
Quarter 1 2022-23 – Financial and Performance Report

Relevant Portfolio Holder	Councillor Denaro – Portfolio Holder for Finance and Governance
Portfolio Holder Consulted	Yes
Relevant Head of Service	Michelle Howell Deborah Poole
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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 Cabinet is asked to RESOLVE that:

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

The Cabinet is asked to RECOMMEND that:

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

2. BACKGROUND

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

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

3. DETAILED PERFORMANCE

Financial Performance

- 3.1 As part of the monitoring process a detailed review has been undertaken to ensure that issues are considered, and significant savings and cost pressures are addressed. This report sets out, based on the position at period 3/quarter 1, the projected revenue outturn position for the 2022/23 financial year and explains key variances against budget
- 3.2 The £12.1m original revenue budget included in the table below is the budget that was approved by Council in March 2022. The projected outturn figure at Q1 is a £54k overspend. This includes “absorption” of the £477k of non-allocated savings and efficiency targets.

	2022/23 Full Year Budget	2022/23 Q1 Actuals	2022/23 Adjusted Forecast Outturn	Adjusted Forecast Outturn Variance (Under) / Over spend
Department				
Regulatory Client	228,063	47,650	228,063	0
Business Transformation & Organisational Development	1,857,867	122,569	1,700,896	(156,971)
Chief Executive	1,797,361	160,086	1,794,068	(3,293)
Community & Housing GF Services	1,093,315	(238,605)	1,013,142	(80,173)
Environmental Services	3,438,085	(2,182,290)	3,395,910	(42,175)
Financial & Customer Services	1,406,322	96,809	1,319,284	(87,038)
Legal, Democratic & Property Services	1,146,850	11,538	1,142,616	(4,235)
Planning, Regeneration & Leisure Services	1,578,027	339,446	1,527,845	(50,182)
Cross cutting savings and efficiency targets	(477,890)	0	0	477,890
Net Expenditure before Corporate Financing	12,068,000	(1,642,797)	12,121,824	53,824

3.3 *Budget Variances*

The following paragraphs explain the forecast variances for each area against the 2022/23 revenue budgets (a more detailed analysis of which can be found at Appendix A). It is important to note that, at this stage in the financial year there are a number of instances where

annual expenditure or accruals may distort the profiling as reflected in the Q1 actual; this has been reflected in the forecast outturn for each service area.

Business Transformation & Organisational Development – £157k underspend

Within Business Transformation & Organisational Development there are underspends within two areas:

- Human Resources (£43k underspend) - the forecast underspend is predominantly due to vacancies. Following the installation of a new HR software package, recruitment is underway to recruit to vacant posts within the service.
- ICT (£114k underspend) - the forecast underspend is due to anticipated efficiencies across ICT expenditure budgets.

Chief Executive - £3k underspend

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

Community and Housing General Fund Services - £80k underspend

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

- Housing Strategy & Enabling (£45k underspend) – This is mainly as a result of vacancies within the team.
- Community Safety/CCTV (£35k underspend) – This is mainly as a result of vacancies within the team.

Environmental Services - £42k underspend

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

- Engineering & Design (£32k underspend) – the forecast underspend is mainly as a result of vacancies within the team.
- Place Teams (£10k underspend) – the forecast underspend is due to small budget efficiencies within the team.

Finance & Customer Services - £87k underspend

Within Finance & Customer Services the forecast underspend is as a result of vacancies across the service. This will continue to be reviewed in light of pressures within the service, with further updates provided during 2022/23.

Legal, Democratic and Property Services - £4k underspend

Within Legal, Democratic and Property Services the overall forecast underspend has arisen largely due to two service areas with forecast outturn variances against budget:

- Democratic Services & Member Support (£23k underspend) - the forecast underspend is mainly as a result of vacancies within the team at the start of the financial year, which have now been recruited to.
- Elections (£20k overspend) - the forecast cost of elections is slightly in excess of budget but is offset by the anticipated underspend as detailed above.

Planning, Regeneration and Leisure Services - £50k underspend

There is a forecast underspend totalling £50k within this service which comprises of:

- An underspend totalling £36k within Development Services as a result of anticipated budget efficiencies. This will be kept under review throughout the financial year.
- An underspend totalling £14k within Parks, Open Spaces and Events mainly as a result of a vacancy, however this will be reviewed throughout the financial year.

Cross cutting savings and efficiency targets - £478k to be delivered

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

Regulatory Client

A breakeven position on the Regulatory Client is currently forecast for the year.

- 3.4 Overall, the Council is currently forecasting a revenue overspend in the region of £54k for the 2022/23 financial year. This position will continue to be reviewed particularly given the impact of the increasing costs linked to inflation and further updates will be provided to Members throughout 2022/23.

Cash Management

- 3.5 The Council's 2022/23 Treasury Investment Strategy and associated MRP policy, was presented and approved by Cabinet on the 3rd May 2022.
- 3.6 Part of those policies approved included the following limit on Operational Bank Accounts.
- 3.7 Operational bank accounts: The Authority may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments but are still subject to the risk of a bank bail-in, and balances will therefore be kept below £500,000 per bank. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Authority maintaining operational continuity.
- 3.8 Although the Treasury Investment Strategy was reviewed earlier this year and some limits changed, it has become apparent that this limit has been continually exceeded since the inception of C-19. This is due to a number of factors including significant receipt of grant funding support for C-19 and the passing of this through to the Business Community.
- 3.9 The Council will continue to keep this limit under review, but in the short term it is prudent to increase the limit to £2m for the remainder of this financial year, to be reviewed as part of the 2023/24 Treasury Investment Strategy.
- 3.10 As this is a Treasury Indicator, exceeding it, and associated change, must be reported through to full Council for approval.

Capital Monitoring

- 3.11 A capital programme of £2.4m was approved in the Budget for 2022/23 in March 2022.
- 3.12 However, in addition to this funding the Council also have the following Grant Funded Schemes which are being delivered in 2022/23:

- Levelling Up – Cabinet in June noted progress made to date on £1.8m of Levelling Up schemes for 2022/23 and delegated authority to proceed to spend the Levelling Up Fund allocation totalling £1.8m on the required demolition and remediation works at the Windsor Street site and to engage a design and build contractor on the Market Hall site.
 - UK Shared Prosperity Fund - £340k of grant spent (although a significant amount will be revenue based).
- 3.13 The spend at quarter 1 is £624k against the overall 2022/23 capital budget totalling £2.4m as detailed in Appendix B. In addition to this, there is spend at quarter 1 totalling £1.7m for Burcot Housing. This budget will be need to be reallocated from 2021/22 into 2022/23. This will be addressed in the 2021/22 Outturn reports to Cabinet.
- 3.14 Capital monitoring for 2021/22 was undertaken towards the end of the financial year (at period 11), and spending was only £2.7m which is substantially below the £15.6m programme. The main reason for this variance was the Burcot Housing project, where at the time of reporting only £1.1m of a £9.3m budget had been spent. As stated in the paragraph above, the Burcot Housing budget will need to be assessed for reallocation into 2022/23. This will be addressed in the outturn reports to Cabinet.
- 3.15 Both Existing Capital Programmes (21/22 and 22/23) are set out in the Appendix B.

Earmarked Reserves

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

Asset Disposal Strategy

- 3.17 The Council holds substantial Property and Equipment. The 2019/20 Statement of Accounts value these assets at £43m. The attached policy (Appendix D) sets out that for all assets there is a requirement that they remain compliant for use against present legislation. In addition, there is a requirement that Council buildings are raised to the top three Energy Efficient levels by 2026.
- 3.18 Overall, these requirements have cost implications. Over the next 2 years a series of Condition Surveys will need to be undertaken on all assets which will lead to:
- A revised Overall Property Holding Strategy.

And for Individual Properties and Land their:

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

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

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

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

4. Update on Progress with the 2023/24 Budget

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

4.5 More officer led work will take place in September leading to a set of budget proposals coming to Cabinet in October.

4.6 Officers have engaged with the Budget Working Group and a series of meetings have been set up to scrutinise the budget.

5. Performance Report

5.1 The performance report sets out to provide data and information that links all activity back to the Council's strategic priorities as set out in the Council Plan and Council Plan Addendum. Whilst the report focuses primarily on corporate, strategic measures there is a section that provides some operational measures data to provide a general overview of service delivery.

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

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

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

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

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

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

- Economic Development and Regeneration
 - Supporting businesses to start to Grow
 - Measure – Take up of Grants – **Table in Appendix E shows by year**
 - Regenerating our Town and Local Centres
 - Measure – Procure a contractor for the former market hall site redevelopment – **soft market testing to 15/8/22**
 - Measure – Commencement of remediation works on the Windsor Street site – **phase 2 report produced**
 - Measure – Bromsgrove Centres Strategy agreed by March 2023 – **Aim to be presented to Cabinet in November 2022**
 - **Improved Integrated Transport**
 - Measure - Increased number of sustainable transport projects being progressed or implemented across the district – **Officers working to produce pipeline of sustainable schemes.**
- Housing Growth
 - Measure – Number of new Homes – total and affordable (Annual) - **118**
 - Measure – Affordable Homes Completed - **0**
 - Measure - Local housing affordability rate – **11.43**
 - Measure – Number of homeless approaches (Monthly) - **28**
 - Measure – Number of homeless applicants housed – **75% in social housing, 25% in private rented sector**
- Work and Financial Independence
 - Measure – Number of Financial Independence Team client contacts - **Chart in Appendix E sets out by month and year**
 - Measure – Number of clients assessing Starting Well Service - **TBC**
 - Measure – Number of young people with positive outcomes because of Enhanced Youth Support Intervention - **TBC**
 - Measure – Number of eligible children accessing nursery funding across the district – **71%**
 - Measure – Number of households provided with energy advice – **New contract June 2022**
 - Measure – Number of energy rebate payments – **24,365**
- Improved Health and Wellbeing

- Measure – Deliver improved outcomes from the actions in the Leisure Strategy – **Strategy will be going to Council later this year.**
- Measure – Number of Community Builders in post - **2**
- Community Safety and Anti-Social Behaviour
 - Measure – Number of young people engaged through Detached/Outreach youth work - **101**
 - Measure – Levels of crime – **chart in Appendix E sets out by type and year**
 - Measure – Number of crime risk surveys carried out - **1**
- Green Thread
 - Measure – Have an agreed and funded plan and capital replacement programme for the Council's fleet subject to any budget constraints – **EST reports to assist**
 - Measure – Have an agreed plan in place to deliver new requirements of national Resources and Waste Strategy and Environment Act – **WRAP funding for cross County feasibility study**
 - Measure - Introduce vegetable derived diesel into the Council's vehicles to reduce carbon emissions subject to any budget constraints – **Signed up to framework in order to purchase HVO**
 - Measure - Households supported by the Council's energy advice service – **New contract June 2022**
- Financial Stability
 - Measure - Financial Performance – actuals consistent with budget – **via Finance Report**
 - Levelling Up Fund Project delivered within budget – **via Finance Report**
- Organisational Sustainability
 - Measure – Number of corporate measures accessible through the dashboard - **29**
 - Measure - % of staff able to work in an agile way - **New**
- High Quality Services
 - Measure - % of employees who undertake management training – **tbc**
 - Measure – Staff turnover rates in relation to national rates – **16% (compared to 15%)**
 - Measure – Customer satisfaction with service delivery, measured through the Community Survey – **47.4%**

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

- Sickness Absence Rates – **6.6 days**
- IT Satisfaction Rates – **98%**
- Average Telephone queue time – **14 minutes and 23 seconds**
- Average number of people waiting in Telephone queue – **1**

- Percentage of Household Waste sent for reuse, recycling and composting – Table by Month and year – **June 22 – 57.51%**
- NI 191 – Residual Waste per household (Kg) **June 22 – 37.28kg**
- Fly Tips – **June 22 – 119**
- Council Tax Collection Rate – **June 22 – 0.8% below target**
- Business Rates Collection Rate – **June 22 – on target**
- Benefits Change of Circumstances turnround – **9 Days**
- Benefits New Claims Turnround – **20 days**
- Customer Services calls by type – **Charts set out by department**

6. FINANCIAL IMPLICATIONS

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

7. LEGAL IMPLICATIONS

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

8. STRATEGIC PURPOSES - IMPLICATIONS

Relevant Strategic Purpose

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

Climate Change Implications

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

9. OTHER IMPLICATIONS

Equalities and Diversity Implications

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

Operational Implications

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

10. RISK MANAGEMENT

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

11. APPENDICES and BACKGROUND PAPERS

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

9. REPORT SIGN OFF

Department	Name and Job Title	Date
Portfolio Holder	Cllr Geoff Denaro	
Lead Director / Head of Service	Pete Carpenter Michelle Howell	
Financial Services	Michelle Howell	
Legal Services	Claire Felton	
Policy Team (if equalities implications apply)		
Climate Change Officer (if climate change implications apply)		

BROMSGROVE DISTRICT COUNCIL

CABINET
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APPENDIX A – 2022/23 Revenue Monitoring

Service area	2022/23 Working Budget	2022/23 Q1 Actuals	2022/23 Adjusted Forecast Outturn	Adjusted Forecast Outturn Variance (Under) / Over spend
Environmental Health / Protection / Enforcement	(5,039)	(10,569)	(5,039)	0
Licenses (all)	(185,300)	(41,614)	(185,300)	0
Regulatory Services client	418,402	99,833	418,402	0
Regulatory Client Total	228,063	47,650	228,063	0
Equalities & Diversity	45,686	2,084	45,686	0
Human Resources	235,772	7,451	193,155	(42,617)
ICT	1,237,313	78,665	1,122,959	(114,354)
Policy	66,917	11,832	66,917	0
Training & Organisational Development	141,907	0	141,907	0
Transformation, Business process re-engineering & Lean Systems	72,435	8,643	72,435	0
CMT - Business Transformation & Organisational Development	57,837	13,892	57,837	0
Business Transformation & Organisational Development Total	1,857,867	122,569	1,700,896	(156,971)
Corporate	1,164,031	114,748	1,164,031	0
SMT	220,494	39,517	220,494	0
Town Centre Development	50,000	0	50,000	0
Central Post	81,023	0	81,023	0
P A & Directorate Support	100,200	3,791	96,907	(3,293)
Communications & Printing	122,032	26,244	122,032	0
Partnerships	59,581	(24,214)	59,581	0
Chief Executive Total	1,797,361	160,086	1,794,068	(3,293)
Climate Change / Energy Efficiency	7,243	(1,801)	7,243	0
CMT - Community	40,988	0	40,988	0
Community Safety	366,136	3,337	331,034	(35,101)
Community Transport	31,674	(4,901)	31,674	0
Grants to voluntary bodies	0	0	0	0
Housing Options	435,689	(36,089)	435,689	0
Housing Strategy & Enabling	310,471	41,148	265,399	(45,072)
Lifeline	(98,886)	(252,466)	(98,886)	0
Starting Well	0	12,166	0	0
Community & Housing GF Services Total	1,093,315	(238,605)	1,013,142	(80,173)
Bereavement Services	13,582	10,773	13,582	0
Car Parks / Civil Parking Enforcement	(287,109)	(561,721)	(287,109)	0
Core Environmental Operations	157,921	25,782	157,921	0
Engineering & Design	291,940	41,267	260,255	(31,685)
Env Services Mgmt & Support	415,826	102,645	415,826	0
Place Teams	985,751	121,451	975,261	(10,490)
Stores & Depots	247,511	13,383	247,511	0
Tree Management inc TPO's	225,508	11,174	225,508	(0)
Waste Management	1,345,899	(1,946,960)	1,345,899	0
CMT - Environment	41,255	(83)	41,255	0
Environmental Services Total	3,438,085	(2,182,290)	3,395,910	(42,175)
Accounts & Financial Management	474,511	52,445	559,645	85,134
Benefits	474,878	16,850	446,590	(28,288)
Benefits Subsidy	(235,534)	0	(235,534)	0
Customer Services	297,221	214	200,114	(97,107)
Revenues	337,694	27,300	290,917	(46,776)
CMT - Finance	57,552	0	57,552	0
Financial & Customer Services Total	1,406,322	96,809	1,319,284	(87,038)
Business Development	201,273	(62,863)	201,273	0
Democratic Services & Member Support	397,181	69,251	374,085	(23,096)
Election & Electoral Services	181,530	48,604	201,612	20,082
Facilities Management	(45,706)	(91,145)	(45,706)	0
CMT - Legal	57,936	13,626	56,716	(1,220)
Legal Advice & Services	354,637	34,065	354,637	0
Legal, Democratic & Property Services Total	1,146,850	11,538	1,142,616	(4,235)
Development Services	210,191	21,881	174,191	(36,000)
Building Control	(82,497)	(15,761)	(82,497)	0
Development Control	209,450	144,681	209,450	0
Economic Development	167,254	0	167,254	0
Emergency Planning / Business Continuity	13,535	0	13,535	0
Parks, Open Spaces and Events	305,389	(35,170)	291,207	(14,182)
Planning Policy	596,793	102,622	596,793	0
Town Centre Development	99,138	121,195	99,138	0
CMT - Planning, Regeneration and Leisure	58,774	0	58,774	0
Planning, Regeneration & Leisure Services Total	1,578,027	339,446	1,527,845	(50,182)
Cross cutting savings and efficiency targets	(477,890)	0	0	477,890
Cross cutting savings and efficiency targets	(477,890)	0	0	477,890
Net Expenditure before Corporate Financing	12,068,000	(1,642,797)	12,121,824	53,824

BROMSGROVE DISTRICT COUNCIL

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

2021/22 monitoring (as at period 11)

Cap Proj	Description	Approved budget date	Original approved Budget £	deration (years)	Department	Budget 21/22 £	reprofiling incl c/fwd £	Budget increase incl savings £	2021/22 Total £	Spent to Date	Slippage to be agreed
GC1064	Home Repairs Assistance	2018/19	50,000		Community & Housing GF Services	50,000	61,221		111,221	-4,522	115,743
GC1223	Energy Efficiency	2017/18			Community & Housing GF Services	0	5,000		5,000	2,510	2,430
GC1337	CCTV	2019/20	120,000		Community & Housing GF Services	0	67,376		67,376	23,315	44,061
GC1341	Energy Efficiency Installation	2018/19	110,000	2	Community & Housing GF Services	0	65,388		65,388	11,873	54,115
GC411	Funding for DFGo	2020/21	750,000		Community & Housing GF Services	750,000	503,101	163,000	1,416,101	608,233	807,862
GC896	OLEV ULEV Taxi infrastructure scheme	2019/20	300,000	1	Community & Housing GF Services	0	200,000		200,000	270,774	0
GC899	New Digital Service	2020/21	57,400	1	Community & Housing GF Services	33,668			33,668	0	33,668
NEW	BDC 7Kw electric vehicle charge points	21/22	120,000	1	Community & Housing GF Services	0		120,000	120,000	0	120,000
	Greener Homes	2020/21	180,000	1	Community & Housing GF Services	0		476,300	476,300	-283,780	760,600
GC894	Burcot Lane	2019/20	10,275,000		Financial & Customer Services	3,275,000			3,275,000	1,124,343	8,150,051
C1107	Bus Shelters	2020/21	18,000		Environmental Services	18,000	18,000		36,000	0	36,000
GC1265	Cemetery Extension infrastructure at North Bromsgrove Cemetery Phase Two	2017/18			Environmental Services	0	12,000		12,000	0	12,000
GC1283	Fleet Replacement	ongoing	ongoing		Environmental Services	0	481,000		481,000	380,290	100,710
GC1312	Wheeler Bin Purchase	2018/19	ongoing		Environmental Services	34,000		45,000	133,000	77,003	61,337
GC1345	Replacement lighting at the Depot	2017/18	23,000		Environmental Services	0	13,538		13,538	3,246	10,292
GC1355	Depot Site resurfacing phase 2	2018/19			Environmental Services	0	252,000		252,000	0	252,000
GC1359	Replacement Parking machines	2020/21	120,000		Environmental Services	0	108,000		108,000	136,331	0
GC900	Fleet Management Computer System	2020/21	17,000		Environmental Services	0	16,600		16,600	0	16,600
GC901	Environmental Services Computer System	2020/21	38,200		Environmental Services	0	157,000		157,000	0	157,000
GC897	Regeneration Fund	2019/20	10,000,000		Financial & Customer Services	0	2,000,000		2,000,000	0	2,000,000
GC895	Re-landscaping of Recreation Ground	2019/20	170,000		Planning, Regeneration & Leisure Services	0	211,000		211,000	194,221	16,779
GC902	Sanders Park Play Area - Replacement for Tripod Swing (Health and Safety)	2020/21	35,000		Planning, Regeneration & Leisure Services	35,000	35,000		70,000	35,000	35,000
GC905	Bittell road recreation ground	2020/21	62,000		Planning, Regeneration & Leisure Services	0	18,000		18,000	17,367	633
GC906	BDC Christmas lights	2020/21	13,000		Planning, Regeneration & Leisure Services	0			0	0	0
GC1339	Rubery Redevelopment Works				Planning, Regeneration & Leisure Services	0	32,738		32,738	0	32,738
						10,255,668	4,263,562	804,300	15,324,130	2,662,816	12,820,419

BROMSGROVE DISTRICT COUNCIL**CABINET**
2022**12 October**

2022/23 monitoring (as at period 3)

Capital Project Name	2022/23 Approved Budget	2022/23 Q1 Actuals	2022/23 Budget Remaining
Disabled Facilities Grant	913,000	0	913,000
Discretionary Homes Repairs	50,000	0	50,000
Energy & Efficiency Installation	110,000	7,810	102,190
North Cemetery Expansion 0 Phase 2	6,500	15,576	(9,076)
New Finance Enterprise System	0	9,422	(9,422)
OLEV/ULEV Taxi Infrastructure	0	700	(700)
Vehicle Replacement Programme	600,000	0	600,000
Landscaping of Recreation Ground	0	3,120	(3,120)
Replacement Parking Machines	253,000	45,084	207,916
Wheelie Bin Purchase	144,000	0	144,000
New Digital Service	33,668	0	33,668
Bus Shelters	18,000	0	18,000
Salix Project	150,000	533,193	(383,193)
Bromsgrove sporting	0	8,989	(8,989)
Cisco Network Update	5,717	0	5,717
Server Replacement	83,250	0	83,250
Laptop Refresh	5,000	0	5,000
Play Area, POS and Sport improvements at Lickey End Recreation Ground	37,956	0	37,956
Total	2,410,091	623,894	1,786,197

APPENDIX C – Earmarked Reserves

Description	Balance b/fwd 1/4/2020	C/fwd 31/3/2020	Planned use for 2021/22 Budget	Estimated closing balance 2021/22	Proposed release/addition of reserves from RPP exercise	Planned use for 2022/23 Budget	Comment
	£'000	£'000	£'000	£'000	£'000	£'000	
Building Control	(7)	(7)	0	(7)	7	0	To Fund the mobile working project
Building Control Partnership	(69)	(83)	0	(83)	0	0	Partnership income has to be reinvested back in to the service.
Commercialism	(10)	0	0	0	0	0	To help fund costs in relation to commercialism projects
Community Services	(43)	(274)	0	(274)	0	0	To help towards a district network feasibility study and unauthorised trespass prevention.
Economic Growth Development	(1,342)	(1,347)	350	(997)	75	0	To fund the Economic Development opportunities across the District. There is provision within this reserve to take into account the potential impact of Covid 19 on service delivery in particular Leisure Services.
Election Services	(96)	(51)	0	(51)	25	0	To support the delivery of individual electoral registration and to set aside a reserve for potential refunds to government
Environmental Services	0	(47)	0	(47)	0	0	To support the costs of the Environmental Services Vehicles
Financial Services	(479)	(1,422)	0	(1,422)	(50)	0	A number of reserves / grants have been set aside to support residents through the changes to welfare reform along with a reserve to support our Business continuity plans. This also includes funds to support the new enterprise system and the balance of the Covid general grant received in 20-21. The proposed addition is in recognition of the need to strengthen the finance team and short term capacity issue risk
Corporate Financing	(2,784)	(3,906)	100	(3,806)	100	100	The reserve has been created to offset the loss on Business rates collection and appeals in 2019/20.
Housing Schemes	(475)	(487)	142	(345)	0	0	To support the feasibility and implementation of housing schemes across the district
ICT/Systems	(87)	(80)	0	(80)	80	0	To provide replacement ICT and systems across the authority.
Leisure/Community Safety	(291)	(329)	0	(329)	0	0	Grant received and reserves set aside to support a number of leisure and well being schemes across the District
Local Neighbourhood Partnerships	(16)	(16)	0	(16)	0	0	Grant received in relation to liveability schemes
Other	(115)	(107)	44	(63)	(75)	0	General reserves including - support for apprentices, set up costs and Brexit reserve. Funds to create an Invest to save reserve to increase efficiencies within the organisation
Planning	(108)	(133)	0	(133)	20	0	Reserves in relation to a custom build grant to provide support to the council towards expenditure lawfully incurred in relation to the provision and maintenance of a self-build register, along with reserves to help towards future planning appeals.
Regulatory Services (Partner Share)	(35)	(47)	0	(47)	0	0	BDC Share of WRS grant related reserves
Shared Services Agenda	(311)	(311)	0	(311)	200	0	To fund potential redundancy and other shared costs
Grand Total	(6,268)	(8,648)	638	(8,011)	382	100	

APPENDIX D – ASSET DISPOSAL STRATEGY

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

In the latest Statement of Accounts (2019/20), there were £42m of Fixed Assets. These were stratified as:

- £9m of Land
- £22m of Buildings
- £7m of Vehicles, Plant and Equipment
- £1m of Infrastructure Assets
- £1m of Community Assets
- £3m of Assets declared as Surplus

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

All Classes have a requirement to be continually reviewed. However, this should not be done in isolation.

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

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

- The present state of those buildings and repairs required to remain compliant to present legislation.
- Repairs and maintenance required to extend the life of those buildings.
- Requirements to move those buildings to the top three Energy Efficiency levels by 2026.
- Assessments of rent levels compared to market rents.

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

- The Overall Property Holding Strategy.

And Individual Properties and Land in terms of:

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

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

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

These lists will be brought to Cabinet on a Quarterly basis for approval for disposal. Any disposal, as per the present MRP policy goes into an overall “pot” which can then be used to fund capital programme requirements, including possible acquisitions.

Appendix E Strategic Priorities and Performance Measures

1. Economic Development and Regeneration

Supporting Businesses to Start and Grow

Opportunities in the digital technology sector and green industries will be key to the future of Bromsgrove. Local businesses demonstrated their resilience and flexibility during the Covid-19 pandemic. The council is now looking to support the businesses started during the pandemic and existing businesses, that have identified growth opportunities. This will be achieved via existing business support packages, including sectoral support, as well as helping businesses access new business grants where available.

Performance measure:

- Take-up of start-up business grants and creativity grants programme.

Update

Detailed below are the grants which have been awarded, and the total value. No grants have been paid so far, this financial year.

Period	Number of Grants	Value of Grants
2020/21	15	£15,104.15
2021/22	8	£16,862.57

Regenerating our Town and Local Centres

The pandemic has emphasised both the economic and wellbeing importance of local centres to our residents. Funding has been secured to support the development of sites in Bromsgrove town centre and a strategy will be prepared to ensure all of the centres in Bromsgrove District will be as vibrant and viable as possible.

Performance Measure:

- Procure a contractor for the former market hall site redevelopment

Update

Following advice from specialist procurement consultants, soft market testing has commenced via Procure Partnership Framework for the old market hall site. The procurement will be a two-stage design and build contract to enable early engagement from the contractor on buildability of the project and cost control. The soft market testing is due to be completed by 15th August 2022, the programme date to issue the Invitation to Tender (ITT) documentation is 1st September 2022.

Performance measure:

- Commencement of remediation works on the Windsor Street site.

Update

The site was acquired by BDC in March 2022, since then ground investigations have been ongoing, a phase two report has been produced which is under review by North Worcestershire Economic Development and Regeneration (NWEDR) and the Environment Agency (EA). The next steps onsite are to carry out a detailed quantitative risk assessment, for which a model parameter guide has been produced also to be reviewed by the EA in July 2022. The programme manager is Naznin Choudhury Naznin.Choudhury@nwedr.org.uk

Performance Measure:

- Bromsgrove Centres Strategy agreed by March 2023

Update

Background work with internal officers/local centres and stakeholders has begun to update the Centres Strategy ready to be presented to Cabinet in November 2022.

Improved Integrated Transport (Bromsgrove)

New innovations can help provide new and more sustainable methods of getting around. Improved transport can help to increase user satisfaction and increase efficiency whilst also helping to reduce the impact on the environment. Working with Worcestershire County Council (WCC) and other partners will enable new, better integrated and more sustainable modes of transport across the district.

Performance measure:

- Increased number of sustainable transport projects being progressed or implemented across the district.

Update

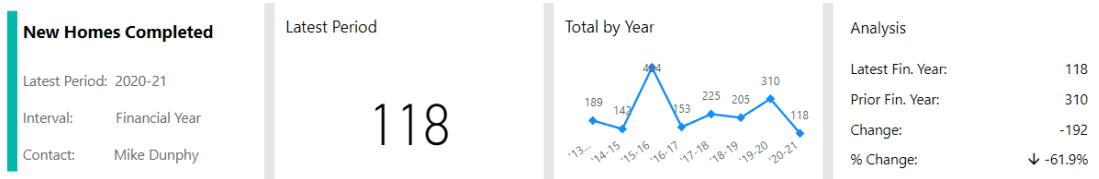
Officers are working with Worcestershire County Council to establish a full pipeline of sustainable schemes.

2. Housing Growth

During 2022/23 we will accelerate the pace of affordable housing development, wherever possible. We will work to enable the building of market value housing and the creation of additional income for the Council.

Performance measure:

- Number of new homes built - total and affordable.

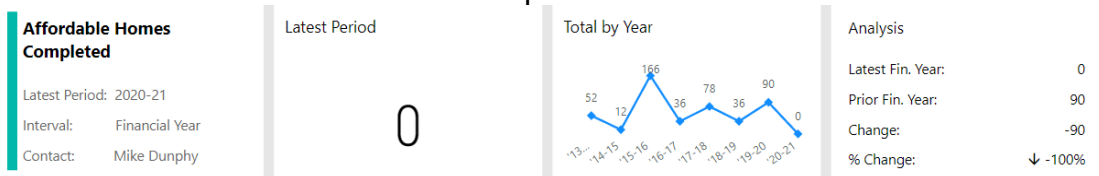


Update 2020-21

The completions by number of bedrooms for 2020/21 has decreased since the previous year. This reflects the smaller number of strategic sites that were in the process of constructing new dwellings.

Performance measure:

- Affordable Homes Completed



Update 2020-21

The graph above shows affordable housing completions in Bromsgrove District. No affordable units were built in the 2020/21 monitoring year. This reflects the lower total completions across the district, and the smaller number of large strategic sites that are currently under construction. There are 270 affordable housing commitments as of 1st April 2021.

Performance measure:

- Local housing affordability rate.

Update

The data in the table below has been extracted from the Office for National Statistics (ONS) house price statistics for small areas, annual survey of hours, and earnings.

The affordability measure, using this data, indicated that the ratio in England is currently 9.05. The affordability ratio relates to workplace-based income which uses the median earnings of those employed in Bromsgrove. When looking at the data

Bromsgrove has a work based median at £28,103. The median house price in Bromsgrove is relatively high at £321,250. This causes a significant difference in the affordability ratio in Bromsgrove.

House prices over the last year have also risen well above the normal expected rate. This will push more households into needing affordable housing.

The council is working with developers to secure the maximum provision of affordable housing on developments and RP's to bring forward affordable housing. A Housing First policy with a local connection criteria is being

presented to Council to ensure these discounted homes are provided for local applicants in the first instance.



Performance measure

- Number of homeless approaches (see table below)

Update

On average we are seeing 28 approaches for homelessness assistance per month this year which is consistent with the last few years with the exception of 20/21 due to the results of the pandemic.

Performance measure

- Number of threatened with homelessness preventions – see comments below

Update

On average 59% of approaches are owed the prevention duty providing the ability to plan for the loss of accommodation rather than having to deal with actual homelessness.

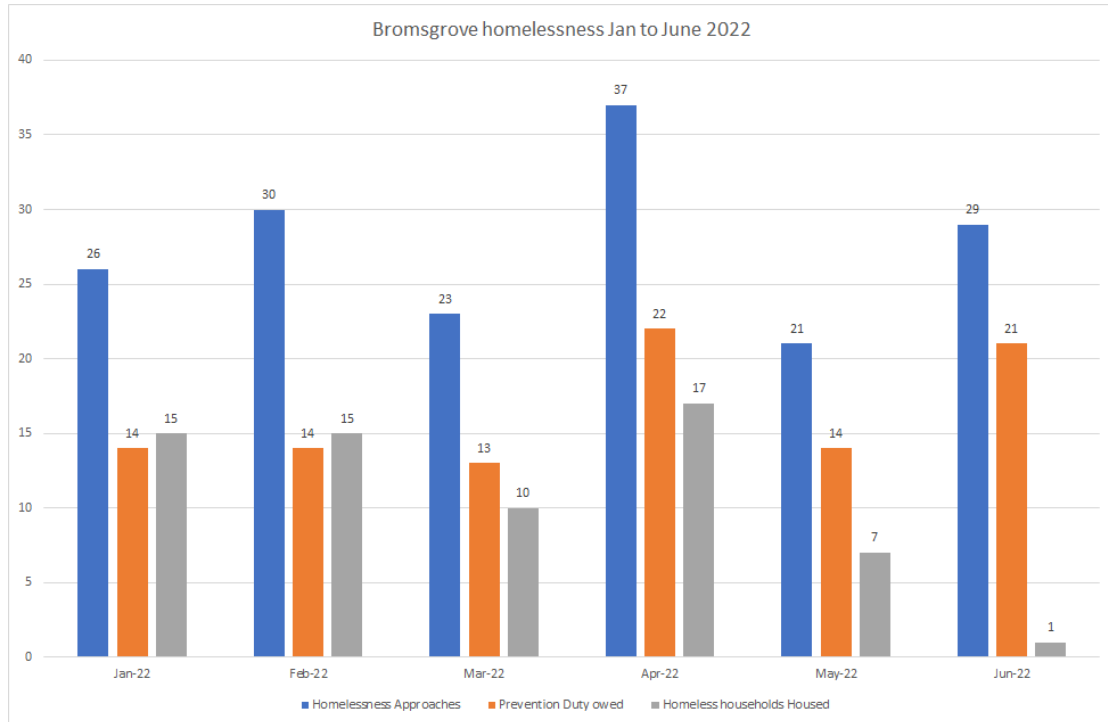
Performance measure

- Number of homeless applicants housed- see comments below

Update

When looking into those housed under homelessness duties the majority (75%) are housed in social housing. It has been positive that 25% have been

housed within the private rented sector helping to reduce the burden on social housing.



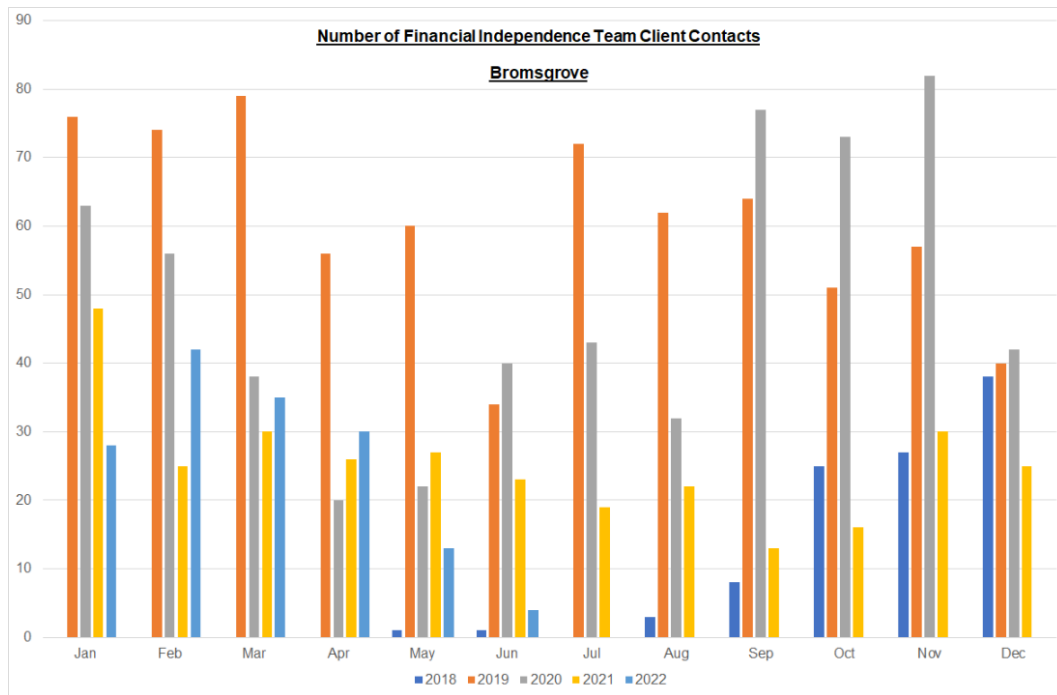
3. Work and Financial Independence

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

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

Performance measure

- Number of Financial Independence Team client contacts.



Performance measure

- Number of clients accessing Starting Well service.

Update

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

Performance measure

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

Update

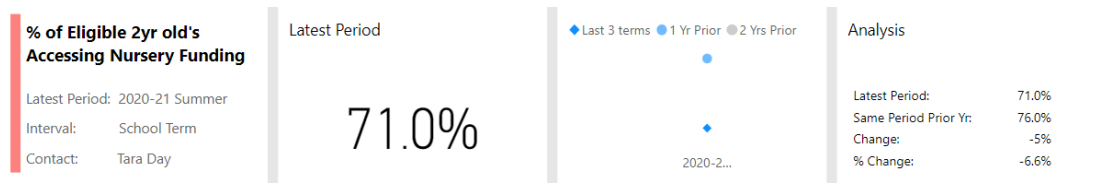
It is recommended that this measure is removed as it does not add value to this priority and data is not collected to the level required.

Performance measure

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

Update

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



In respect of the above, Bromsgrove performance is good. The County average was 65% and the national average for 2021 was 62%. The impact of COVID is still likely to be a cause on take up being even higher; as well as there not being enough suitable childcare providers.

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

Performance measure

- Number of households provided with energy advice – see below

Performance measure

- Number of energy rebate payments.

Update

Between 26 April and 18 July 2022, a total of 24,365 payments of £150.00 have been processed.

4. Improved Health and Wellbeing

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

Performance measure

- Deliver improved outcomes from the actions in the Leisure Strategy

Update

The Leisure Strategy will be going to Council later this year.

Performance measure

- Number of Community Builders in post.

Update

- There are currently two in post:
 - Catshill (started Dec 2021)
 - Rubery (started Dec 2021)

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

ABCD does this through an approach which consists of:

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

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

5. Community Safety and Anti-Social Behaviour

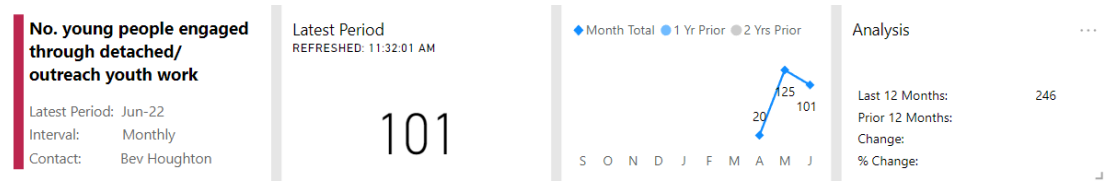
Working with Community Safety partners we will implement crime prevention projects and promote community safety services to reduce the hazards and threats that result from the crime, violence, and anti-social behaviour. We will also promote and support victim services that are in place to help and encourage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

Performance measure

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

Update

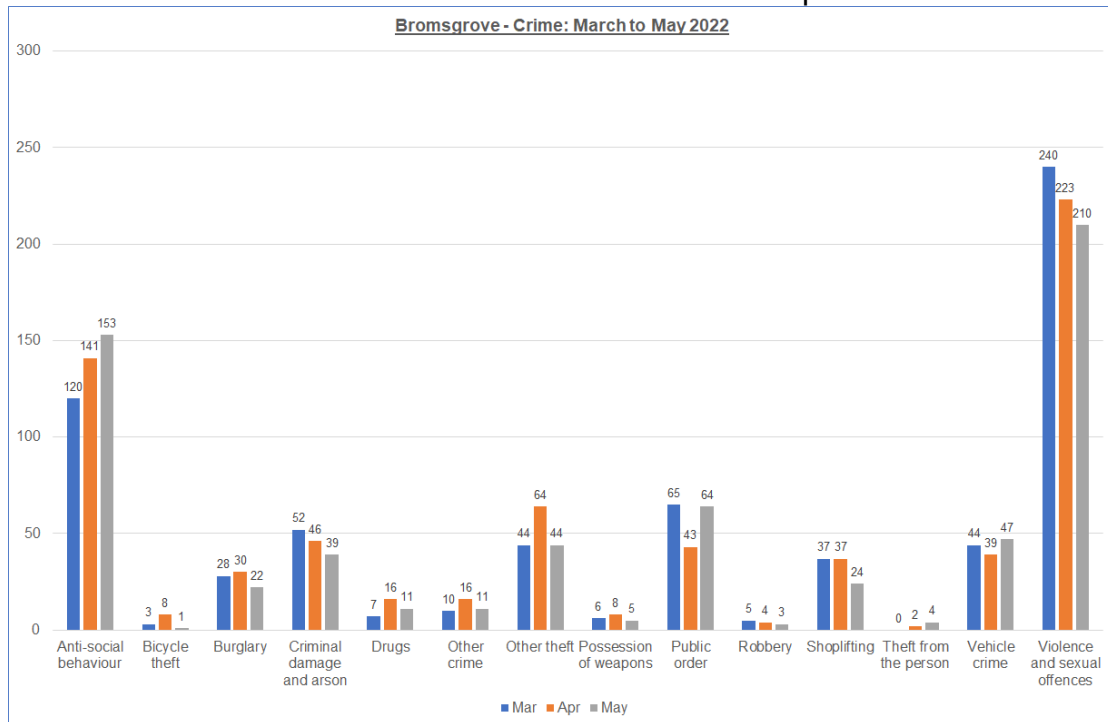
This is a new measure from April 2022.



The youth outreach team periodically support the Bromsgrove Street Pastors with joint patrols, engaging with young people who are found out in the Night-Time Economy hours. Safeguarding intervention and signposting is carried out by the youth workers and followed up with partner agencies in the following days. The month of May saw an increase in community concerns in the Bromsgrove Central areas which led to increased youth patrol activity.

Performance measure

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

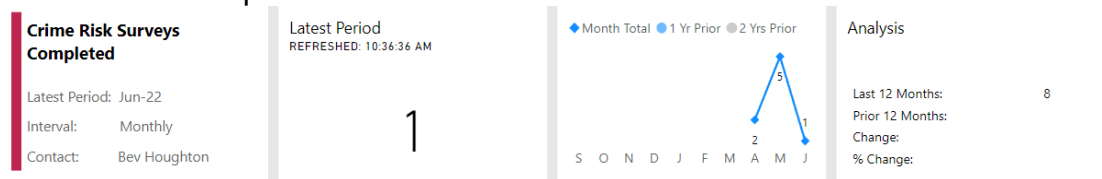


“Total Recorded Crime” is increasing when compared to the previous twelve-month period (which includes periods of Covid-19 restrictions up to July 2021). Recorded crime dropped during lockdown periods as people were restricted to their homes and public places were closed. Many offence types are now returning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

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

Performance measure

- Number of crime risk surveys carried out. This is a new measure from April 2022.



Update

Comment to June 2022 - Partners and Elected members raised concerns around safety and security of several vacant buildings which led to multi-agency working and crime risk assessments being carried out in Windsor Street (x2) and High Street.

6. Green Thread

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

Performance measure

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

Update

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

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

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

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

Performance measure

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

Update

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

Findings from the consultants presented to a joint meeting of the Worcestershire Leaders Board and Waste Partnership Board.

Final report awaited, and still awaiting the results of the Government's waste consultation, which will advise what exactly the Council will be required to do. Moving forward we are using the waste board as a task and finish group to examine the options to create a report and recommendations that can be agreed by Worcestershire Councils.

Performance measure

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

Update

Signed up to the framework and just awaiting final documentation so that HVO can be purchased.

Performance measure

- Households supported by the Council's energy advice service

Update

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

7. Financial Stability

Council resources will continue to be constrained. We will continue to work on ensuring our people, assets and financial resources are focused on the priorities and activities that most effectively deliver wellbeing and progress for our population.

Performance measure

- Financial performance – actuals consistent with budget.
- Levelling Up Fund Project delivered within budget.

Financial information provided within separate report.

8. Organisational Sustainability

The Council will work to maximise the use of digital infrastructures, including cloud technologies, to enhance its support for customers. Ensuring the Council's infrastructure can securely process the increased demand placed on it by the expanding use of Internet of Things devices will be key to its digital success.

Performance measure

- Number of corporate measures accessible through the dashboard.

Update

The organisation is moving from the current legacy dashboard to a new Power BI dashboard. Power BI is an interactive data visualisation software product with a primary focus on business intelligence. Currently there are 29 strategic measures available via the dashboards.

Performance measure

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

Update

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

9. High Quality Services

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

Performance measure

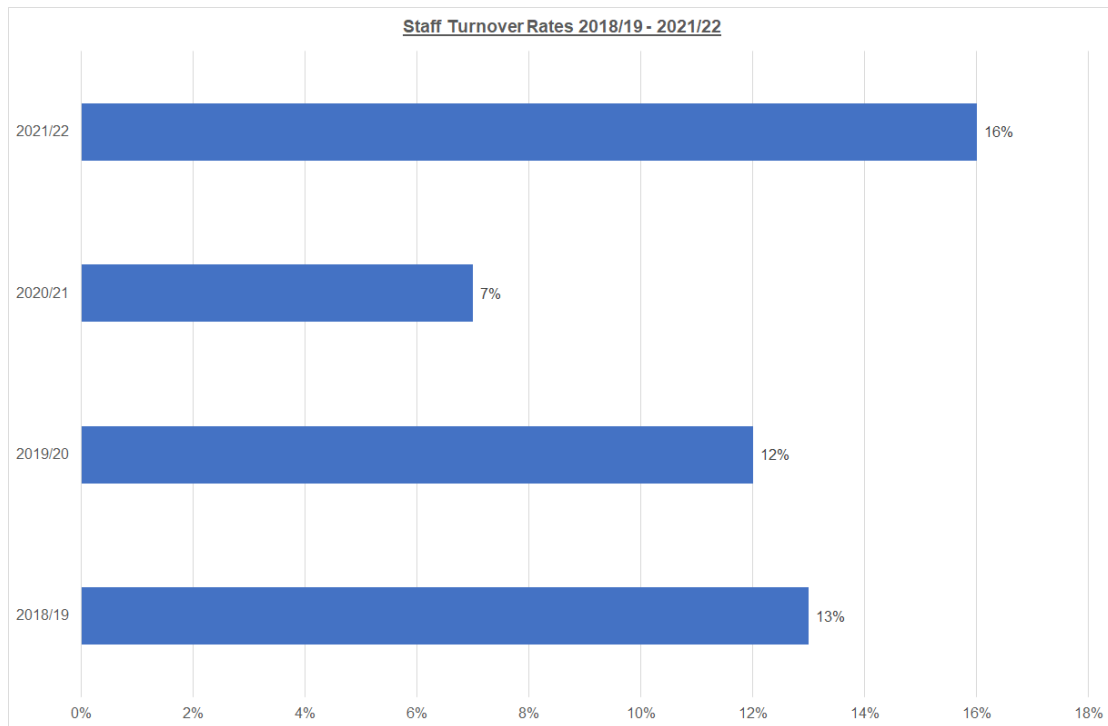
- % Of employees who undertake management training.

Update

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

Performance measure

- Staff turnover rates in relation to national rates



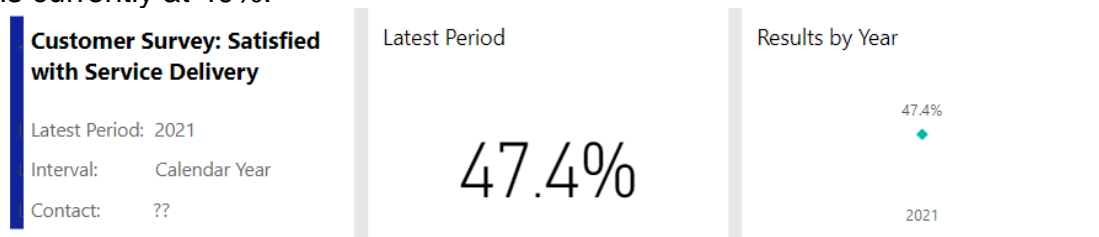
Staff turnover for 21/22 was 16%. This compares with the national average of 15% for 2021.

Performance measure

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

Update

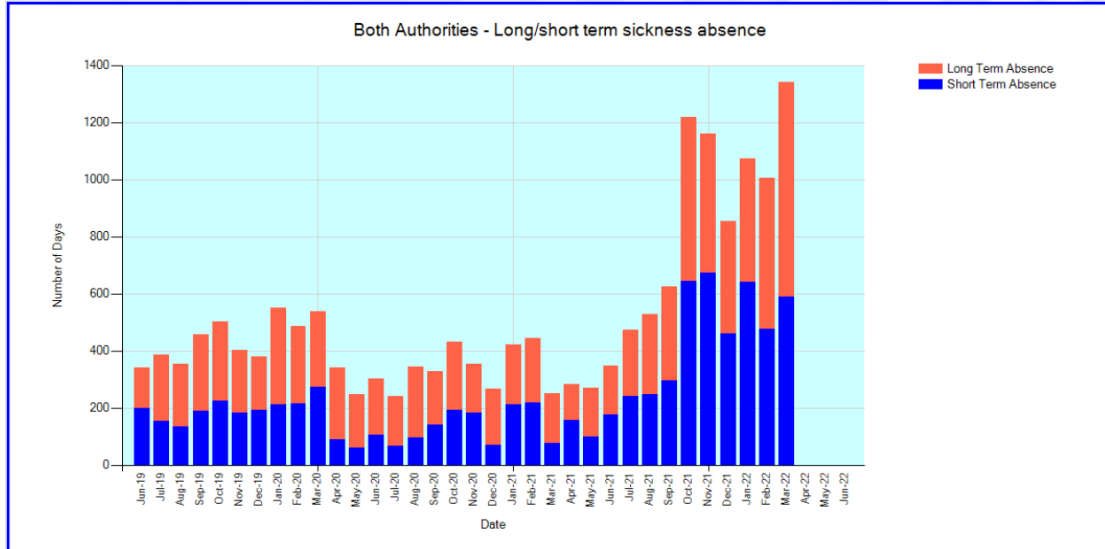
This is a new data set and as such, there is no historical data to provide context until after the next survey in October 2022. However, national customer satisfaction with LA's according to the Local Government Chronicle is currently at 40%.



**Appendix F Operational Measures
Business Transformation, Organisational Development & Digital
Services**

Performance measure

- Sickness absence (to the end 2021/2022):



Update

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

Environmental Services

BDC Domestic Waste Collection

Performance Measure

- Percentage of Household Waste sent for re-use, recycling & composting.

	21/22	22/23
April	44.40	46.69
May	49.24	55.59
June	59.99	57.51
July	57.58	
August	49.75	
September	48.45	
October	36.71	
November	50.72	
December	50.87	
January	39.59	
February	33.89	
March	42.89	

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 2020/21 Bromsgrove was ranked 175th

Recycling levels fluctuate over the year due to both seasonal effects and personal habits of residents. Bromsgrove has an established garden waste service with nearly 50% take up across the District that supports a strong recyclable percentage against the residual waste.

Performance Measure

- NI191 Residual Waste per household (kg) - BDC

	21/22	22/23
April	50.01	42.43
May	38.81	37.22
June	39.35	37.28
July	38.16	
August	40.89	
September	45.06	
October	41.50	
November	39.36	
December	35.86	
January	39.86	
February	35.38	
March	49.26	

Update

Although Bromsgrove still has high levels of residual waste it also has good use of the dry recycling service throughout the year that combined with the garden waste supports a strong overall recycling percentage. Waste Composition Analysis currently being done across sample areas of Bromsgrove will give us further insight into what residents are disposing of in their residual waste bins, which will support future service planning and communication campaigns to target this waste and seek to further reduce it.

Performance measure

- BDC Fly Tipping

Update

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2021	163	159	240	182	113	132	104	148	103	56	76	84
2022	75	85	125	102	85	119	96	0	0	0	0	0

This overview reflects the number of fly tips identified across the District requiring resources to remove and indicates the scale of the problem and any trends resulting from enforcement and education actions. The detailed data is used to identify patterns of behaviour and geographic locations that can be targeted with signage and cameras to identify those responsible and deter behaviour or support further enforcement action against those who continue to illegally dump their waste.

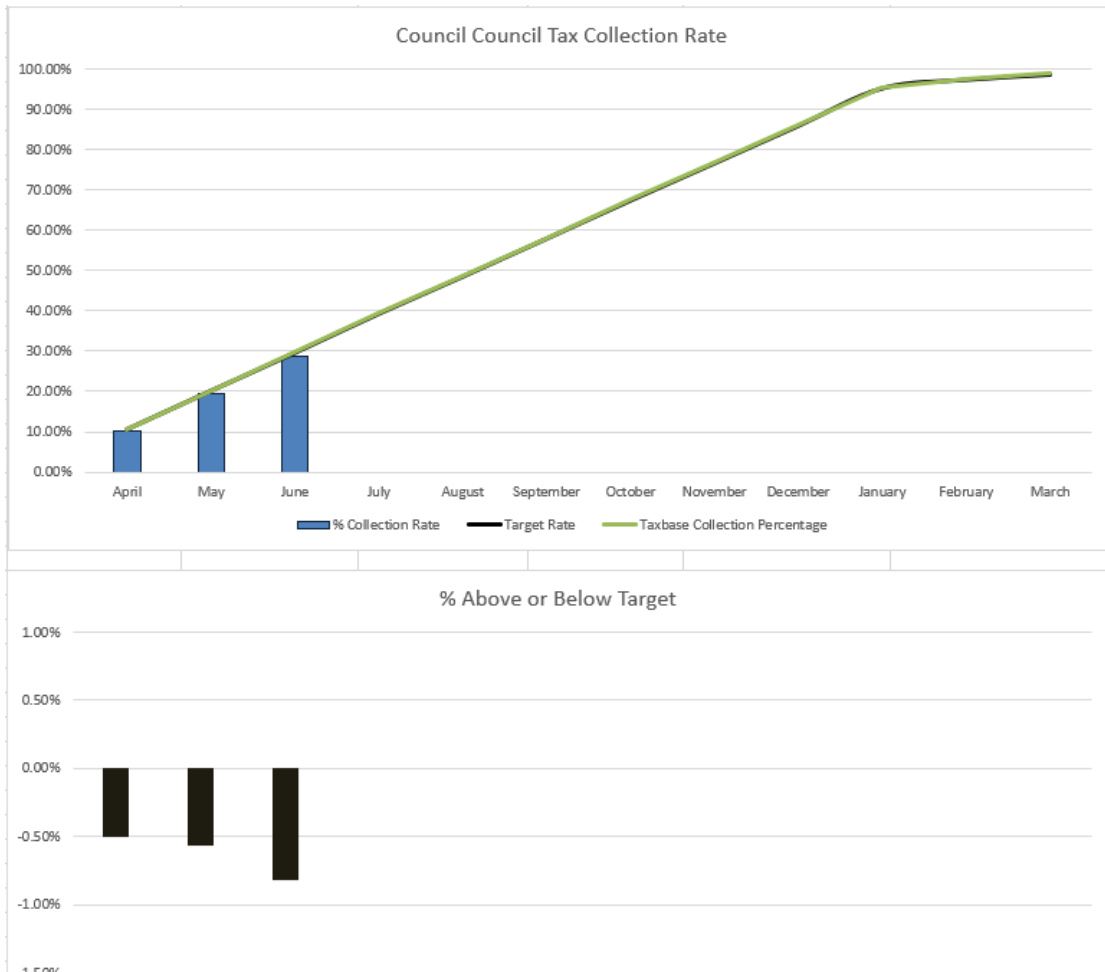
Finance and Customer Services (incl Revenues & Benefits)

Performance measure

- Council Tax Collection Rate

Update

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

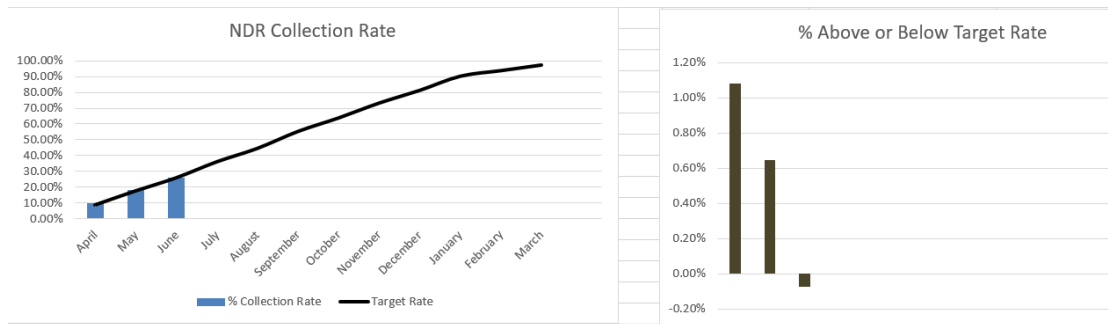


Performance measure

- NDR Collection Rate

Update

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



Performance measure

- Revenues Processing

Update

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

Month	Completed Items	Completed < 7 Days	Completed < 14 Days	Completed < 21 days	Completed < 28 Days	Completed > 28 days	Outstanding Documents
Apr	2550	527	313	280	718	712	1869
May	4887	991	505	452	810	2129	2044
Jun	7660	1500	773	609	947	3831	2031
Jul	9388	1819	935	706	1059	4869	

Performance measure

- Online Customer Interactions

Update

Online Customer transactions and Revenues calls (the next two tables) are being significantly affected by the administration of the Energy Rebate scheme which affects over 27,000 households in the district.

Month	On-Line Service Requests	Auto Processed	Referenced	Rejected
Apr	1097	270	350	477
May	1602	559	474	569
Jun	4297	3462	331	504

Customer Services

Performance measure

- Revenues Calls

Update

Revenues Calls					
Date	Calls Answered	Avg Queue Size	Avg Wait Time	Avg Number Logged in Staff	Average call length*
Jan-22	2962	2.1	06:29	4.7	08:06
Feb-22	2758	1.4	05:20	4.1	07:23
Mar-22	3888	4.9	07:56	4.0	07:45
Apr-22	3307	3.5	07:20	4.0	07:29
May-22	4086	4.4	07:05	4.9	07:55
Jun-22	3981	6.8	09:32	4.8	07:58

* call length does not include 'wrap up' time which is the work involved after the customer has ended the call

Performance measure

- Number of Web Payments

Update

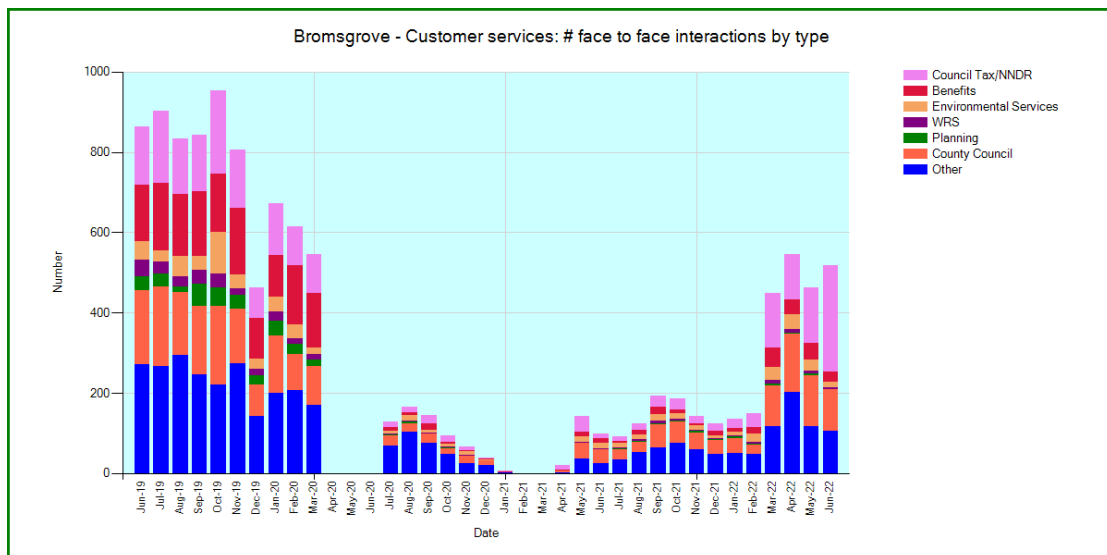
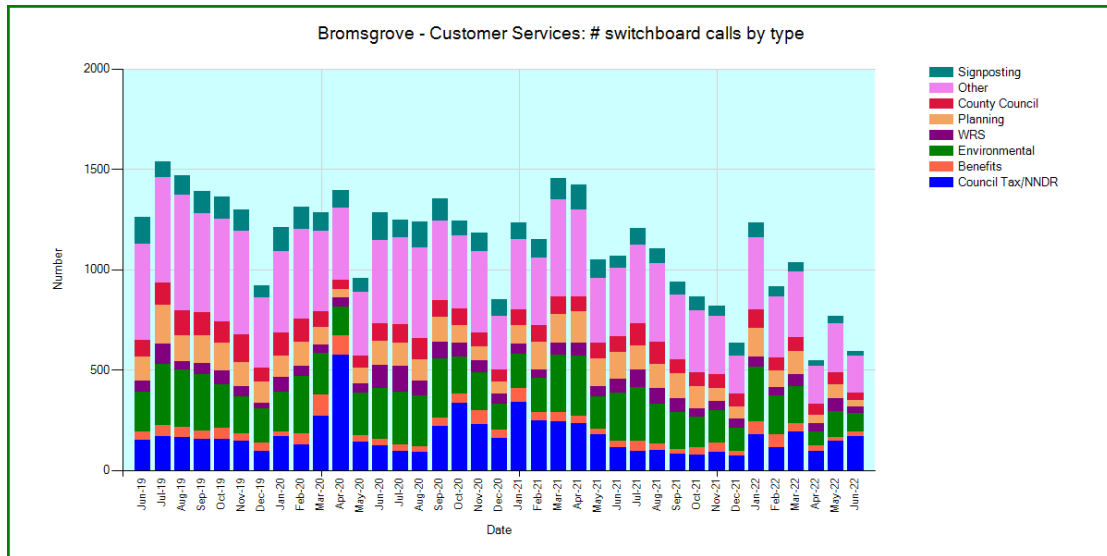
Number of Web Payments		
Date	RBC	BDC
Jan-22	3637	2019
Feb-22	2582	2175
Mar-22	2795	1450
Apr-22	3445	1339
May-22	3693	1754
Jun-22	3337	1189

Performance measure

- Customer Service calls

Update

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



Planning, Regeneration & Leisure Services

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