25.61	34.91	30.52	39.82
22/23	35.27	28.45	28.16	29.31	39.52	38.06	33.21	27.96	28.89	38.44	30.74	37.50
23/24	29.37	25.01	25.15	29.80	36.01	32.12	26.528	25.7822	30.0898	37.599	32.5725	33.4498
24/25	30.35	27.92	34.18									

Update: This is a National Indicator measuring the percentage of household waste arisings which have been sent by the Authority for reuse, recycling, and composting, and is used in the national league tables ranking Local Authority performance. In 2022/23 Redditch was ranked 317th in the national league tables. 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

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sampling. This is expected to improve as a result of launching the dedicated RBC garden waste service earlier this year.

Performance measure

- Residual Waste per household (kg)

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
21/22	44.77	41.84	55.21	51.00	40.09	40.96	38.78	46.10	51.99	41.79	39.64	39.26
22/23	36.68	46.17	47.97	42.65	35.23	36.11	36.02	47.54	42.52	39.24	36.33	39.23
23/24	39.35	47.53	45.53	35.98	36.73	35.70	41.8987	46.0145	36.7023	39.5988	36.2265	36.2854
24/25	44.75	51.59	37.80									

Update: This measures non-recyclable waste thrown away per household and shows an increase per household in April and May 2024/25 when compared with the previous quarter, but this has decreased in June. The average weight of 477kg per household in 2023/24 is down from 485kg in 22/23, and 531kg in 21/22. This is likely reflecting the gradual return to work for some residents who were working from home, as well as the increasing cost of living pressure on households. Waste Composition Analysis was carried out across the borough to sample waste during 2022 and identify what is being thrown away in our residual waste to support discussions on the future of our services, and any communication/education campaigns we may need to implement to support further recycling. In the samples taken, up to 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 ongoing Task and Finish project to consider options for how we collect our residents waste in the future.

Actions: In partnership, Bromsgrove and Redditch (with support from the Waste Partnership Strategy Officer) are continuing to explore how existing resources could be used differently to support more proactive engagement and education with residents, particularly to reduce contamination levels.

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. Resources remain available via the WCC website to support households in using our services and reducing waste:

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

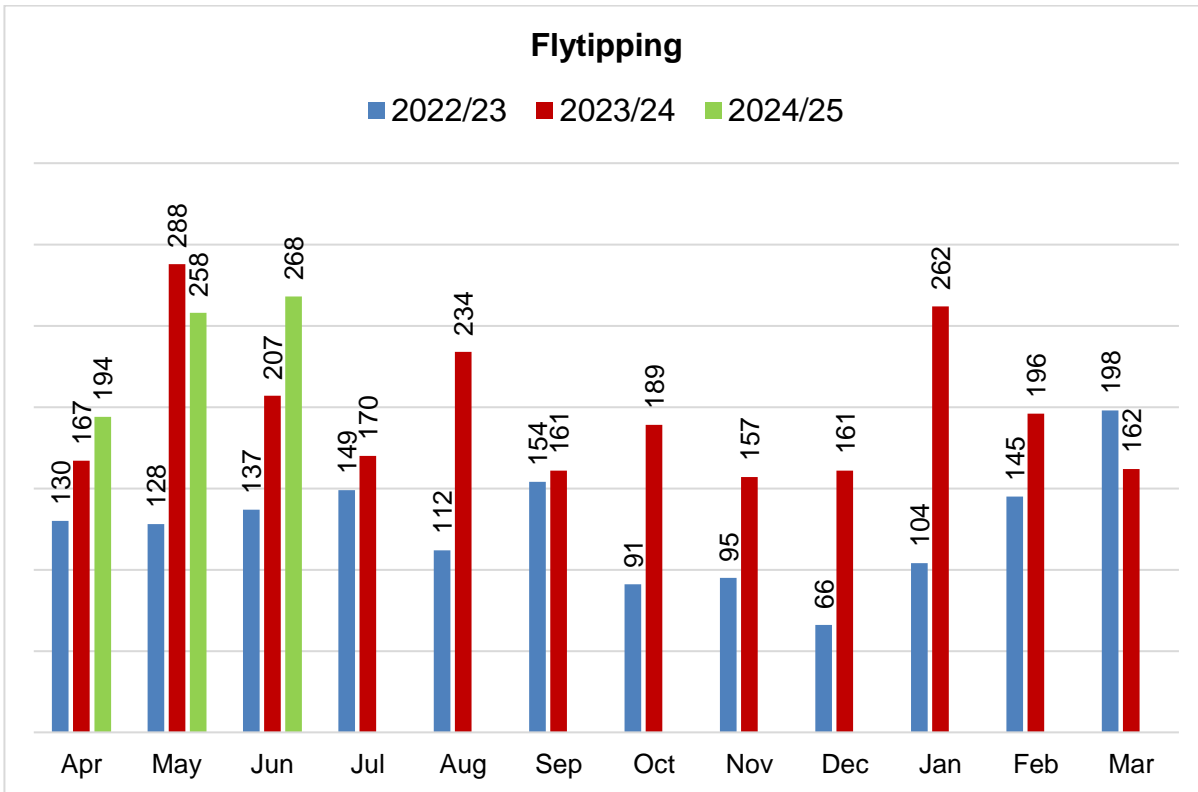
Performance Measure

- Fly Tipping

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Housing Property Services

The Regulator of Social Housing (RSH) has set 22 KPIs of which 10 are the responsibility of the Landlord to provide. These will form the basis of Housing Performance measures in 24/5. The following are two operational measures that have been used over recent years and are currently under review as part of a new suite of measures to be utilised.

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.

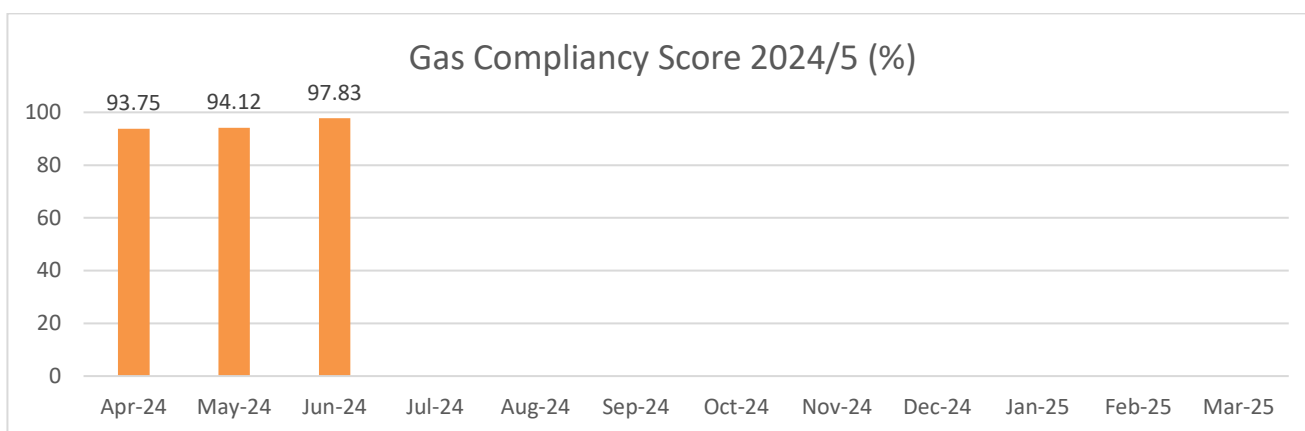
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Quarter 1, 2024/25		Quarter 2, 2024/25		Quarter 3, 2024/25		Quarter 4, 2024/25	
Apr 2024	93.75%	Jul 2024		Oct 2024		Jan 2025	
May 2024	94.12%	Aug 2024		Nov 2024		Feb 2025	
Jun 2024	97.83%	Sep 2024		Dec 2024		Mar 2025	

The consistent performance from last financial year has been echoed in Q1 this year.



Performance measure

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

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

Quarter 1, 2024/25		Quarter 2, 2024/25		Quarter 3, 2024/25		Quarter 4, 2024/25	
Apr 2024	19.8	Jul 2024		Oct 2024		Jan 2025	
May 2024	26.0	Aug 2024		Nov 2024		Feb 2025	
Jun 2024	27.4	Sep 2024		Dec 2024		Mar 2025	

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Q1 Summary 25.3

In January 2024, a new electrical contract was let and whilst there were some initial issues with regards to time taken to complete works, these were remedied. However, through this quarter these issues have returned with timescales prolonged, as such we have removed one of our contractors from this element of work.

Also, in this quarter we have seen 5 properties that have received larger elements of works including increased redecoration which together with the electrical issues has resulted in this performance.

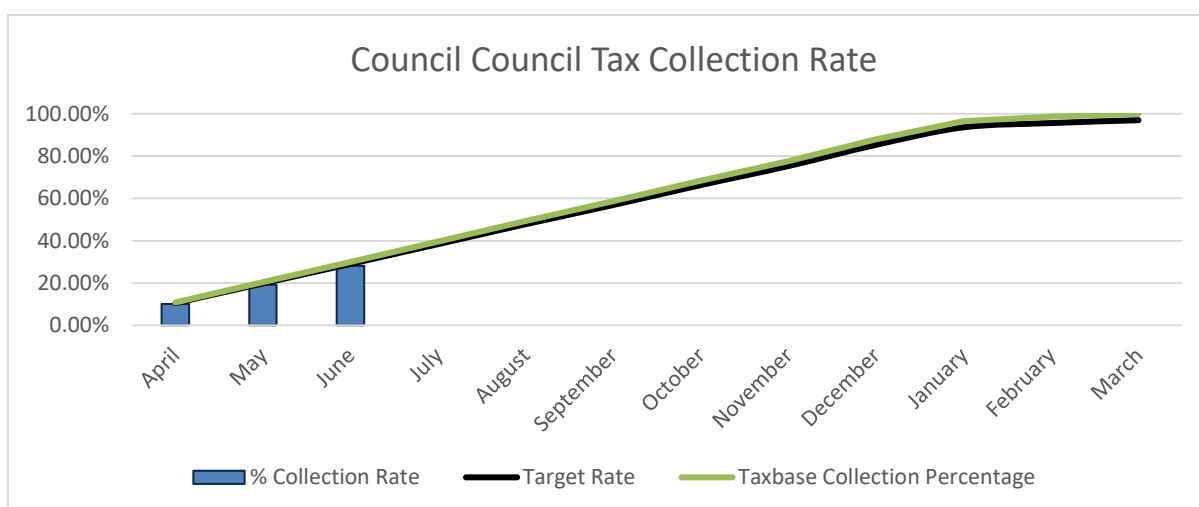


4.3 Finance & Customer Services (inc Revenues & Benefits)

Performance measure

- Council Tax Collection Rate

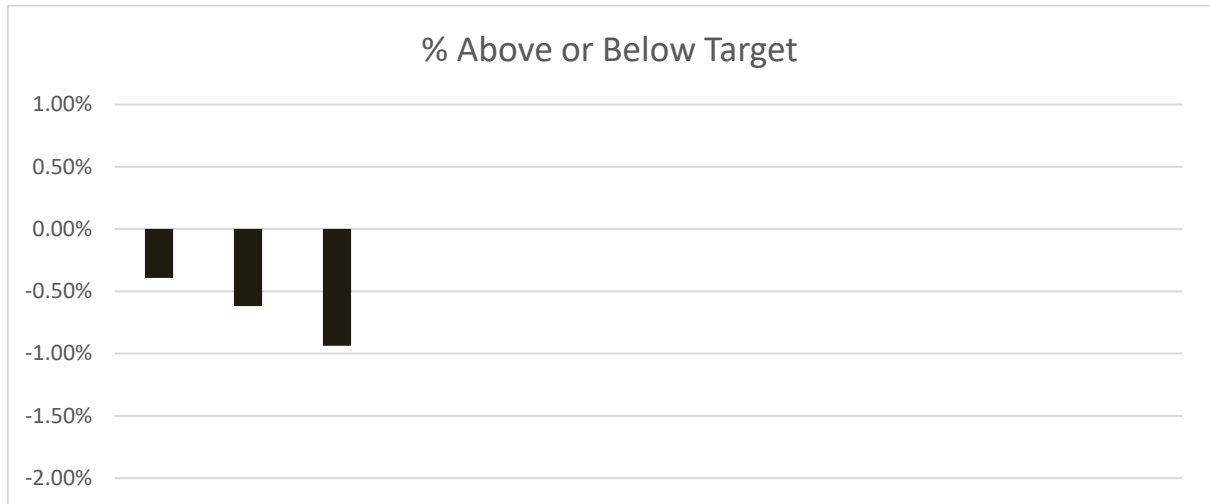
Update: The collection rate percentage has been very close to the target rate this quarter, each month it has been under 1% below.



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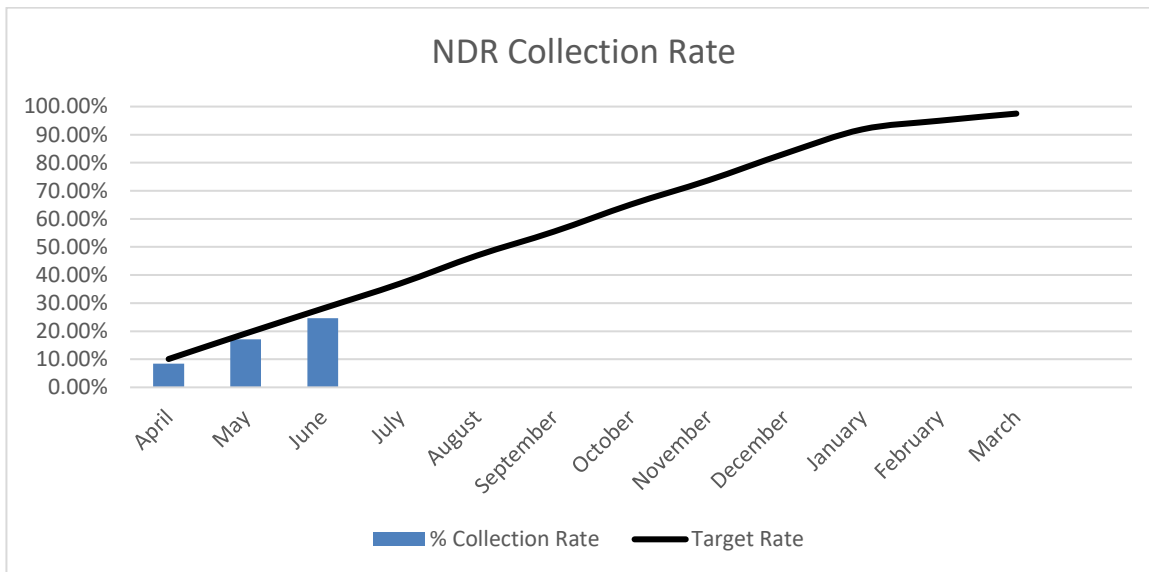
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Performance measure

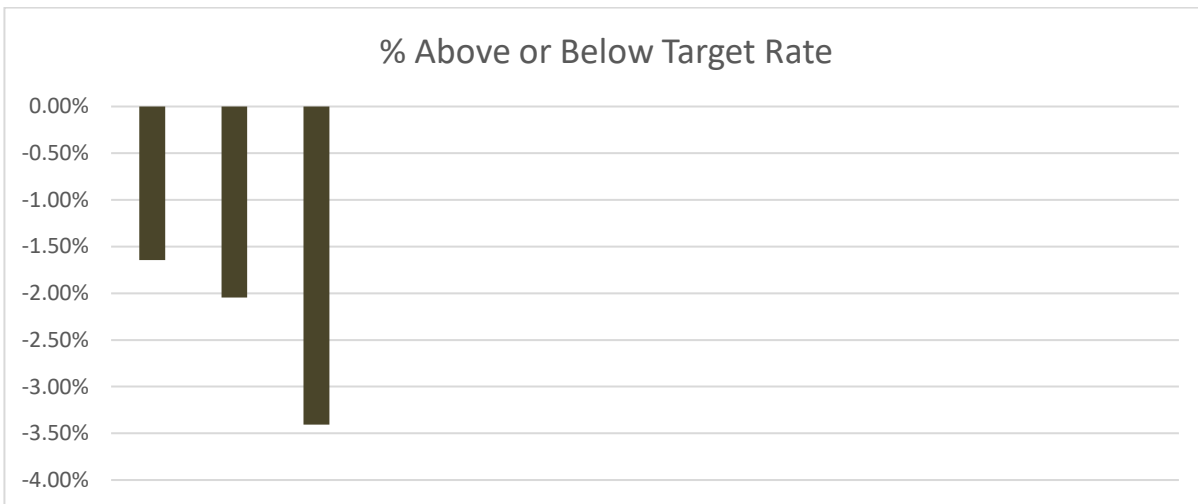
- NDR Collection Rate



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Performance measure

- Online Customer Interactions

Update: This report is not able to be produced, however, the Data PA reporting tool is now functional, so going forward, this will enable more streamlined and effective data reporting in future performance reports.

Customer Service

Performance measure

- Revenues Calls (shared service)

Date	Calls Answered	Avg in Queue	Avg Wait (mm:ss)	Avg Logged in	Avg call length (mm:ss)
Apr 2024	3537	0.69	04:19	5.91	07:57
May 2024	2984	0:36	04:06	6.55	07:50
Jun 2024	2316	0.07	02:33	7.10	08:19

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. April-June is a busy time for calls as residents receive their annual council tax bills and request payment arrangements/clarifications.

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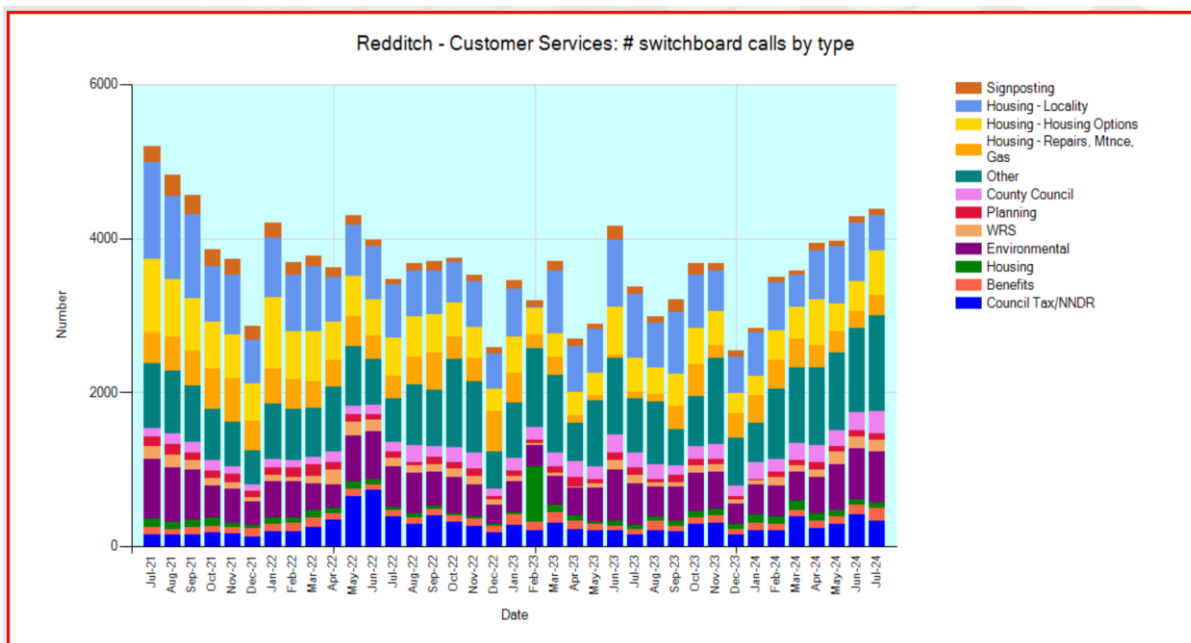
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Performance measure

- Customer Service calls (Switchboard)

Date	Calls Answered	Avg in Queue	Avg Wait (mm:ss)	Avg Logged in	Avg call length (mm:ss)
Apr 2024	4070	0.12	00:42	1.87	00:39
May 2024	3948	0.09	00:40	1.97	00:48
Jun 2024	3677	0.08	00:38	1.97	00:46

Update: 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

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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)

- During this quarter, the service has prioritised stakeholder engagement work and written preparation of £5m Cultural Infrastructure Plan throughout April and May before submitted to Department of Housing, Communities and Local Government in June 2024
- Final submission of Creative People and Places £280k funding application to Arts Council England for Year 4 programme delivery. Outcome of application expected in September 2024
- Supported delivery of Creative People and Places projects generating audiences of circa 108,000 for Kingfisher Shopping Centre Colour Palette and 958 participants for “Have a Go” workshops in various Borough wards and Eastern European Festival delivery.
- Installation of four wood carvings in Morton Stanley Park. Further interpretation works currently being prepared.
- Awarded Holiday Activity Fund grants totalling £78,132 in readiness for the summer to Bromsgrove and Redditch Welcomes Refugees, Heart of England Forest Trust, Joes Jungle, Redditch Utd, Rubicon and Redditch Youth & Community Exchange.
- Short Breaks funded special educational needs sessions commissioned with Your Ideas engaging 15 young people.
- Delivery of:
 - Obesity Public Health Voucher scheme
 - Worcestershire Health Walks based out of Arrow Valley Lake, Abbey stadium, Webheath and Town Centre Library
 - Two Health Awareness Days focused on Stress Awareness and Diabetes in partnership with Rubicon Leisure
 - Escape Pain programme for Knee, Hip and Back pain
 - Tai Chi sessions for mindfulness and heart health
 - Rounders outreach sessions

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

Recommendation	Update
Develop an environmental management strategy for parks and environmental services.	Project lead identified to progress strategy. Working towards April 2025 completion.
Develop a volunteer plan and a clear approach to working with Friends groups tied to its	Green flag achieved for Morton Stanley, working on recommendations for 2025 submission and scheduled awards over the next 4 years.

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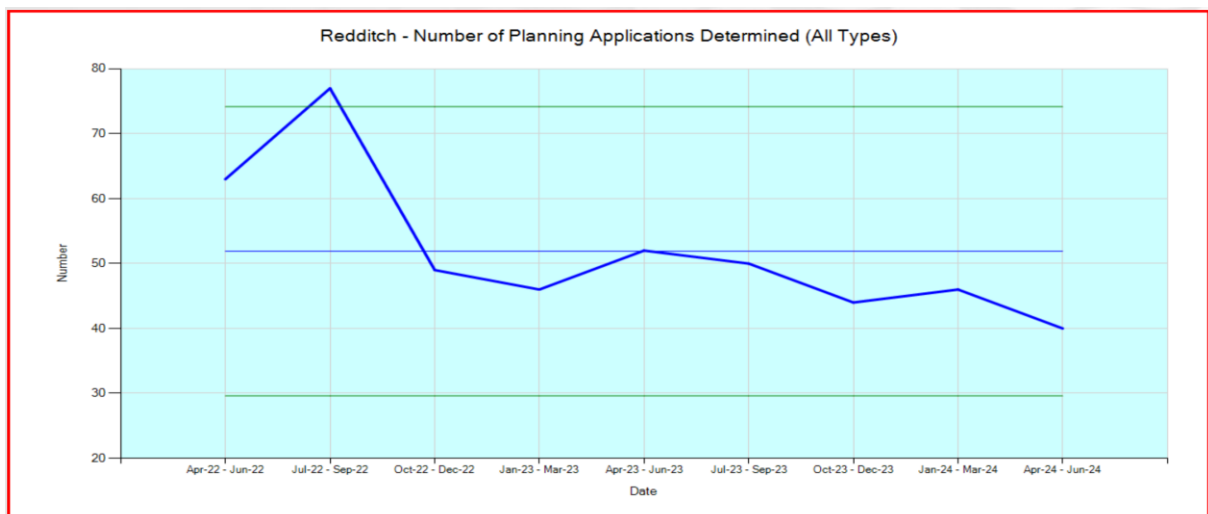
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aspirations for Green Flag Award across its priority parks.	
Develop a rolling programme of applications to the Green Flag Award.	Awarded to Morton Stanley Park and now working towards Arrow Valley Park, Batchley Pond and Brockhill Park, Overdale Park.
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.
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 rd Sector. Commencement 2024/25.
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.
Carry out a feasibility study to establish a roadmap for the self-management of allotment sites across the borough.	Action plan implemented; 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)



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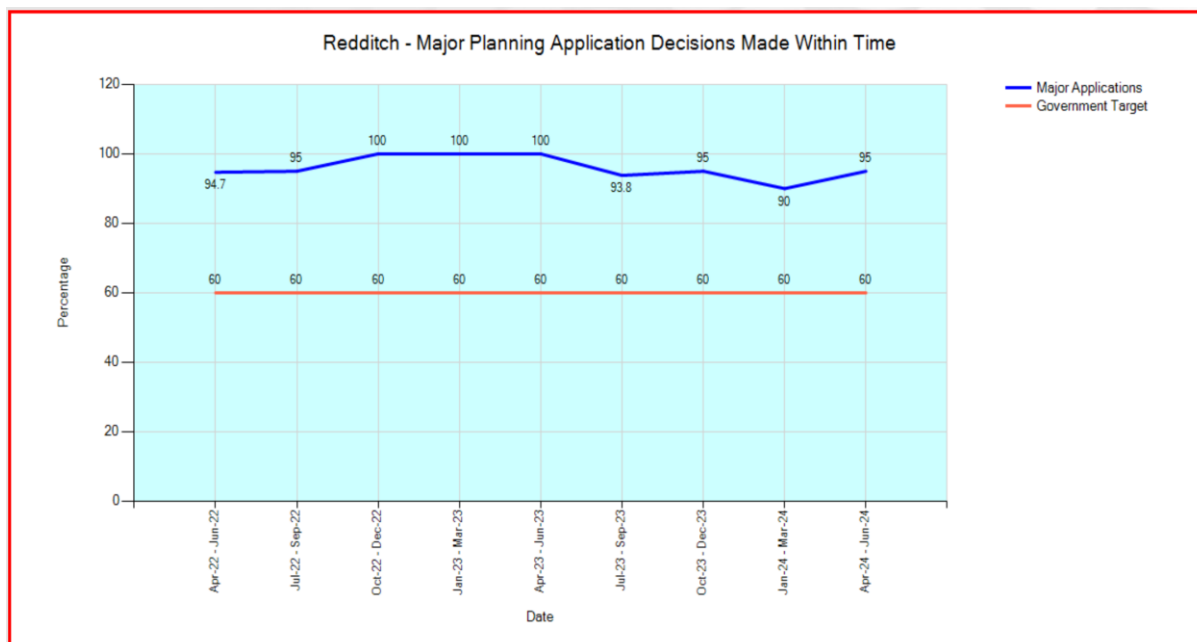
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Update: Determination rates remain below average.

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 is 95%. This remains well excess of government targets which is 60%.

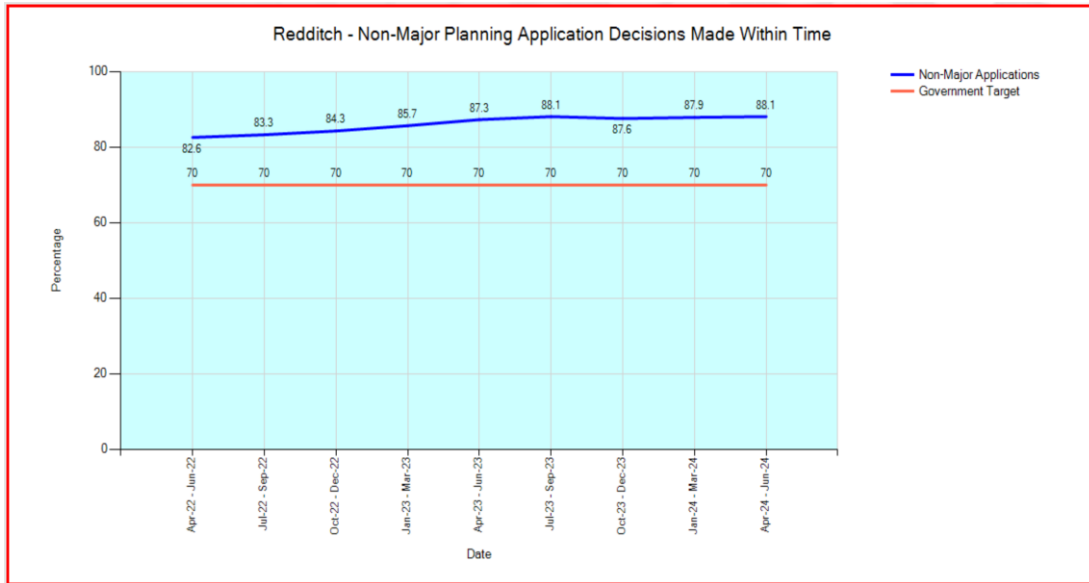
Performance measure

- 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%)

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Update: The rolling 2-year speed assessment is 88.1%. This remains well in excess of government targets which are 70%.

5. Corporate Project Oversight & Monitoring

The tables below provide a summary of the fourteen live projects, as of 25th July 2024.

Projects	Overall Status RAG		Time Status RAG		Scope Status RAG		Budget Status RAG	
	No	%	No	%	No	%	No.	%
Red	1	7.1%	1	7.1%	0	0.0%	0	0.0%
Amber	6	42.9%	7	50.0%	7	50.0%	7	50.0%
Green	7	50.0%	6	42.9%	7	50.0%	6	42.9%

Projects	Overall Status	Time Status	Scope Status	Budget Status
Red	1	1	N/A	N/A

The project identified as red is “new cemetery, Redditch”