

Quarter 2 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
Report Authors	Head of Finance and Customer Services michelle.howell@bromsgroveandredditch.gov.uk Head of Business Transformation, Organisational Development and Digital Strategy d.poole@bromsgroveandredditch.gov.uk	
Wards Affected		All Wards
Ward Councillor(s) consulted		No
Relevant Strategic Purpose(s)		All
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 July to September 2022 be noted;
And
- 2) The Q2 Performance data for the Period July to September 2022 be noted.
- 3) That £150,000 is allocated from the Financial Services Reserve to fund cross council improvements in HR and ICT.

2. BACKGROUND

- 2.1 This report presents at Quarter 2 (July – September) 2022/23
- the Council's forecast outturn revenue monitoring position for 2022/23 based on data to the end of Quarter 2
 - An update on progress on the 2023/24 budget process
 - The organisations performance against the strategic priorities outlined in the Council Plan Addendum, including operational measures to demonstrate how the council is delivering its services to customers.

3. DETAILED PERFORMANCE

Financial Performance

- 3.1 As part of the monitoring process a detailed review has been undertaken to ensure that issues are considered, and significant savings and cost pressures are addressed. This report sets out, based on the position at the end of Quarter 2, the projected revenue outturn position for the 2022/23 financial year and explains key variances against budget.
- 3.2 The £12.1m full year revenue budget included in the table below is the budget that was approved by Council in March 2022.
- 3.3 At quarter 1 of 2022/23, it was noted that the budget included £478,000 of organisational efficiency targets which had not been allocated to services. This target was offset in the main by forecast underspends across other service areas predominantly due to vacancies. The 2022/23 budget has therefore been revised to reflect the allocation of the operational efficiency target to those areas. The projected outturn figure at Q2 is a £342k overspend, after the "absorption" of the £424k of non-allocated savings and efficiency targets.

	2022/23 Full Year Budget	2022/23 Cross- cutting saving allocation	2022/23 Revised Budget	2022/23 Q2 Actuals	2022/23 Adjusted Forecast Outturn	2022/23 Adjusted Forecast Outturn Variance (Under) / Over spend
Regulatory Client	228,063	0	228,063	77,430	228,063	0
Business Transformation & Organisational Development	1,857,867	(156,971)	1,700,896	150,843	1,700,518	(378)
Chief Executive	1,797,361	(3,293)	1,794,068	373,488	1,734,299	(59,768)
Community & Housing GF Services	1,093,315	(80,173)	1,013,142	8,860	1,026,939	13,797
Environmental Services	3,438,085	(42,175)	3,395,910	(1,843,203)	3,338,891	(57,019)
Financial & Customer Services	1,406,322	(87,038)	1,319,284	588,789	1,325,007	5,723
Legal, Democratic & Property Services	1,146,850	(4,235)	1,142,615	283,446	1,528,195	385,580
Planning, Regeneration & Leisure Services	1,578,027	(50,182)	1,527,845	569,221	1,527,845	0
Cross cutting savings and efficiency targets	(477,890)	424,067	(53,823)	0	0	53,823
Net Expenditure before Corporate Financing	12,068,000	0	12,068,000	208,874	12,409,757	341,758

3.4 *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 Q2 actual; this has been reflected in the forecast outturn for each service area.

In addition to this, it is also important to note that the Council is yet to close its accounts for the 2020/21 and 2021/22 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.

Business Transformation & Organisational Development – breakeven position

Within Business Transformation & Organisational Development there is a forecast breakeven position at quarter 2. This is after the absorption of £157k cross cutting efficiency savings targets based upon forecast underspends at quarter 1 within ICT due to anticipated budget efficiencies and Human Resources due to vacancies within the service.

Chief Executive – £60k underspend

Within the Chief Executive area there is a forecast underspend due to anticipated budget efficiencies against expenditure budgets.

Community and Housing General Fund Services - £14k overspend

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

- Housing Options (£74k overspend) – This is mainly as a result of increasing expenditure linked to increases in demand for housing support. It is important to note that, the present cost of living crisis may result in increases in demand for council services, which at the point of writing cannot be fully quantified in this forecast.
- Community Safety/CCTV (£55k underspend) – This is mainly as a result of vacancies within the team.

This overall overspend forecast is after the absorption of £80k cross cutting efficiency savings targets based upon forecast underspends at quarter 1.

Environmental Services – £57k underspend

Within Environmental Services there are four services in particular that have a significant forecast outturn variance against budget:

- Place Teams (£47k underspend) – This is mainly as a result of vacancies within the team.
- Car Parks (£42k underspend) – This forecast position is due to projected increases in usage of car parks following recovery from the Covid-19 pandemic.
- Stores & Depots (£26k underspend) – This is mainly as a result of vacancies within the team.
- Engineering & Design (£46k overspend) – This forecast position has arisen due to increases in grounds maintenance works.

This overall underspend position is after the absorption of £42k cross cutting efficiency savings targets based upon forecast underspends at quarter 1 within Engineering & Design and Place Teams due to vacancies and budget efficiencies respectively.

Finance & Customer Services - £6k overspend

Within Finance & Customer Services there is a small forecast overspend after the absorption of £87k cross cutting efficiency savings targets based upon forecast underspends at quarter 1. This position will continue to be reviewed in light of pressures within the service, with further updates provided during 2022/23.

Legal, Democratic and Property Services - £386k overspend

Within Legal, Democratic and Property Services the overall forecast overspend has arisen largely due to variances within two service areas:

- Facilities Management/SLM (£408k overspend) – The Council has a contract with SLM to deliver Leisure Management Services on its behalf at Bromsgrove Sports and Leisure Centre (BSLC). During the Covid-19 pandemic, the BSLC had to temporarily close and received financial support from the Council via the General Covid-19 grant. The Leisure sector continues to recover from the effects of the Covid-19 pandemic, and it is therefore prudent to reflect an anticipated in-year pressure in this area.
- Democratic Services (£19k underspend) – There is an underspend forecast due to vacancies within the team at the start of the financial year, which have now been recruited to.

This overall forecast overspend is after the absorption of £4k cross cutting efficiency savings targets based upon forecast underspends at quarter 1.

Planning, Regeneration and Leisure Services – breakeven position

A breakeven position is currently forecast within Planning, Regeneration and Leisure Services. This is after the absorption of £50k cross cutting efficiency savings targets based upon forecast underspends at quarter 1 within Development Services and Parks, Open Spaces and Events due to anticipated budget efficiencies and a vacancy respectively.

Cross cutting savings and efficiency targets - £54k 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. Organisational efficiency targets totalling £424k have been allocated to service areas based upon forecast underspends as at quarter 1; predominantly linked to vacancies. This will be kept under review as we progress through the financial year. It is important to note however that forecast underspends within other service areas, as detailed in this report, will help to achieve this target. This will be kept under review as we progress through the financial year.

Regulatory Client

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

- 3.5 Overall, the Council is currently forecasting a revenue overspend in the region of £342k 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 Councillors throughout 2022/23.
- 3.6 This in-year budget forecast reflects the best information available at the present time, however it is important to note that there are a number of key factors that may impact upon the financial position which are not yet reflected fully within the forecast, including:
- The present cost of living crisis and the impact that this may have upon demand for council services, including the impact of

homelessness and the cost of bed and breakfast temporary accommodation costs.

- Inflationary increases – general inflation has been running at 10% and will impact upon transport costs, utilities and contracts in particular.
- Pay negotiations – a 2022/23 pay award of £1,925 per pay point plus on costs has been offered by the Employers and accepted. It is anticipated that this equates to an additional £676k cost to the Council from its initial budget. We budgeted for a 2% increase in our base budget in the MTFS which was £180k. The back-pay will be processed in the December payroll, with the total cost reflected in the quarter 3 report to Members. The Council will need to fund this additional pressure from reserves during 2022/23.

Capital Monitoring

- 3.7 A capital programme of £2.4m was approved in the Budget for 2022/23 in March 2022.
- 3.8 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).
- 3.9 The spend at quarter 2 is £1m against the overall 2022/23 capital budget totalling £2.4m as detailed in Appendix B. In addition to this, there is spend at quarter 2 totalling £4.8m for Burcot Housing. This budget will need to be reallocated from 2021/22 into 2022/23. This will be addressed in the 2021/22 Outturn reports to Cabinet.
- 3.10 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.

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

Earmarked Reserves and their application

- 3.12 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.
- 3.13 We have highlighted in the Tranche 1 2023-24 to 2025-26 Medium Term Financial Plan (MTFP) that went to Cabinet on the 26th October, that there was the requirement to invest in back office. In the MTFP Paper we talk about investment in updating processes in order to use technology like robotics to automate processes which will save costs and put less pressure on what a difficult recruitment market is already when positions become vacant or can only be filled by Agency staff which is expensive. In addition to this we also need to move through backlogs that have built up over the past 2 years, like the finance department are doing via the financial recovery process, to get up to date and ensure that going forward back-office functions are responsive and cost effective. The two sets of investment are in Human Resources and ICT and are set out in detail in Appendix D.
- For HR, the investment required is £150,000
 - For ICT, the investment required is £151,000
- 3.14 This investment would be split 50% Bromsgrove, 50% Redditch. The funding for this would come from the Financial Services Earmarked Reserve, which presently stands at £1.422m.

4. Update on Progress with the 2023/24 Budget

- 4.1 On 26th October 2022, Cabinet was presented with a report which detailed the process that Officers are following, and progress towards, balancing the Council's budget in 2023/24 and over the medium term. The report set out:
- The starting position for the 2023/24 MTFP.
 - The emerging national picture including expected settlement dates.
 - The Council's Base Assumptions including Inflation and Grants
 - Fees and Charges update.
 - Strategic Approach
 - Tranche 1 set of pressures and savings proposals.
 - Impact on Reserves and Balances.
 - Capital Programme.
 - Robustness Statement
 - Consultation Details.

- 4.2 To summarise, in February 2022 the Council set a three year Medium Term Financial Plan 2022/23 to 2024/25. That plan had inherent budget deficits built into the plan with reserves set to fall from £4.257m to £1.046m over the period.
- 4.3 The revised budget gap to be bridged, including the roll forward to include 2025/26, prior to any inflationary adjustments, increases from £1.588m in 2023/24 to £1.623m over the medium term.
- 4.4 During the first 6 months of the financial year, Officers have identified Tranche 1 savings proposals totalling £1.625m in 2023/24. These offset the £1.588m budget deficit in that year. Further details are available in the Savings Proposal Document (Appendix A to Medium Term Financial Plan 2023/4 to 2025/6 – Tranche 1 report), which sets out the growth and savings proposals in more detail.
- 4.5 However, when adding in inflationary pressures (non-utilities) the deficit position moves to £863k which increases to £942k over the three-year period.
- 4.6 We have kept utilities separate at the moment at there is talk of significant Government support. If this were not to materialise then the overall deficit position increases to £1.5m, increasing to £1.6m on present working assumptions.
- 4.7 It is important to note that we are budgeting during a time of extreme uncertainty given the change of Prime Minister, Cabinet and Chancellor, inflationary pressures and operating in a post C-19 environment. Work will continue in validating all assumptions, robustly challenging estimates, ensuring the delivery of existing saving plans. The Medium Term Financial Plan Update report, also presented to Members at this meeting, provides an update on proposed changes announced in November by the Chancellor and how this might affect budget assumptions. Further updates will be included in Tranche 2 of the MTFS and balanced budget setting process and will also include the outcome of the Local Government Finance Settlement. This report will be presented to Cabinet in January 2023.

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 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.

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
 - Former Market Hall Project
 - Procure a technical adviser/cost consultant for the project - ***In process***
 - Procure a multi-dis design team for the project – ***In process***
 - Windsor Street Project

- Completion of proposed draft ground contamination and remediation strategy work - ***details in Appendix E***
 - EA and WRS (review only) to review and approve the proposed remediation strategy for the site – ***details in Appendix E***
 - Measure – Bromsgrove Centres Strategy agreed by March 2023 – ***Aim to be presented to Cabinet in January 2023***
 - ***Improved Integrated Transport***
 - Measure - Increased number of sustainable transport projects being progressed or implemented across the district – ***Officers are working with Worcestershire County Council to establish a full pipeline of sustainable schemes.***
- Housing Growth
 - Measure – Number of new Homes – total and affordable (Annual) - ***172 (118)***
 - Measure – Affordable Homes Completed – ***8 (0)***
 - Measure - Local housing affordability rate – ***11.43 (11.43)***
 - Measure – Number of homeless approaches (Monthly) - ***38 (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 eligible children accessing nursery funding across the district – ***71% (71%)***
 - Measure – Number of energy rebate payments – ***27,637 (24,365)***
- Improved Health and Wellbeing
 - Measure – Deliver improved outcomes from the actions in the Leisure Strategy – ***Strategy went to Cabinet in October 2022***
 - Measure – Number of Community Builders in post – ***2 (2)***
- Community Safety and Anti-Social Behaviour
 - Measure – Number of young people engaged through Detached/Outreach youth work – ***125 (101)***
 - Measure – Levels of crime – ***chart in Appendix E sets out by type and year***
 - Measure – Number of crime risk surveys carried out – ***2 (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. Task and Finish group has been established with the other Worcestershire LA's to review the WRAP report and carry out additional research to examine best practice and provide recommendations***
- Measure - Introduce vegetable derived diesel into the Council's vehicles to reduce carbon emissions subject to any budget constraints – ***The organisation has now had their first delivery of HVO fuel, it has integrated well with existing vehicles, no mechanical problems. Every 1,000ltrs will reduce our carbon output by approx. 2.52 tonnes in comparison with Diesel***
- Measure - Households supported by the Council's energy advice service – ***New contract commenced in June 2022 and will be available in quarter 3.***
- 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 – ***33 (29)***
 - Measure - % of staff able to work in an agile way – ***New and will be reported from January 2023***
- High Quality Services
 - Measure - % of employees who undertake management training – ***New It is an annual measure; the first data will be reported in 2023.***
 - Measure – Staff turnover rates in relation to national rates – ***16.6% (16%) (compared to 15.6 (15%))***
 - Measure – Customer satisfaction with service delivery, measured through the Community Survey – ***47.4%***

5.5 In addition, Appendix E also sets out Operational Service Measures. More context is given in the Appendix, these include:

- Sickness Absence Rates – ***6.6 days (6.6)***
- Percentage of Household Waste sent for re-use, recycling & composting – Table by Month and year – ***42.89 (57.51%)***
- NI 191 – Residual Waste per household (Kg) ***49.26kg (37.28kg)***
- Fly Tips – ***106 (119)***
- Council Tax Collection Rate - ***1.2% below target (0.8% below target)***
- Business Rates Collection Rate – ***0.2% below Target (on target)***

- Benefits Change of Circumstances turnaround – **9 Days**
- Benefits New Claims Turnround – **20 days**
- Customer Services calls by type – **Charts set out by department**
- Total number of planning applications determined in quarter (all types) - **137 (191)**
- Speed of decision making for 'major applications' (over a rolling 2-year period) **81.5% (82.1%)**
- Speed of decision making for 'non-major applications' (over a rolling 2-year period) - **78.6% (77.7%)**

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 – 2022/23 Earmarked Reserves
Appendix D – Application of Earmarked Reserves
Appendix E – Strategic and Operational Performance Measures

9. REPORT SIGN OFF

Department	Name and Job Title	Date
Portfolio Holder	Councillor Geoff Denaro,	09.11.2022
Lead Director / Head of Service	Peter Carpenter, Interim Director of Finance	15.11.2022
Financial Services	Michelle Howell, Head of Finance and Customer Services	14.11.2022
Legal Services		
Policy Team (if equalities implications apply)		
Climate Change Officer (if climate change implications apply)		

BROMSGROVE DISTRICT COUNCIL

CABINET

2022

23 November

APPENDIX A – 2022/23 Revenue Monitoring

	2022/23 Working Budget	2022/23 Cross cutting savings allocation	2022/23 Revised Budget	2022/23 Q2 Actuals	2022/23 Adjusted Forecast Outturn	Adjusted Forecast Outturn Variance (Under) / Over spend
Service area						
Environmental Health / Protection / Enforcement	(5,039)	0	(5,039)	(16,124)	(5,039)	0
Licenses (all)	(185,300)	0	(185,300)	(106,662)	(185,300)	0
Regulatory Services client	418,402	0	418,402	200,217	418,402	0
Regulatory Client Total	228,063	0	228,063	77,430	228,063	0
Equalities & Diversity	45,686	0	45,686	(536)	45,686	0
Human Resources	235,772	(42,617)	193,155	97,954	203,155	10,000
ICT	1,237,313	(114,354)	1,122,959	7,385	1,112,581	(10,378)
Policy	66,917	0	66,917	21,091	66,917	0
Training & Organisational Development	141,907	0	141,907	0	141,907	0
Transformation, Business process re-engineering & Lean Systems	72,435	0	72,435	11,632	72,435	0
CMT - Business Transformation & Organisational Development	57,837	0	57,837	13,317	57,837	0
Business Transformation & Organisational Development Total	1,857,867	(156,971)	1,700,896	150,843	1,700,518	(378)
Corporate	1,164,031	(3,293)	1,160,738	278,274	1,099,463	(61,275)
SMT	220,494	0	220,494	23,631	225,294	4,800
Town Centre Development	50,000	0	50,000	0	50,000	0
Central Post	81,023	0	81,023	20,256	81,023	0
P A & Directorate Support	100,200	0	100,200	27,169	96,907	(3,293)
Communications & Printing	122,032	0	122,032	24,777	122,032	0
Partnerships	59,581	0	59,581	(618)	59,581	0
Chief Executive Total	1,797,361	(3,293)	1,794,068	373,488	1,734,299	(59,769)
Climate Change / Energy Efficiency	7,243	0	7,243	(7,441)	7,243	0
CMT - Community	40,988	0	40,988	10,247	40,988	0
Community Safety	366,136	0	366,136	48,280	310,814	(55,321)
Community Transport	31,674	0	31,674	9,568	25,162	(6,512)
Grants to voluntary bodies	0	0	0	0	0	0
Housing Options	435,689	0	435,689	152,359	509,283	73,594
Housing Strategy & Enabling	310,471	(80,173)	230,298	8,918	232,334	2,036
Lifeline	(98,886)	0	(98,886)	(244,811)	(98,886)	0
Starting Well	0	0	0	31,739	0	0
Community & Housing GF Services Total	1,093,315	(80,173)	1,013,142	8,860	1,026,939	13,797
Bereavement Services	13,582	0	13,582	(22,368)	11,417	(2,165)
Car Parks / Civil Parking Enforcement	(287,109)	0	(287,109)	(519,861)	(328,609)	(41,500)
Core Environmental Operations	157,921	0	157,921	15,283	157,921	0
Engineering & Design	291,940	(31,685)	260,255	79,444	305,830	45,575
Env Services Mgmt & Support	415,826	0	415,826	109,481	429,785	13,958
Place Teams	985,751	(10,490)	975,261	(9,467)	928,095	(47,166)
Stores & Depots	247,511	0	247,511	76,707	221,790	(25,722)
Tree Management inc TPO's	225,508	0	225,508	(45,375)	225,508	0
Waste Management	1,345,899	0	1,345,899	(1,527,113)	1,345,899	0
CMT - Environment	41,255	0	41,255	64	41,255	0
Environmental Services Total	3,438,085	(42,175)	3,395,910	(1,843,203)	3,338,891	(57,019)
Accounts & Financial Management	474,511	0	474,511	181,534	565,368	90,857
Benefits	474,878	0	474,878	161,449	446,590	(28,288)
Benefits Subsidy	(235,534)	0	(235,534)	0	(235,534)	0
Customer Services	297,221	(47,000)	250,221	77,720	200,114	(50,107)
Revenues	337,694	(40,038)	297,656	153,699	290,917	(6,738)
CMT - Finance	57,552	0	57,552	14,388	57,552	0
Financial & Customer Services Total	1,406,322	(87,038)	1,319,284	588,789	1,325,007	5,723
Business Development	201,273	0	201,273	18,368	201,273	0
Democratic Services & Member Support	397,181	(4,235)	392,946	124,182	374,085	(18,861)
Election & Electoral Services, Periodic Electoral review	181,530	0	181,530	50,541	179,367	(2,163)
Facilities Management	(45,706)	0	(45,706)	104,319	362,119	407,825
CMT - Legal	57,936	0	57,936	12,526	56,716	(1,220)
Legal Advice & Services	354,637	0	354,637	(26,490)	354,637	0
Legal, Democratic & Property Services Total	1,146,850	(4,235)	1,142,615	283,446	1,528,195	385,580
Development Services	210,191	(36,000)	174,191	69,246	174,191	0
Building Control	(82,497)	0	(82,497)	(42,597)	(82,497)	0
Development Control	209,450	0	209,450	110,479	209,450	0
Economic Development	167,254	0	167,254	62,805	167,254	0
Emergency Planning / Business Continuity	13,535	0	13,535	632	13,535	0
Parks, Open Spaces and Events	305,389	(14,182)	291,207	27,567	291,207	0
Planning Policy	596,793	0	596,793	167,031	596,793	0
Town Centre Development	99,138	0	99,138	159,491	99,138	0
CMT - Planning, Regeneration and Leisure	58,774	0	58,774	14,567	58,774	0
Planning, Regeneration & Leisure Services Total	1,578,027	(50,182)	1,527,845	569,221	1,527,845	0
Cross cutting savings and efficiency targets	(477,890)	424,067	(53,823)	0	0	53,823
Cross cutting savings and efficiency targets	(477,890)	424,067	(53,823)	0	0	53,823
Net Expenditure before Corporate Financing	12,068,000	0	12,068,000	208,874	12,409,757	341,758

BROMSGROVE DISTRICT COUNCIL

CABINET 2022

23 November

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 £	Spend 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	2,490
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 DFGs	2020/21	750,000		Community & Housing GF Services	750,000	503,101	163,000	1,416,101	608,233	807,862
GC836	OLEV ULEV Taxi infrastructure scheme	2019/20	300,000	1	Community & Housing GF Services	0	200,000		200,000	270,774	0
GC839	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	760,680
GC834	Burcot Lane	2019/20	10,275,000		Financial & Customer Services	3,275,000			3,275,000	1,124,343	8,150,051
CT107	Bus Shelters	2020/21	18,000		Environmental Services	18,000	18,000		36,000	0	36,000
GC1265	Cemetery Extension infrastructure at st 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	139,000	77,003	61,997
GC1345	Replacement lighting at the Depot	2017/18	23,000		Environmental Services	0	19,538		19,538	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	Bittoll 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	12,820,413

BROMSGROVE DISTRICT COUNCIL**CABINET**
2022**23 November**

2022/23 monitoring (as at period 6)

Capital Project Name	2022/23 Approved Budget	2022/23 Q2 Actuals	2022/23 Budget Remaining
Disabled Facilities Grant	913,000	333,852	579,148
Discretionary Homes Repairs	50,000	(2,450)	52,450
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	13,680	(13,680)
OLEV/ULEV Taxi Infrastructure	0	700	(700)
Vehicle Replacement Programme	600,000	0	600,000
Landscaping of Recreation Ground	0	7,120	(7,120)
Replacement Parking Machines	253,000	87,751	165,249
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	11,375	(11,375)
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	1,008,607	1,401,484

CABINET

23 November 2022

APPENDIX C – 2022/23 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 – Application of Strategic Reserves**Investing in HR for the short term**
October 22

We have made steps towards our Future Operating Model (FOM) however, the pace at which we can transition is limited due to resource capacity and presenting demand on the team. There are elements we need to undertake at the front end if we are to reduce the reactive demand placed on the team but finding space and capacity to prioritise these areas is challenging.

The delivery of our corporate plan and business plans are reliant upon the capability, creativity, and discretionary effort of our workforce, therefore the role of HR moving forward needs to be focused greater on proactively partnering services, bringing together business planning, workforce planning and to work with them to deliver against purpose. However, this is only possible if we are to change how HR is positioned within the organisation at both a Corporate and Operational level, the reliance placed upon HR and the reactive nature of the current service needs to significantly reduce, to create capacity to add true value to services and the organisation as a whole.

Therefore, to support the organisation to deliver against Strategic Objectives we will need to review the service we provide to the organisation and the way in which it is delivered. It is imperative that the organisation is clear on the role HR will and won't play in supporting services and that this is clear throughout all levels within the organisation.

- Policy review is frequently pushed down the agenda as we prioritise reactive demand including Disciplinary's, Grievances, Service Reviews.
- In the last year we delivered training to support the recently reviewed policies however, this is limited to certain services and yet to be rolled out across the Council.
- HR analytics are, to a degree provided, as part of Corporate Measures data however, the level of analytics available and the analysis of the data is far more limited than we would wish to provide and need to provide if we are to add greater value both in terms of decision making and business planning.
- Workforce Planning is in its infancy, we have made great steps towards introducing the organisation, with the support of the LGA, to the importance of workforce planning however, we cannot underestimate the journey we have ahead to implement and embed Workforce Planning into our business planning process.
- We have implemented Talentlink (recruitment platform) on the back of the challenges experienced with Tech One, this has been a huge step forward but we are only at the initial roll out stage and therefore there is further work to do to embed the new way of working and establish how this will impact on HR resource and capacity moving forward. This will be a huge step towards automating processes and ensuring services have access to live data. We have prioritised this project due to the

challenges we are experiencing with recruitment both within our organisation and across the sector, whilst this is a positive step forward we still have phase 2 of the project to implement thus impacting on available resource to focus on other areas of our business.

In order to address the issues outlined above HR will require four additional resources for a period of twelve months. The estimated cost for this additional resource would be approx. £150K. These costs have been estimated at Advisor level but it is likely that not all of the additional resource will need that level of skill. If that is the case this cost may well reduce in line with the reduced skill level.

With this additional resource we will:

- It is the intention that by front loading resource we will move to a position of invest to save. Current demand hinders our ability to progress time intense proactive work. It is therefore the intention to focus additional resource in particular areas to assist us to move to our FOM as quickly as possible.
- Update all HR processes and policies. With a focused resource we will be able to review and simplify processes both to remove a reliance on HR and speed up end to end activity. We currently have excess of 40 HR policies; capacity only allows for policies to be reviewed on an individual basis. We will undertake a full review of all policies during the 12 month period allowing a comprehensive review of policies ensuring they support the Corporate Workforce Strategy. Following the 12 month period we will move to a position of knowing all policies are fit for purpose both for now and the short to medium terms, we can then schedule for appropriate review period dependent upon the nature of the policy.
- We will undertake a bespoke piece of work to ensure employment policies / process / documents/employee benefits etc are available on the Orb and easily accessible to all staff. If we are to transition to our FOM a review of the ORB is a critical piece of work. Following the 12 month period we will have a establish approach that can be maintained.
- The delay in the implementation of the ERP for HR has resulted in us continuing with a system that does not fully support our FOM. As we continue to use Chris 21 in the short to medium term, we need to ensure investment of time and resource ensure the data within the system is clean and there are established approaches with Payroll and Finance to ensure the system supports effective and efficient service delivery. Resource will be invested to review the data held in the system, review establishment management to ensure that for however long we continue to use the current system it supports more closely our transition to our FOM. A key element of our FOM requires us to move to a position whereby having clear data and metrics to understand our workforce data including, recruitment data, turnover, sickness etc thus enabling data to drive decisions and priorities. Workforce analytics is

key to our FOM and will allow us to use data to create a more complete picture of our workforce, providing both CMT and services with critical information necessary to make decisions that drive business success. Following the investment of resources for 12 months, we will have established processes and clean data as we move back to our established structure. An evaluation will be taken forward to review appropriate Payroll / HR systems moving forward in the way of an options paper.

- We need to monitor and assess if policies and processes are being applied and what challenges services are experiencing thus allowing us to determine the appropriate action, reviewing them more closely by taking on an auditing roll. This is far more than we would do or have the capacity to do currently. This would include sickness absence, establishment management and the use and cost of temporary staff across the organisation. This will be a specific focus for a 12 month period, taking on more of an auditing role to help build a picture of current state and to identify future priorities.
- Clear the administration and recruitment backlog completely. The review of processes during the 12 month period will ensure the backlog is both cleared and enable us to review how we direct demand to the relevant areas to ensure we do not build up backlogs in the future.
- Complete the rollout of phase two of the new recruitment module.
- Embed workforce planning fully with a suitable plan in place.
- Understand trends and data regarding Grievances and Disciplinary events and use that understanding to try to reduce the instances of these events.

The managerial approach, in part, needs to be enhanced with greater dialog and ownership between Managers and Employees. Managers have started to become more self-reliant in their use of self-service however, there is a reliance on HR and sometime a reluctance to manage low level issues that then escalate requiring HR input or more formal processes. We need to explore further to understand the demand within the service to identify how we move forward and embed the necessary cultural shift.

There is sometimes a discontent within the organisation regarding the role of HR, it is imperative that the organisation is clear on the role HR will play in supporting services and that this is clear throughout all levels within the organisation. This will be clearly outlined in the HR and OD Service Protocol.

After 12 months, once the above issues have been resolved, the future operating model will redistribute resources to ensure sufficient support at the right levels and that staff resource is placed where it can most affect change in the organisation.

The future world of work is changing, the needs and expectations of our current and future employees are changing and HR needs to be able to support the organisation to change. Whilst the FOM for HR will evolve as we move forward, we need to move quickly, the additional resources will enable

us to front load the changes and in turn not only add greater value but understand what and where HR resource needs to be positioned over the coming years.

Investing in ICT for the short term
October 2022

Project Management

ICT is currently leading on a project that will deliver efficiencies across the organisation by enabling the citizens of Bromsgrove and Redditch to self-serve many council functions. This will involve the creation of a web customer portal, implementation of a customer relationship management system (CRM), development of many electronic forms and their related automated workflow that will move information around the council. This is a complex set of tasks and will require the project team to engage with many departmental contact points to design the processes, ensure they work as required, and safeguard the investment in the new system. To assist with bringing this project to a faster conclusion the following resource is required.

To release ICT technical resource, who would otherwise be assigned the Project Manager role, an external project manager would be required one day a week for 12 months. **£31,000**

Outcomes

1. Project delivery will be quicker which should shorten the project timeline.
2. An experienced and qualified Prince 2 project manager will ensure the project is setup correctly from the start which will reduce the risk of the project failing.
3. An independent person to manage tasks across all departments will free the internal ICT resource to concentrate on delivering the technical tasks and changes.
4. Time and effort can be focused on the integration between systems to realise greater gains e.g. links for payments, mobile payments (e.g. bulky waste) etc

Technical building of the CRM, Portal and Forms

Abavus (the vendor) to provide additional time to build several of the functions into the CRM, Portal and Forms system. **£20,000 (estimate waiting for supplier to confirm)**

Outcomes

5. Project delivery time is reduced by approximately 4 to 6 weeks.
6. Accuracy and speed of the development of electronic forms will increase due to the experience of the vendor having done this previously.
7. The vendor will have more time to support and train internal staff.

8. Specialists will allow for more functionality to be realised during the project cycle such as the self-serve of Taxi MOT scheduling.

Creating the API connections between the websites and portals.

API building is a specialist job and requires knowledge which is currently only available from ICT by reducing the priority for other projects. This project is a complex build, but delivery times could be reduced by having a dedicated person to assist. Additionally, this resource would allow us to build more automated functionality into the system, reducing manual intervention by teams when it goes live. This requires technical knowledge of how API's work and would require a Grade 7 post for **12 months £50,000**

Outcomes

9. Resource for other projects is freed up.
10. Specialist can help us include more automated functions which could reduce the need for resources in other service areas.

Assisting departments with their electronic forms, workflow and testing.

This requires administrative and system knowledge and would require a Grade 5 post for **12 months £35,000**

Outcomes

11. Departments will have additional help to deliver automated forms which is something they have not done before.
12. Resource impact on other service areas will be reduced, reducing impact on their service delivery to customers.

Network Implementation

ICT have requested a capital bid for replacing redundant equipment that will become a cyber security risk if it is not implemented in a timely manner. To assist with this year's implementation, additional resource could be purchased at a cost of **£15,000**

Outcomes

13. Reduce the risk of cyber security breaches by having supported kit in place sooner.
14. Resource for other network projects is freed up.

Item	Cost
Project Management (for Abavus Project)	£31,000
Technical building of the CRM, Portal and forms	£20,000
Creating the API connections between the websites and portals	£50,000
Assisting departments with their electronic forms, workflow and testing	£35,000
Network Implementation	£15,000
Total	£151,000

Long term impacts

The delivery of the projects outlined above provide greater opportunities for the organisation to increase the use of automation and self-serve. The Customer & Digital strategy sets out a vision for 'digital first' in which the council will:

- Make it as easy as possible for residents and citizens to access our services 24/7/365.
- Encourage as many people as possible to use online services.

In order to deliver this vision and affect the changes required to do so, technology needs to be fully embraced by all service areas across the council and harnessed effectively for our customers

It is anticipated that the technical changes brought about by these projects will enable greater access for our customers whilst also potentially reducing the need for some resources in certain services. These projects also open up other opportunities such as the use of chatbots which will further automate customer access. These technologies will also facilitate mobile payments which can speed up the taking of payments for services delivered 'out in the field'.

Appendix E Strategic Priorities and Performance Measures**1. Introduction**

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.

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)

2. Background

The Council has an approved Council Plan in place that 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 the potential shift in priorities 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 Councils long term priorities in 2023. The key priorities are:

1. Economic Development and Regeneration
2. Housing Growth
3. Work and Financial Independence
4. Improved Health and Wellbeing
5. Community Safety and Anti-Social Behaviour
6. Green Thread
7. Financial Stability
8. Organisational Sustainability
9. High Quality Services

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

3. Strategic Priorities and Performance Measures**3.1. Economic Development and Regeneration****3.1.1 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

3.1.2 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:

- Former Market Hall Project
 - Procure a technical adviser/cost consultant for the project
 - Procure a multi-disc design team for the project

Update

The team is in the process of securing a multi-disciplinary design team to develop the current early-stage RIBA stage 2 concept design to RIBA stage 3+4 to seek planning permission.

Performance measure:

- Windsor Street Project
 - Completion of proposed draft ground contamination and remediation strategy
 - EA and WRS (review only) to review and approve the proposed remediation strategy for the site

Update

In this reporting period a phase II ground investigation report has been produced alongside a proposed model for the detailed quantitative risk assessment (DQRA) which will be the basis for the remediation strategy for the site. The report has been reviewed by the Environment Agency who are broadly in agreement with the findings of the report and next steps. A remediation strategy is approved by the EA. The programme manager is Naznin Chowdhury Naznin.Chowdhury@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 January 2023. This will include proposed spend related to the UKSPF..

3.1.3 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

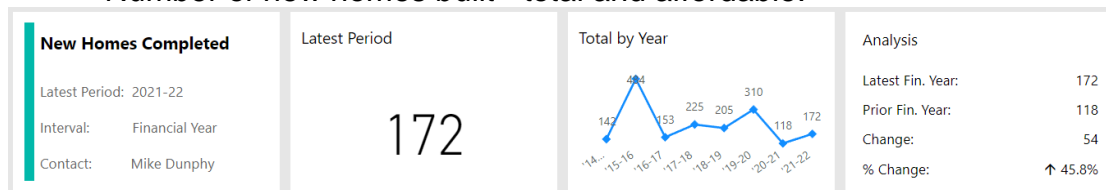
Officers are working with Worcestershire County Council to establish a full pipeline of sustainable schemes.

3.2 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:

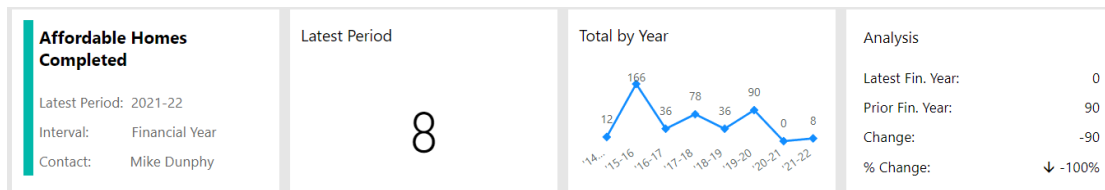
- Number of new homes built - total and affordable.

**Update 2021-22**

The completions by number of bedrooms for 2021/22 has increased slightly since the previous year. This reflects the fairly low amount of strategic sites that were in the process of constructing new dwellings.

Performance measure:

- Affordable Homes Completed



Update 2021-22

The graph shows affordable housing completions in Bromsgrove District by number of bedrooms. 8 affordable units were built in the 2021/22 monitoring year. This reflects the fairly low total completions across the District, and the small number of large strategic sites that are currently under construction. There are 689 affordable housing commitments as of 1 April 2022, reflecting the number of strategic sites which have gained consent but not started construction.

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.

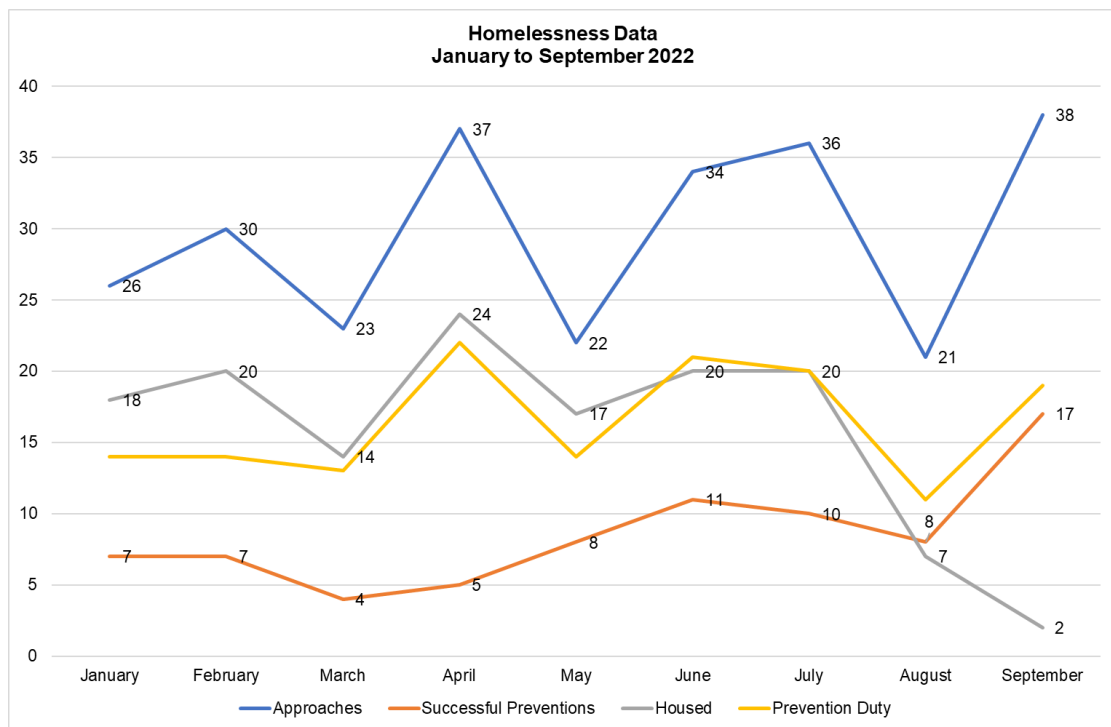
House prices over the last year have also risen well above the normal expected rate. This will push more households into needing affordable housing.

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



Update

On average we are seeing 28 approaches for homelessness assistance per month this year which is consistent with the last few years except for 20/21 due to the results of the pandemic. The average number of approaches over the year has reduced to 27.

Performance measure

- Number of threatened with homelessness preventions – see comments below

Update

On average 56% 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.

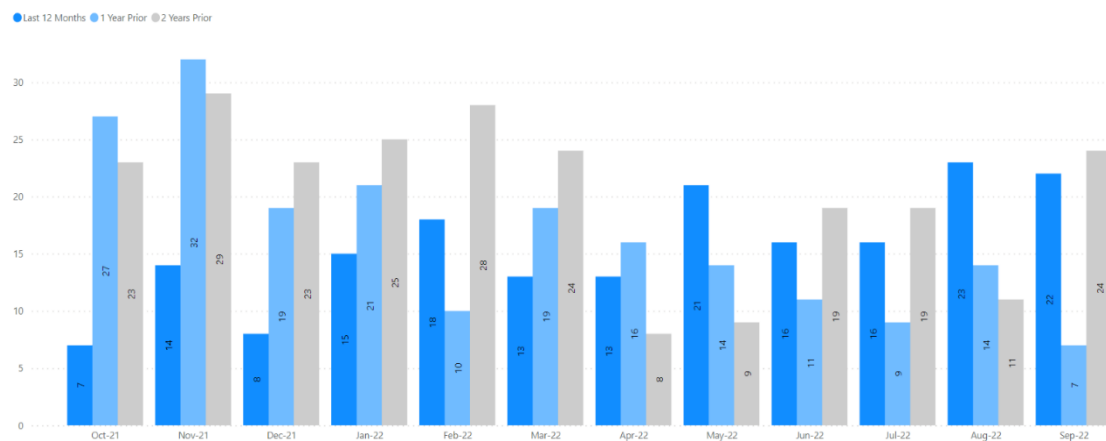
3.3. Work and Financial Independence

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. This measure records the number of FI Team cases opened. The top 3 referral reasons (where a value has been provided) for the last 12 months are:
 - 'Other' (62)
 - 'No value' (18) - excluded from top 3 reasons
 - 'Physical health issues' (16)
 - 'Ukraine Sponsor' (12)

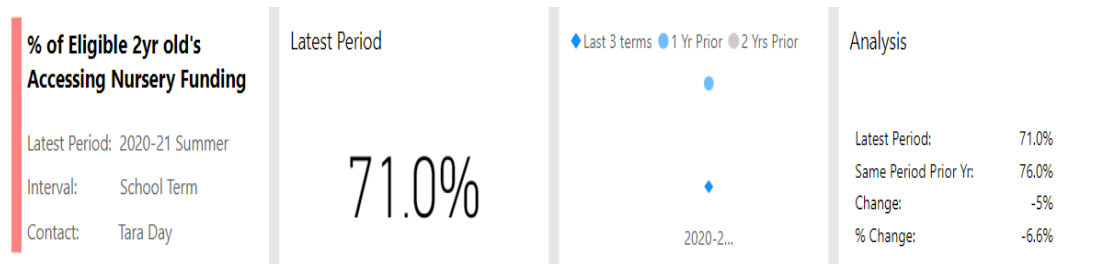


Performance measure

- 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 DWP list and would proactively contact all families with eligible children to encourage take up of the funding and support in signposting to suitable childcare providers – over the past year we have not received this list as there was a change made within the DfE and an issue around information sharing/data protection and WCF were unable to share the lists with us – during this time our Community Team held some ‘back to work’ events in collaboration with our Job Centre colleagues; we have promoted the funding on social media and all events/health clinics. In the last few weeks, we have received the lists so once again we will be able to proactively contact families who are eligible. It 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 energy rebate payments.

Update

For the period from 1st April 2022 to 30th September 2022 a total of 27,673 direct payments of Council Tax Energy Rebates were made to customers; a further 2,049 customers received their payment by a credit to the council tax account.

The discretionary energy rebate scheme has provided direct payments to 2,264 customers.

3.4. 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 went to Cabinet in October 2022..

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

A Bromsgrove and Redditch Shared Learning Network has been set up, supported by Public Health at Worcestershire County Council, which includes community builders, the voluntary and community sector hosts, relevant BDC and RBC officers and the relevant portfolio holders. The purpose of the Network is to provide a forum to support and encourage the development of ABCD good practice locally.

Community Builders are on fixed term contracts, and we believe there will be funding available to extend the posts until end of March 2024. Discussions are taking place to finalise a revised agreement with the County Council, including service specifications and reporting requirements. The longer-term aim is other areas will be covered if funding becomes available for additional Community Builders.

3.5. Community Safety and Anti-Social Behaviour

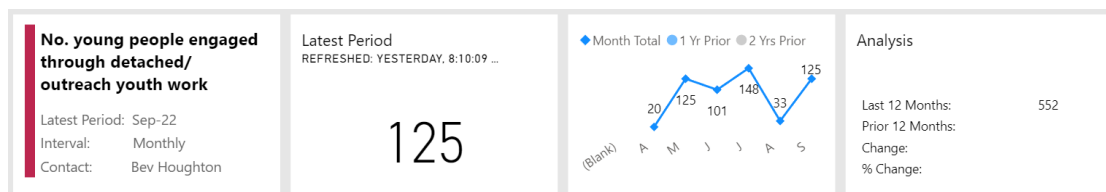
Working with Community Safety partners we will implement crime prevention projects and promote community safety services to reduce the hazards and threats that result from the crime, violence, and anti-social behaviour. We will also promote and support victim services that are in place to help and encourage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

Performance measure

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

Update

This is a new measure from April 2022.



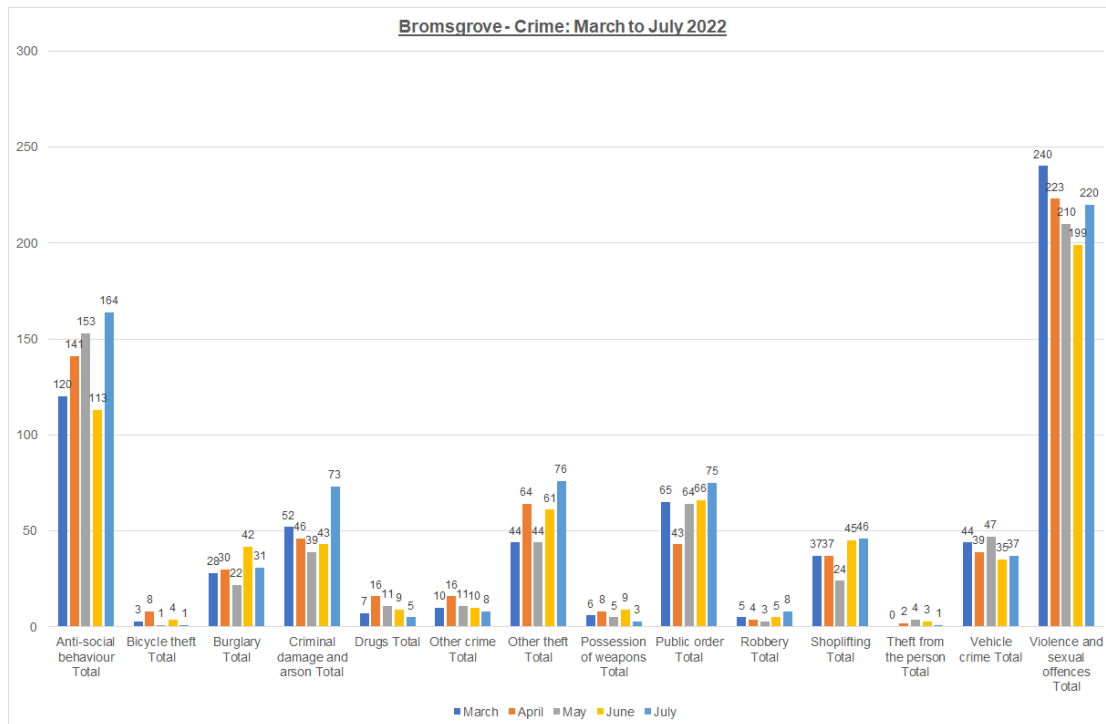
Youth workers conducted routine outreach patrols in the Central area. Workers also accompanied the Street Pastors on their late night/early morning patrols of the key night-time economy locations where they conducted welfare checks with young people who were out in these areas and signposted to support services and more appropriate youth provision in the district.

Performance measure

Levels of crime.

- **Update**

Data extracted from 'data.police.uk' - as at 26/09/22



In the 12 month period 1st Aug 2021 to 31st July 2022 total recorded crime in North Worcestershire peaked during May 2022 with the greatest volume of offences recorded (N=1,803) since pre-covid levels (N=1,807 in Jan 2020). This reflected an upward trend from Dec 2021 onwards. However, data for June and July 2022 indicates a decrease and a return to a 3 year monthly average volume of N= 1,559. Also, whilst there was an increase in the volume of recorded offences from the beginning of the calendar year, from Feb 2022 there was a decrease in the associated harm (Severity Score) of these offences. The Crime Severity Score allows comparison of the harm caused by offences by giving more severe/harmful offences a higher weighting than those crimes with less associated harm caused.

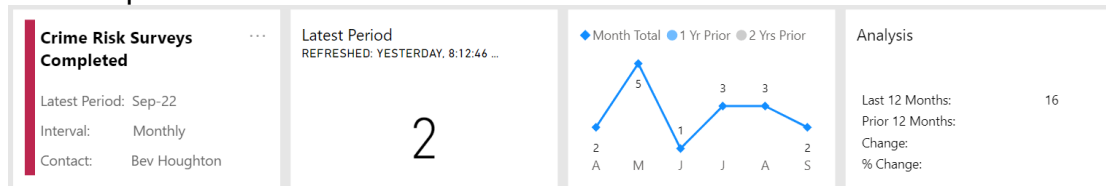
With regard to crime types, violence without injury was the greatest volume offence type in North Worcestershire with 5,589 offences comprising 29% of all crime between 1 August 2021 and 31 July 2022. This was an increase of 8% (n=396) since 2019/20 (pre Covid). Offences primarily consisted of Assault without Injury, sending letters etc. with intent to cause distress or anxiety and harassment - without violence. Charford Ward comprised 9% of all violence without injury offences in Bromsgrove District for Aug 2021/Jul 22 (n=127)

ASB – Between 1st Aug 2021 and 31st July 2022 ASB activity has decreased considerably since 2019, particularly from the end of the national Covid-19 restrictions in Jul 2021. There has been a change in police recording practices around public order offences and malicious communications offences which has had an impact on police ASB incident recording. These changes have driven further reductions in ASB recording during 2021/22 and 2022/23 because more incidents are now being recorded as crimes that would previously have been recorded as ASB. Therefore, the decrease in ASB

recording cannot be attributed solely to fewer incidents, or initiatives implemented, but mainly to the change in recording practices. Within the reporting period (Aug 21- Jul 22) there were 561 ASB incidents recorded in Bromsgrove compared to 644 in Redditch and 765 in Wyre Forest during the same period. Thematic analysis shows that the key qualifiers for incident reporting in Bromsgrove were Licensed premises at 21.6%, (N=41) followed by Alcohol Related at 20.5% (N=39) and then Youth Related at 16.3% (N=31). 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

Crime Risk Surveys related to a complaint of youth ASB raised by a local resident and reported via the Ward Member. Designing out Crime advice was also provided for a Residential Planning Application.

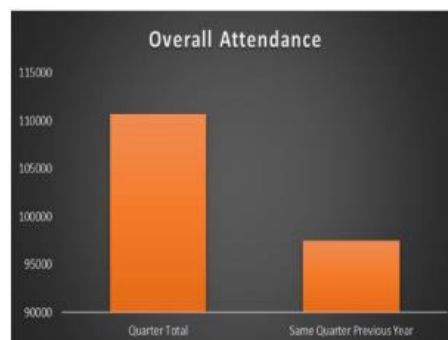
3.6 SLM Leisure (Everyone Active)

For SLM Leisure there is a lag in the data; as a result, quarter 1 data and comments can be found below; Q2 information will be available for the Q3 report.

Everyone Active Bromsgrove continued its path to recovery in 2022/23. When reflecting on the same quarter last year this really stands out, 13,246 more visits, 364 more members and 190 more children on lessons.

As expected with such an over performance in attendance, offerings such as swimming lessons and group exercise classes had to expand. This can be seen in the occupancy percentage however; this does allow the centre to grow further.

Category	Quarter Total	Same Quarter Previous Year	Difference
Total no. of visits including EA cards and non-card holders	110756	97510	13,246
EA Cards added in this period	1703	2129	-426
Total EA Cards to date	61987	54430	7,557
No. of Gym members	2536	2172	364
Swimming Lessons – children enrolled on scheme	1644	1454	190
Swim Lesson Occupancy	84%	91%	-7%
RIDDOR Reportable Events			0



When looking at the subscription production the strength of improvement is reflected once more. Fitness sits at an impressive 17% ahead of the same period last year and swimming lessons at an equally impressive 12%.

Bromsgrove LC	2021/22		+/- %		2022/23		+/- %	
	Fitness	Swim	Fitness	Swim	Fitness	Swim	Fitness	Swim
1st Quarter April- June	2,172	1,454	1%	44%	2,536	1,625	17%	12%
2nd Quarter July-September	2,339	1,752	14%	46%	0	0	-100%	-100%
3rd Quarter October - December	2,294	1,587	16%	34%	0	0	-100%	-100%
4th Quarter January - March	2,729	1,602	0%	0%	0	0	-100%	-100%
Yearly Average	2,384	1,599	54%	89%	634	406	-73%	-75%

3.7. 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.

Still awaiting the response from Government on their waste consultation, which will give details on precisely what is required of us as the Waste Collection Authority under the Environment Act 2021.

Moving forward a Task and Finish group has been established with the other Worcestershire LA's to review the WRAP report and carry out additional research to examine best practice and provide recommendations on what the Worcestershire Councils will implement as future collection arrangements in compliance with the Environment Act 2021

Performance measure

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

Update

Reported in Q1 as awaiting final documentation so that Hydrotreated Vegetable Oil (HVO) can be purchased.

The organisation has now had their first delivery of HVO fuel, it has integrated well with existing vehicles, no mechanical problems. Every 1,000ltrs will reduce our carbon output by approx. 2.52 tonnes in comparison with Diesel

Performance measure

- Households supported by the Council's energy advice service

Update

A new contract commenced in June 2022 so data is currently unavailable. Whilst the data for this measure is monthly, it is only received quarterly. The next data is expected by mid-late October 2022.



3.8. 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.

3.9. Organisational Sustainability

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

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 33 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

3.10. 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

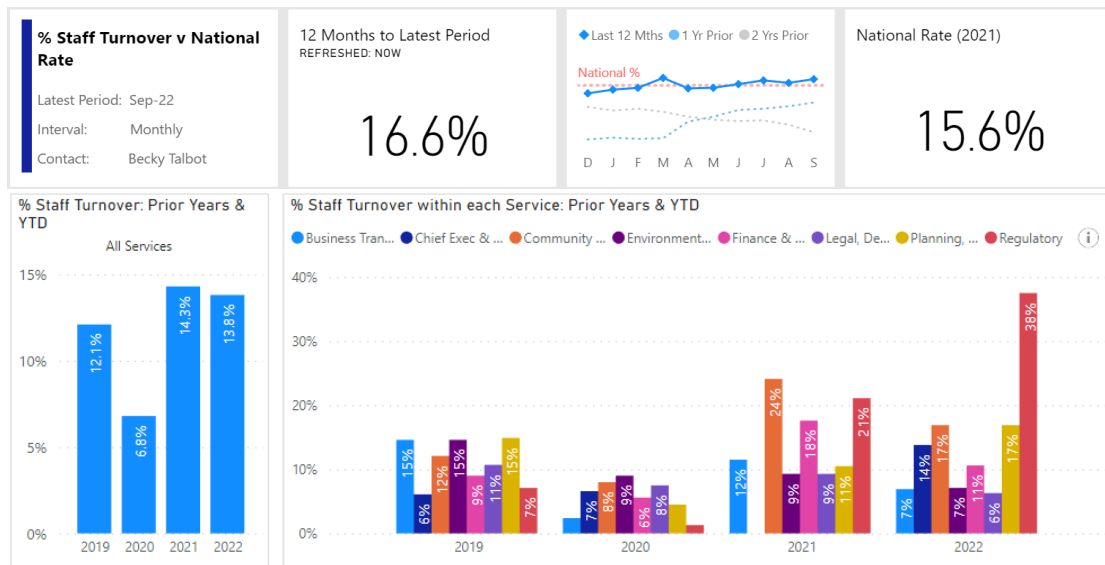
- % Of employees who undertake management training.

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 15.6% for 2021.

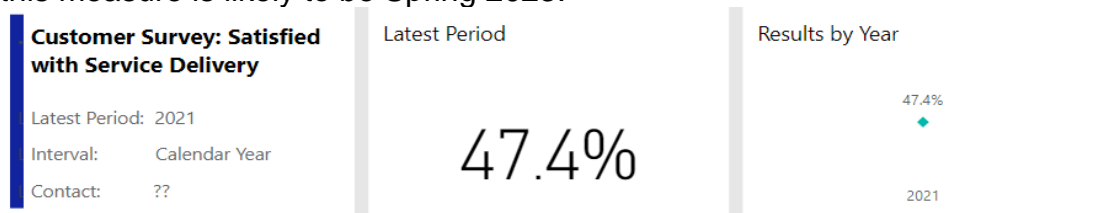
Performance measure

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

Update

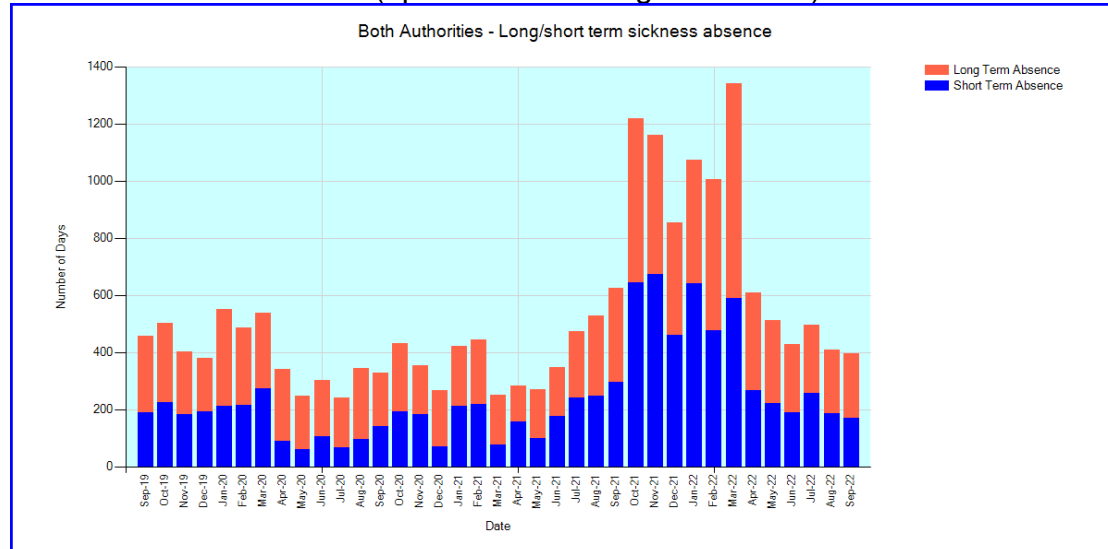
This is a new data set and as such, there is no historical data to provide context until after the next survey in October 2022. However, national customer satisfaction with LA's according to the Local Government Chronicle is currently at 40%.

The next survey will be carried out Autumn/Winter 2022. The next update to this measure is likely to be Spring 2023.



4. Operational Measures**4.1 Corporate****Performance measure**

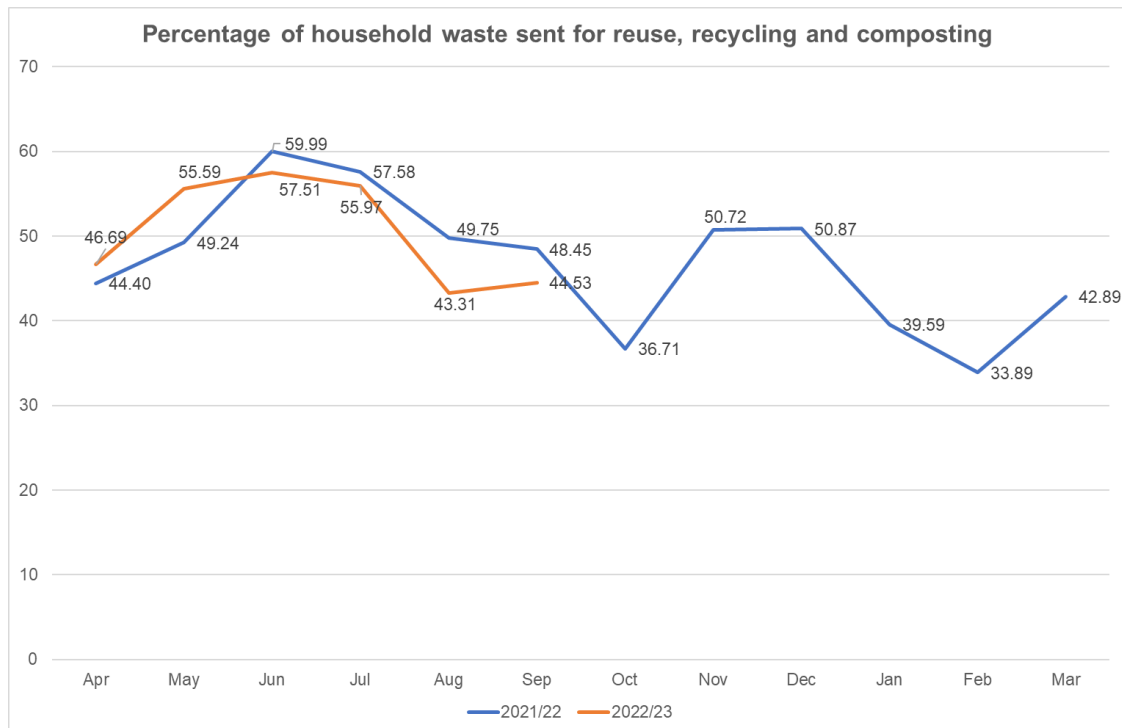
- Sickness absence (up to and including June 2022):

**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.

4.2 Environmental Services**BDC Domestic Waste Collection****Performance Measure**

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



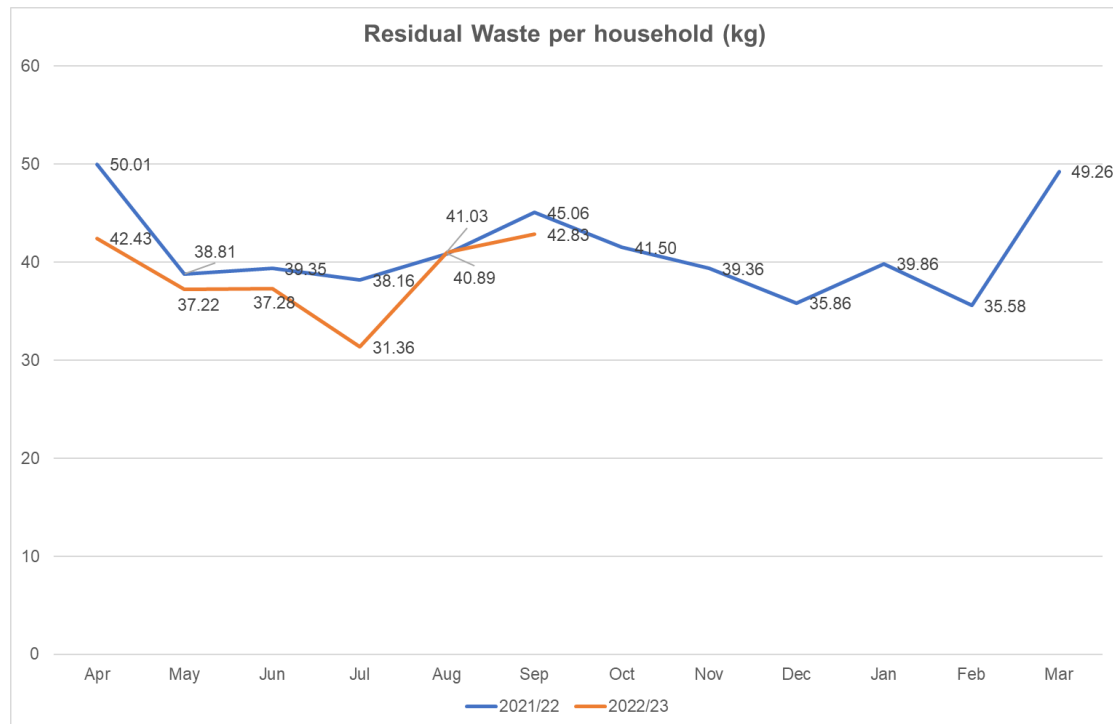
Update

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

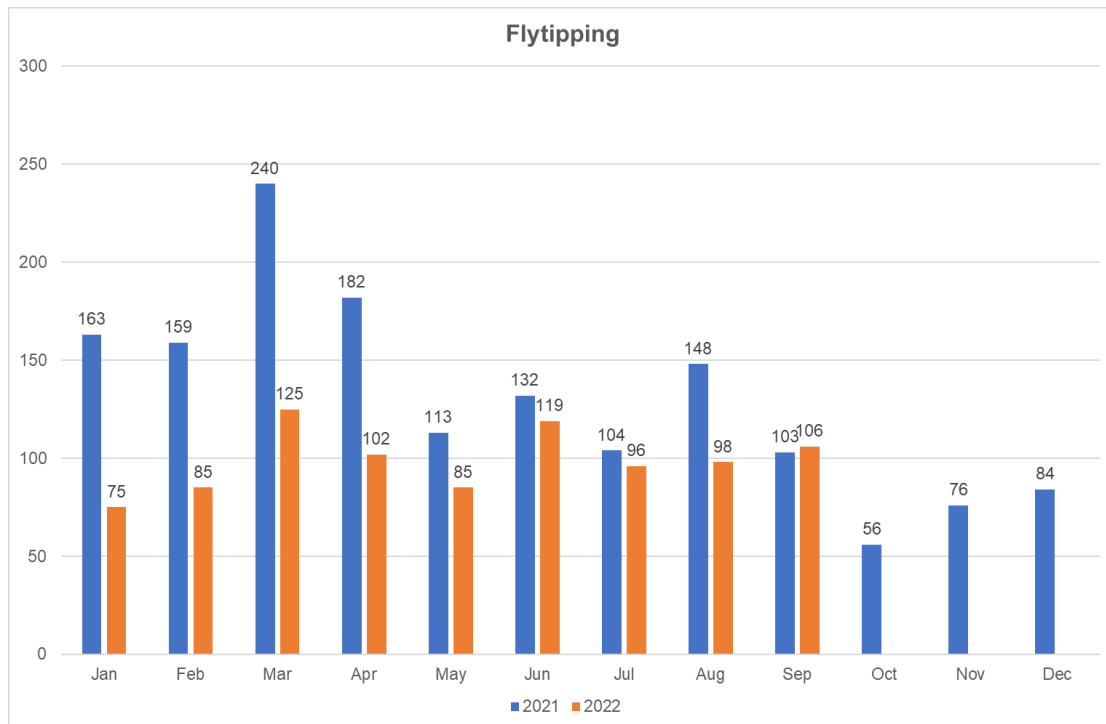
**Update**

The summer period saw reduced tonnages on all waste types collected, which may reflect the holiday period and/or a move back to offices and reduced pressure on the household waste stream as a result. The reduction in garden waste is likely also influenced by the dry summer, which reduces the benefits of this material offsetting our normal residual waste service.

We are currently carrying out a Waste Composition Analysis to sample waste 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 recycling.

Performance measure

- BDC Fly Tipping



Update

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.

Although September saw a slight increase in the number of fly tips, this was largely due to several locations seeing multiple fly tips, with 12 sites each being used between 3 and 5 times during the month. Our Enforcement Officer is taking steps to monitor our hot spot locations to identify those responsible and support enforcement action against them.

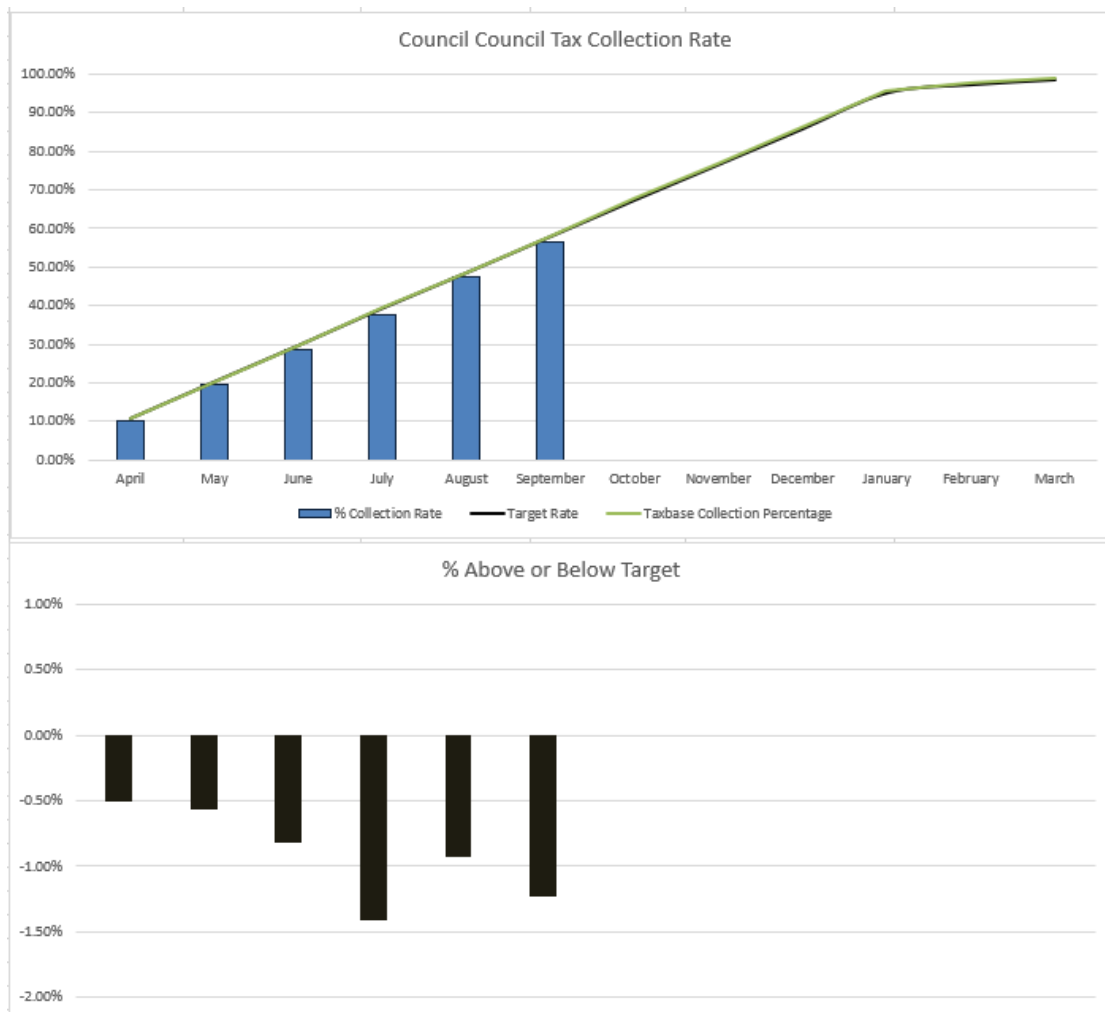
4.3 Finance and Customer Services (inc Revenues & Benefits)

Performance measure

- Council Tax Collection Rate

Update

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

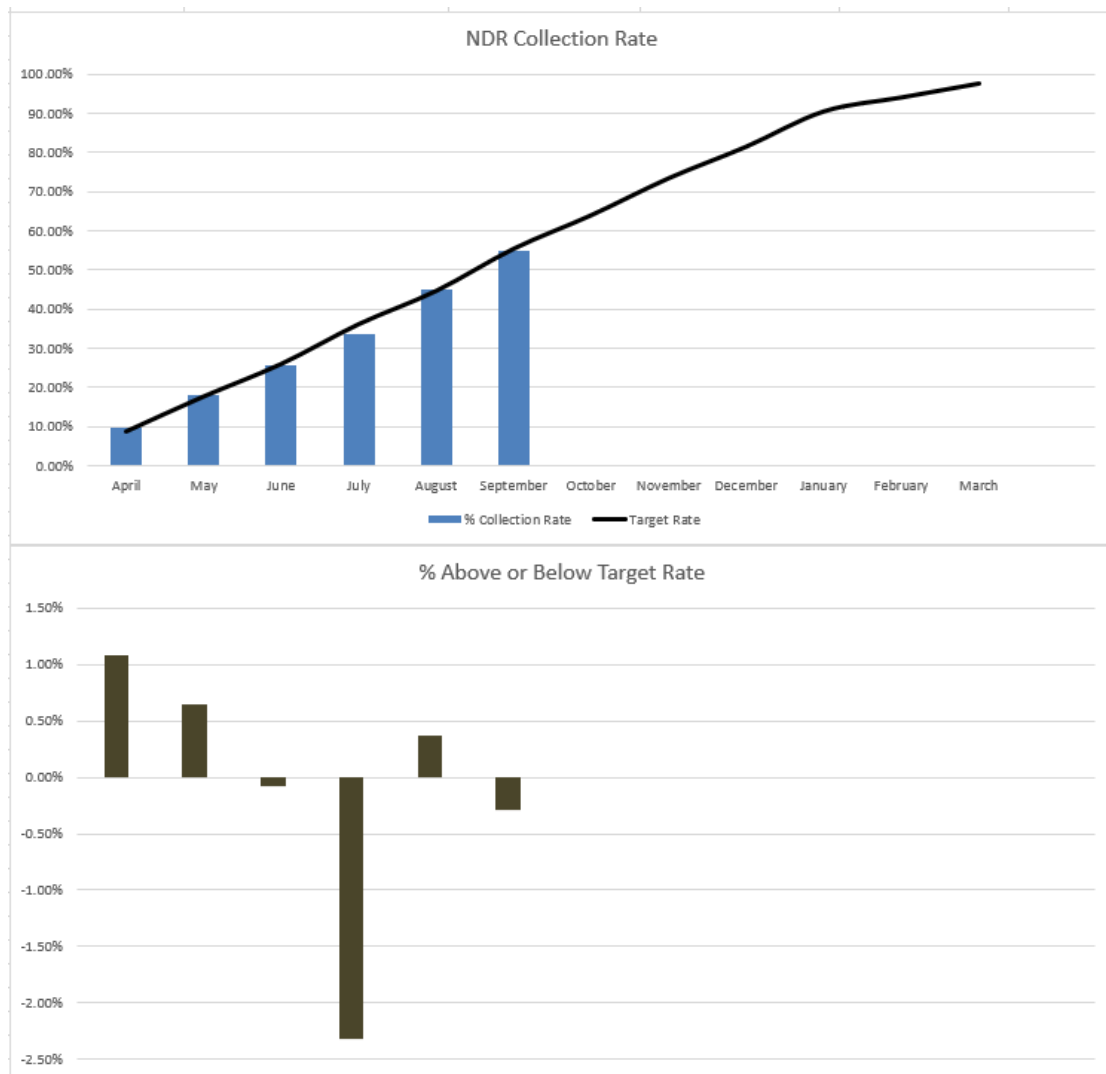


Performance measure

- NDR Collection Rate

Update

The Council is responsible for the collection of Business rates on behalf of itself and the Government. Like the Council Tax, any reductions to the target collection rates result in additional charges to the collecting authorities in the following financial year. Collection rates are a reflection of the economy and with the current “cost of living crisis” it is expected that collection rates might fall. Presently as of September 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 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	2337	464	192	172	92	1417	2044
Jun	2773	509	268	157	137	1702	2031
Jul	2906	552	240	190	362	1562	1605
Aug	2345	529	215	208	804	589	1421
Sep	5143	1080	483	481	1458	1641	1424

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.

Month	On-Line Service Requests	Auto Processed	Referenced	Rejected
Apr	1097	270	350	477
May	1602	559	474	569
Jun	4297	3462	331	504
Jul	2233	1277	450	506
Aug	1341	341	466	534
Sep	2263	1271	446	546

Customer Services**Performance measure**

- Revenues Calls

Update**BDC Revenues Calls**

Date	Calls Answered	Average in Queue	Average Wait	Average Logged in	Average call length
July 2022	3261	2.06	7.47	5.56	5.19
Aug 2022	2946	1.20	6.11	4.44	7.01
Sept 2022	2977	2.50	7.09	4.86	7.05

Many enquiries related to the Energy Rebate payments and the process to apply however overall in the 2nd quarter there was a decrease in calls in comparison to the 1st quarter. This was due to an increase in the options to apply online and information available to customers on the website.

Performance measure

- Number of Web Payments

Update**Web Payments**

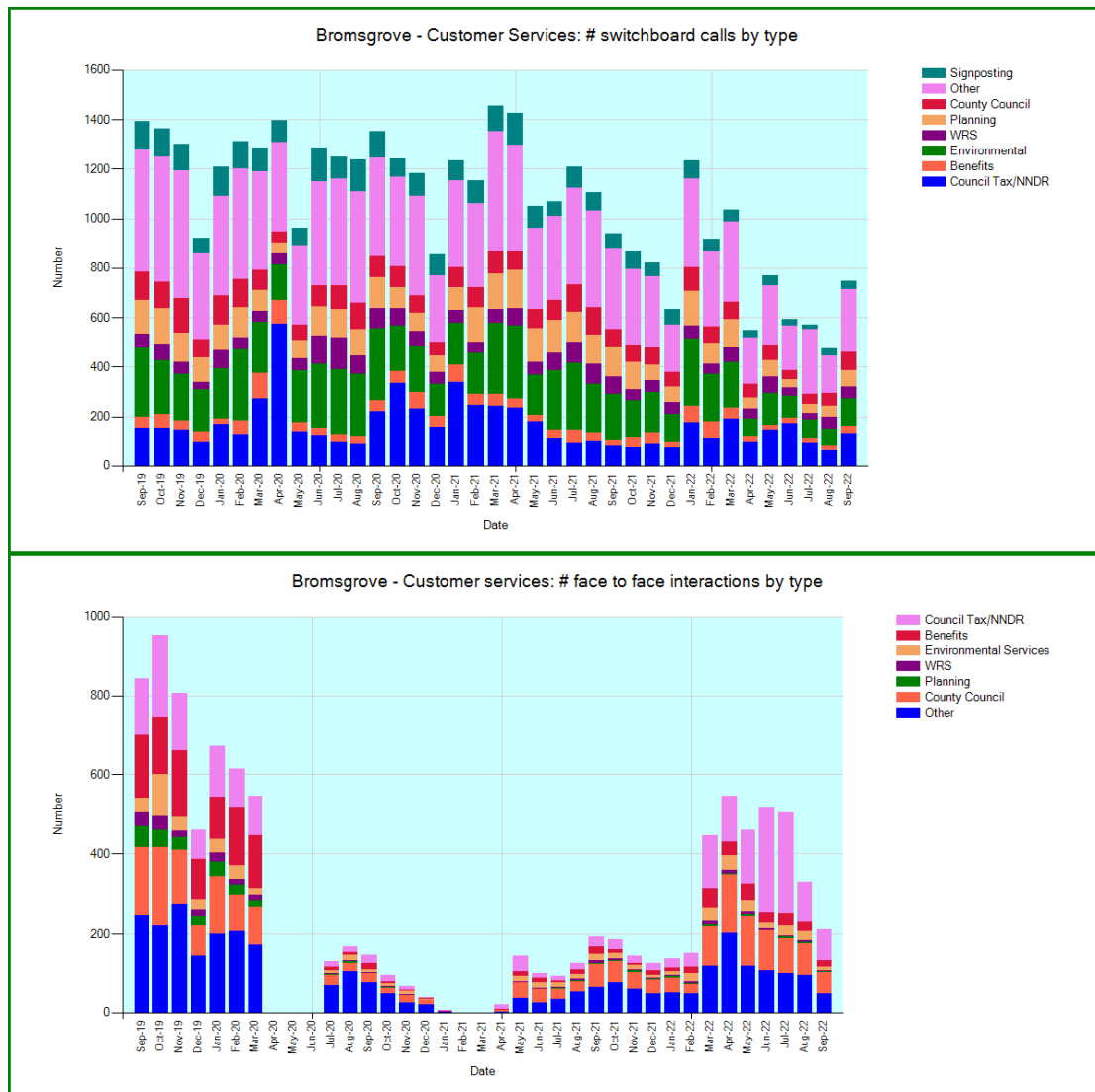
Date	BDC
July 2022	1147
Aug 2022	1288
Sept 2022	921 to 4.30 27/09

Performance measure

- Customer Service calls

Update

There have been slightly fewer Customer Services calls the first two quarters 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.



4.4 Planning, Regeneration & Leisure Services

The Leisure Strategy has been received and shared with CMT (Corporate Management Team), it has been reported to Committee in October. Planning measures are currently in development and will be charted ready for reporting in Q4 2022/23. Below is the data for the first 3 measures:

Performance measure

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

Update

Period	Number Determined
Quarter 1, 2022/23	191
Quarter 2, 2022/23	137

Performance measure

- Speed of decision making for 'major applications' (over a rolling 2-year period)

Update

Period	Number Determined
Quarter 1, 2022/23	82.1%
Quarter 2, 2022/23	81.5%

Governmental targets for determining applications in time (or within an agreed extension of time) on major applications is 60%

Performance measure

- Speed of decision making for 'non-major applications' (over a rolling 2-year period)

Update

Period	Number Determined
Quarter 1, 2022/23	77.7%
Quarter 2, 2022/23	78.6%

Governmental targets for determining applications in time (or within an agreed extension of time) on non-major applications is 70%

5. Corporate Project Oversight & Monitoring

Quarterly Corporate Project monitoring commenced in January 2022. This is the third cycle of reporting; twenty-one projects are currently being monitored. The tables below provide a summary as of 20th October 22.

As can be seen, 59.1% have been rated as green for overall status as well as time status

All Projects (Number)	Overall Status RAG		Time Status RAG		Scope Status RAG		Budget Status RAG	
	No.	%	No	%	No.	%	N o.	%
Red	0	0.0%	2	9.1%	1	4.5%	0	0.0%
Amber	8	36.4%	6	27.3%	3	13.6%	5	22.7%
Green	13	59.1%	13	59.1%	17	77.3%	11	50.0%