

Quarter 4 2022-23 – Financial and Performance Report

Relevant Portfolio Holder	Councillor Hotham – 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:

- **The Q4 Performance data for the Period January to March 2023 be noted.**

2. BACKGROUND

- 2.1 This report presents at Quarter 4 (January - March) 2022/23:
- The organisations performance against the strategic priorities outlined in the Council Plan Addendum, including operational measures to demonstrate how the council is delivering its services to customers.
- 2.2 The 2022/24 Q4 financial Outturn position would usually also accompany this report. This will come to Cabinet in July to give the team more time to reduce the volume of items in Suspense (as reported through to Audit, Standards and Governance Committee as part of the Accounting Standards Report) and then also enable the Council to complete the Revenue Outturn (RO) and Capital Outturn (CO) suite of reports which are due on the 31st July.
- 2.3 Although the 20/21 and 21/22 RO/CO suite of reports have not been completed due to the ongoing Closure of Accounts timetables, the 22/23 Suite of reports with a fix for Cash Receipting being implemented

in November can be delivered due to less items needing clearance from suspense accounts.

3. DETAILED PERFORMANCE

Performance Report

3.1 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.

3.2 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

3.3 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.

3.4 Appendix A 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 A:

- Economic Development and Regeneration
 - Supporting businesses to start to Grow
 - Measure – Take up of Grants – ***Table in Appendix A shows by year***
 - Regenerating our Town and Local Centres
 - Former Market Hall Project
 - Currently at the end of RIBA stage 3 after securing Cabinet approval to proceed with planning submission
 - Outcome of planning application and running in parallel the appointment of a PCSA contractor (Q1 2023/2024)
 - Windsor Street Project
 - Currently awaiting results of an asbestos R&D survey, initial results suggest presence of asbestos in both the former library and fire station buildings. Updated costs which include the asbestos removal, demolition, and remediation costs to be received following conclusion of asbestos survey results.
 - Remediation strategy agreed with the EA (however inclusion of basement slab survey for PFAS/PFOA contamination to commence shortly (following asbestos testing in this area). Final update to the remediation strategy may be required.
 - Key risk is cost being higher than previous estimates and budget allocation – due to presence of asbestos, and extent of PFAS contamination.
 - Application to BLRF 2 made to secure additional funding for the site remediation.
 - Measure – Bromsgrove Centres Strategy was presented to Cabinet on the 18th January 2023 and endorsed.
 - ***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, (172), (118)**
 - Measure – Affordable Homes Completed – **8, (8), (0)**

- Measure - Local housing affordability rate – **11.17, (11.43) (11.43)**
- Measure – Number of homeless approaches (Monthly) – **46, (26), (38)**
- 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 A sets out by month and year**
 - Measure – Number of eligible children accessing nursery funding across the district – **62%, (71%), (71%)**
 - Measure – Number of energy rebate payments – **27,637 (24,365) – no change**
- Improved Health and Wellbeing
 - Measure – Deliver improved outcomes from the actions in the Leisure Strategy – **Strategy went to Cabinet in October 2022**. All short term priority recommendations in the Leisure and Culture Strategy endorsed by Council are now being progressed and plans are in place to roll out all medium and longer term recommendations in due course.
 - Measure – Number of Community Builders in post – **2, (2), (2)**
- Community Safety and Anti-Social Behaviour
 - Measure – Number of young people engaged through Detached/Outreach youth work – **70, (117), (125), (101)**
 - Measure – Levels of crime – **chart in Appendix A sets out by type and year**
 - Measure – Number of crime risk surveys carried out – **8, (5), (8), (8)**
- 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 – **Hydrogenated Vegetable Oil (HVA) has seen a severe increase in cost due to external influences like the war in Ukraine. Due to this large increase in costs, and the wider financial pressures on the Council, Environmental Services have reverted back**

to using diesel for the vehicle fleet and will continue to monitor costs until they stabilise and settle down.

- Measure - Households supported by the Council's energy advice service – ***New contract commenced in June 2022 with data for 2022/23 only for Q1 and Q2.***
- 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, (33) (29)***
- Measure - % of staff able to work in an agile way – ***This new measure is aligned with the ongoing agile project; we are continuing to work to devise an effective method of data capture High Quality Services.***
 - Measure - % of employees who undertake management training – ***The management training was launched for the first time in Summer 2022. It is an annual measure; the first data will be reported in late 2023.***
 - Measure – Staff turnover rates in relation to national rates – ***14.6%, (16.6%) (16%) (compared to 15.6)***
 - Measure – Customer satisfaction with service delivery, measured through the Community Survey – ***47.4%***

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

- Sickness Absence Rates – ***7.0 days (6.6) (6.6)***
- Percentage of Household Waste sent for re-use, recycling & composting – Table by Month and year – ***43.16, (46.41), (46.41), (57.51%)***
- NI 191 – Residual Waste per household (Kg) ***42.08kg, (32.76kg), (42.83 kg), (37.28kg)***
- Fly Tips – ***119, (66), (109) (119)***
- Council Tax Collection Rate – ***0.4% below target, (1.4% below target), (1.2% below target), (0.8% below target)***
- Business Rates Collection Rate – ***2.1% below target, (5.8% below target), (0.2% below Target), (1% above target)***
- Benefits Change of Circumstances turnround – ***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) – ***165, (138), (137) (191)***
- Speed of decision making for 'major applications' (over a rolling 2-year period) ***86.1%, (81.8%), (81.5%), (82.1%)***

- Speed of decision making for 'non-major applications' (over a rolling 2-year period) – **81.3%**, **(78.9%)**, **(78.6%)**, **(77.7%)**

4. FINANCIAL IMPLICATIONS

- 4.1 The financial implications, which are usually detailed in the body of the report will be reported to Executive in July.

5. LEGAL IMPLICATIONS

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

6. STRATEGIC PURPOSES - IMPLICATIONS

Relevant Strategic Purpose

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

Climate Change Implications

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

7. OTHER IMPLICATIONS

Equalities and Diversity Implications

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

Operational Implications

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

8. RISK MANAGEMENT

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

9. APPENDICES and BACKGROUND PAPERS

Appendix A - Strategic and Operational Performance Measures

10. 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)		

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, the Council then developed the Council Plan Addendum to take the potential shift in priorities brought about by the pandemic into consideration. A full review of the Councils long term priorities will take place mid 2023. The current key priorities are:

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

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 are key to the future of Bromsgrove. Local businesses demonstrated their resilience and flexibility during the Covid-19 pandemic. The council supported businesses started during the pandemic as well as existing businesses, that identified growth opportunities. This was 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 including two prior years, and the total value.

Period	Number of Grants	Value of Grants
2020/21	15	£15,104.15
2021/22	8	£16,862.57
2022/23	12	£52,707.00

Eleven 'Recovery through Creativity' grants were awarded with a total value of £52,557. The grants were awarded from funding received from Greater Birmingham & Solihull LEP matched by the district council. Enterprising Worcestershire, the EU co-funded start-up programme issued 1 grant of £150. District Council funding, which is allocated on a first come, first served basis, was used for growth grants due to little demand for start-up grants.

Growth Grants

Period	Number of Grants	Value of Grants
2020/21	14	£137,124.49
2021/22	12	£219,300.67
2022/23	22	£234,983.17

The majority of growth grants were awarded through EU co-funded programmes.

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 has been prepared to ensure all of the centres in Bromsgrove District will be as vibrant and viable as possible.

Performance Measure:

- Former Market Hall Project
 - Currently at the end of RIBA stage 3 after securing Cabinet approval to proceed with planning submission.
 - Outcome of planning application and running in parallel the appointment of a PCSA contractor (Q1 2023/2024)

Update

A multidisciplinary design team has been appointed on the project. Worcester based architects One Creative Ltd. were successful at the tender stage and have been appointed as the multi-disciplinary design team, bringing with them the disciplines of Lead/Principal designer, Landscape Architecture, Structural Engineering, Civil Engineering, MEP Design, Principal Designer, Fire Engineering and Sustainability.

Performance measure:

- Windsor Street Project
 - Currently awaiting results of an asbestos R&D survey. Initial results suggest presence of asbestos in both the former library and fire station buildings. Updated costs which include the asbestos removal, demolition, and remediation costs to be received following conclusion of asbestos survey results.
 - Remediation strategy agreed with the Environment Agency (EA) (however inclusion of basement slab survey for PFAS/PFOA contamination to commence shortly (following asbestos testing in this area)). Final update to the remediation strategy may be required.
 - Key risk is cost being higher than previous estimates and budget allocation – due to presence of asbestos, and extent of PFAS contamination.
 - Application to BLRF 2 made to secure additional funding for the site remediation.
 - Awaiting outcome of asbestos R&D survey (early April), awaiting results of cost update (late April), appointment of suitably qualified contractor for the works

Update

The EA approved the proposed remediation strategy, they were broadly in agreement on the approach and remedial targets proposed for the soil and groundwater. They gave the green light to NWedR to proceed with the preparation of a remediation specification; the specification describes in detail the approach and methodology to be undertaken by the contractor in carrying out the works. WRS were also consulted for their opinion on the findings and conclusions of the above reports from a regulatory perspective in relation to Part 2A of the Environmental Protection Act 1990. They concluded that they had no objection in principle to the proposed remediation strategy.

The programme manager is Naznin Chowdhury

Naznin.Chowdhury@nwedr.org.uk

Performance Measure:

- Bromsgrove Centres Strategy agreed by March 2023

Update

The Centres Strategy was presented to Cabinet on the 18 January 2023 and was endorsed.

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

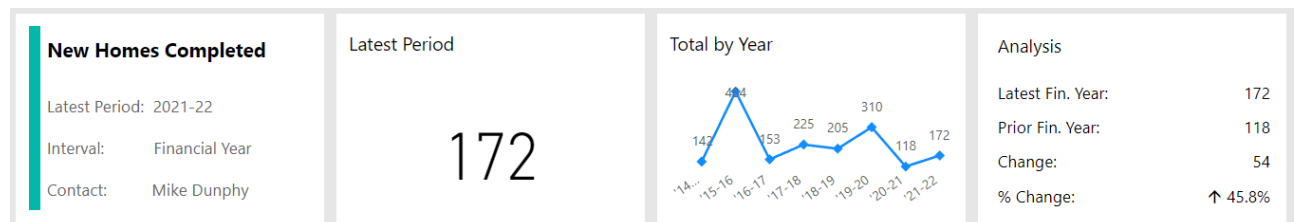
Officers are working with Worcestershire County Council to establish a full pipeline of sustainable schemes. To better inform the list of schemes funding has been secured by WCC for a Local Cycling and Walking infrastructure Plan (LCWIP), planning officers have requested to be involved in the brief for this work.

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.

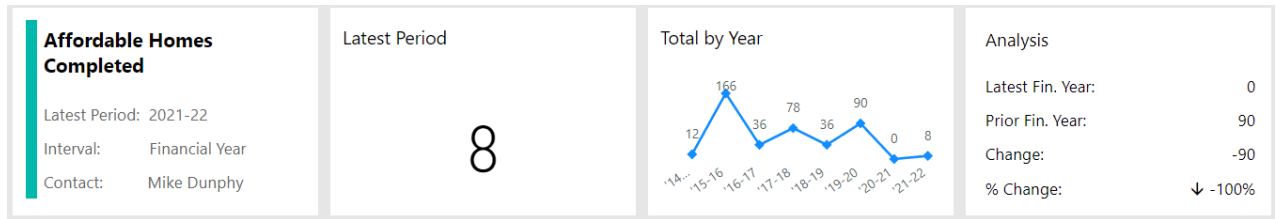


Update 2021-22

The completions by number of bedrooms for 2021/22 has increased slightly since the previous year. This reflects the fairly small number of strategic sites that were in the process of constructing new dwellings. The final data for the 2022/23 financial year is expected to be available at the end of Q1 2023/24.

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. The final data for the 2022/23 financial year is expected to be available at the end of Q1 2023/24.

Performance measure:

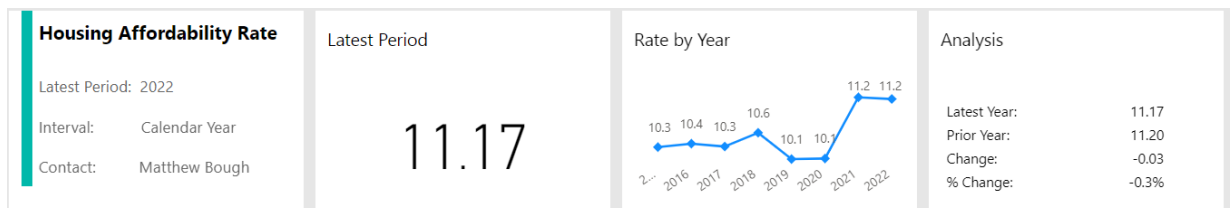
- Local housing affordability rate.

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 (year ending Sept 2022) Bromsgrove has a work based median at £29,285. The median house price in Bromsgrove is relatively high at £327,000. 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 Registered Providers (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

Measure	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
Total Approaches	38	21	31	33	27	38	35	37	26	28	37	46
Cases Prevented	1	5	4	4	3	6	8	7	1	5	8	2
Total Housed	30	18	21	27	17	25	24	12	17	18	17	7

Update

The average number of approaches has increased to an average of 33 per month, up from 31 in Q3. This is a slight increase in the average numbers compared to previous years. By 1st July 2023, officers will be undertaking additional investigation to fully understand this increase.

Performance measure

- Number of threatened with homelessness preventions

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.

Working through the actions of the Worcestershire Homelessness & Rough Sleepers strategy with partners through the Bromsgrove and Redditch homelessness strategy group, we are undertaking a review of homelessness grant to ensure spend is put into the right services to prevent homelessness. We are engaging with Landlords to reduce the numbers of AST's ending and understand the reasons behind this.

Performance measure

- Number of homeless applicants housed

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. Homelessness pressures continue to have a steady increase seeing the average number of applications increasing to an average of 33 per month over the year. There has been a significant increase in the number of prevention duties owed due to increased pressures in the private rented sector from serving of section 21 notice to end tenancies and applicants having issues with affordability of the private rented sector. This is likely to impact on the requirement of temporary accommodation in the future, currently there is sufficient without the use of large numbers in B&B accommodation.

We currently have eight households in B&B – one family housed pending review of decision, one couple emergency placed and six singles. Applicants are only placed in B&B in emergency situations when there are no dispersed units that can be used.

3.3. Work and Financial Independence

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

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

Performance measure

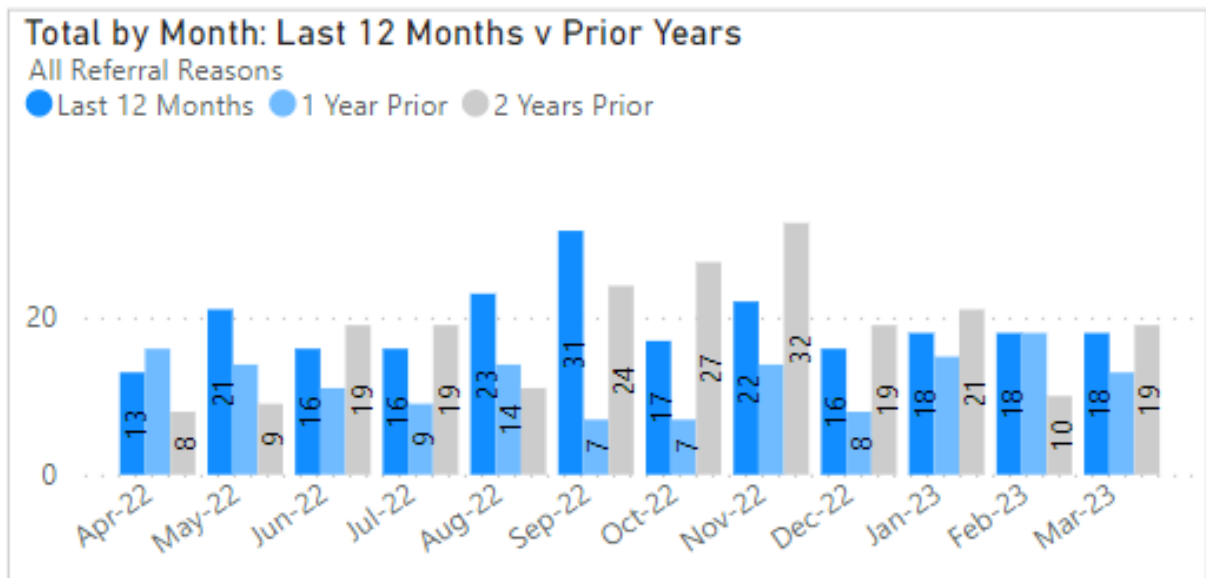
- Number of Financial Independence (FI) Team client contacts.

This measure records the number of FI Team cases opened.

Update

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

- 'Other' (33)
- 'Under occupancy charge' (28)
- 'Ukraine Sponsor' (24)
- 'No value' (17) - excluded from top 5 reasons
- 'Physical health issues' (16)
- 'Debt' (14)



For Q4 2022/23, the top referral reasons were:

- 'Under occupancy charge' (14)

- 'Debt' (7)
- 'Budgeting issues' (4)

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

Performance measure

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

Update

Although data is shared termly (with a lag) from Worcestershire County Council, this has been inconsistent. It is hoped this will improve going forward.

Term	% 2 year olds accessing funding
Summer 2019/20	76%
Summer 2020/21	71%
Summer 2021/22	74%
Spring 2022/23	62%

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

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

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

Performance measure

- Number of energy rebate payments

Update

The energy rebate scheme closed in quarter 3 and as such, no further payments have been made.

In total £4,123,800 was allocated under the main scheme and a further £159,210 was paid under the discretionary scheme.

This measure will be removed from any 2023/24 reporting.

3.4. Improved Health and Wellbeing

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

Performance measure

- Deliver improved outcomes from the actions in the Leisure Strategy

Update

All short term priority recommendations in the Leisure and Culture Strategy endorsed by Council are now being progressed and plans are in place to roll out all medium and longer term recommendations in due course.

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. The aim of ABCD approaches is to create the conditions that will enable both place and people to flourish, reduce inequalities, improve quality of life that supports communities to thrive and to reduce or delay the need for long term care and support.

The Bromsgrove and Redditch Shared Learning Network continues to meet, supported by Public Health at Worcestershire County Council, which includes community builders, the voluntary and community sector hosts, relevant BDC and RBC officers and the relevant portfolio holders. The purpose of the Network is to provide a forum to support and encourage the development of ABCD good practice locally. The most recent meeting fed back on very successful Christmas events, which included community meals and targeted work at the cemeteries in Catshill.

Community Builders are on fixed term contracts, but funding has been confirmed to extend the posts until end of March 2024. The longer-term aim

remains that 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 have implement crime prevention projects and promoted community safety services to reduce the hazards and threats that result from crime, violence, and anti-social behaviour. We have also promoted and supported victim services that are in place to help and encourage recovery from the effects of crime.

Performance measure

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

This is a new measure from April 2022.

Update

All patrol reasons			
Date	No. Engaged	Date	No. Engaged
Apr 2022	20	Oct 2022	58
May 2022	125	Nov 2022	74
Jun 2022	101	Dec 2022	117
Jul 2022	148	Jan 2023	37
Aug 2022	33	Feb 2023	61
Sep 2022	125	Mar 2023	70

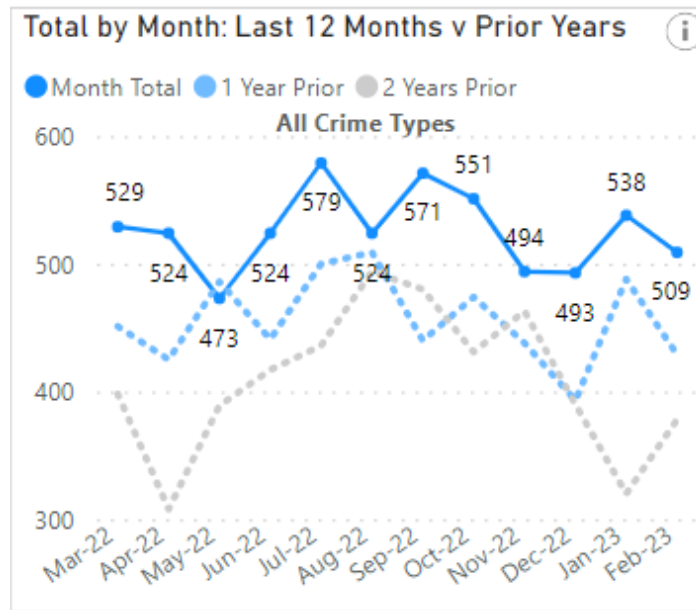
There was a significant drop in January possibly due to a lull after Christmas. Additional patrols were conducted in Charford due to increased community concerns after a knife incident involving young people; this could also have contributed to a reduction in numbers of young people on the street. February and March saw slight increases possibly due to half-term and nights starting to get a little lighter. Routine patrols were conducted in key areas such as Charford, Bromsgrove Central and Sidemoor. The Enhanced Youth support worker continued to accompany the Street Pastor Team out on patrols in Night-Time Economy locations.

Performance measure

- Levels of crime (up to and including February 2023)

Update

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

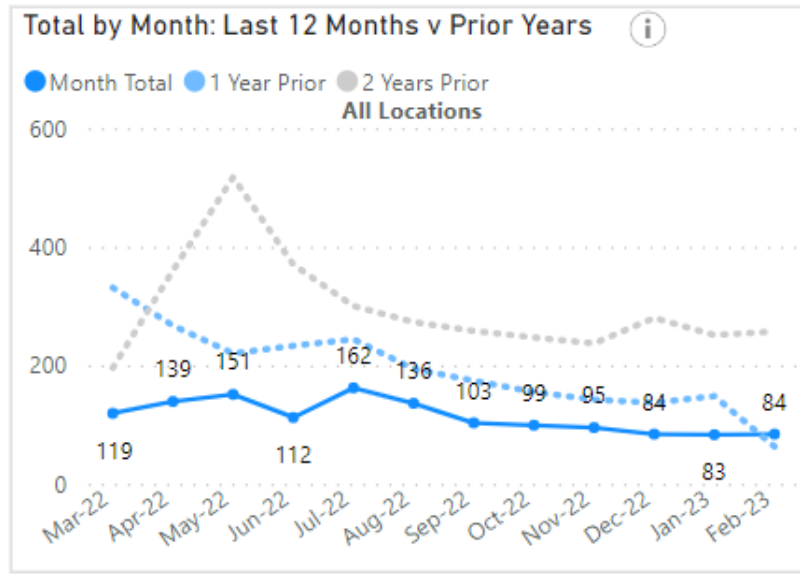


Crime Type	Total	% of Total	v 1 Mth Prior	v 1 Yr Prior	12 Mth. Avg.
Violence and sexual off...	2,523	40.0%	-23 ↓	179 ↑	210.3
Other theft	698	11.1%	-15 ↓	173 ↑	58.2
Public order	626	9.9%	-11 ↓	185 ↑	52.2
Criminal damage and a...	584	9.3%	-1 ↓	67 ↑	48.7
Shoplifting	530	8.4%	32 ↑	163 ↑	44.2
Vehicle crime	488	7.7%	-4 ↓	43 ↑	40.7
Burglary	404	6.4%	-4 ↓	-22 ↓	33.7
Drugs	131	2.1%	1 ↑	-13 ↓	10.9
Other crime	128	2.0%	1 ↑	28 ↑	10.7
Possession of weapons	72	1.1%	-1 ↓	7 ↑	6.0
Robbery	67	1.1%	-5 ↓	17 ↑	5.6
Bicycle theft	37	0.6%	1 ↑	14 ↑	3.1
Theft from the person	21	0.3%	0 —	-6 ↓	1.8
Total	6,309	100.0%	-29	835	525.8

‘Violence without injury’ continues to be the most common crime type reported in North Worcestershire. It accounted for 29% of all crime reported between Feb 22 to Jan 23 and this was a 14% increase in reports compared to the same period the year before (21/22).

Within this period (Feb 22 to Jan 23) reported crime in Bromsgrove accounted for 10% of all crime in North Worcestershire with ‘Theft from Shops’ and Common Assault’ being the highest volume offences recorded. Sanders Park Ward, which includes Bromsgrove Town Centre, had the highest number of recorded crimes, in the District.

ASB (up to and including February 2023)



ASB reports have remained on a steady decline since Sept 22. This is likely due to changes in police recording practices which has seen some incidents which would previously have been recorded as ASB, now being ‘crimed’ as Public Order offences. This is to better reflect the harm these offences cause to individuals and communities. Since Dec 22 numbers of ASB reports have remained relatively static.

Performance measure

- Number of crime risk surveys carried out.

This was a new measure from April 2022.

Quarter	No. Surveys
Q1	8
Q2	8
Q3	5
Q4	8

Update

A total of 8 surveys were undertaken in the final quarter of 2022/23. This included an environmental survey following an incursion incident at the train station car park, another following reports of ASB in Bromsgrove Central and planning applications in Rubery North and Perryfields which included additional ‘designing out crime’ advice.

3.6 SLM Leisure (Everyone Active)

Update

For SLM Leisure there is a lag in the data; as a result, quarter 3 data and comments can be found below; Q4 information will be available for the Q1 report.

Q3 was consistent for Bromsgrove Sports & Leisure Centre with December seeing a slight fall in members which is to be expected. When comparing this quarter to the same quarter last year there is some real progress with a 14% rise.

The Swim Scheme unfortunately went backwards through Q3 with the number of children enrolled on to lessons decreasing due to a gridlock in the stages 2 and 3 and a lack of teachers, but the overall scheme is still within 95% of the previous years. Quarter 4 will hopefully see a return to previous numbers.

Category	Quarter Total	Same Quarter Previous Year	Difference
Total no. of visits including EA cards and non-card holders	98,881	92,559	6,322
EA Cards added in this period	1,155	1,323	-168
Total EA Cards to date	65,305	58,192	7,113
No. of Gym members	2,669	2,294	375
Swimming Lessons – children enrolled on scheme	1,523	1,587	-64
Swim Lesson Occupancy	81%	86%	-5%
RIDDOR Reportable Events			0

Bromsgrove LC	2021/22		+/- %		2022/23	
	Fitness	Swim	Fitness	Swim	Fitness	Swim
1st Quarter Apr-Jun	2,172	1,454	1%	44%	2,536	1,625
2nd Quarter Jul-Sep	2,339	1,752	14%	46%	2,762	1,749
3rd Quarter Oct-Dec	2,294	1,587	16%	34%	2,669	1,523
4th Quarter Jan-Mar	2,729	1,602	0%	0%	0	0
Yearly Average	2,384	1,599	54%	89%	1,992	1,224

3.7. Green Thread

There has been 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 have explored 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

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

Performance Measure:

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

Update

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

Findings from the consultants were presented to a joint meeting of the Worcestershire Leaders Board and Waste Partnership Board in 2022.

The response from Central Government on their waste consultation, which will give details on precisely what is required of us as the Waste Collection Authority under the Environment Act 2021, was deferred again and is now expected to be released shortly after the May 2023 elections. Funding linked to the planned changes to waste is expected to start being supplied to LA's within the 2023/24 financial year, and DEFRA have confirmed funding mechanisms need to be agreed to achieve this, so there is high confidence that the consultation response will be released as stated, and associated guidance/regulations will be implemented quickly thereafter.

This will support the Members Task and Finish group that 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 future collection arrangements to meet the new duties contained within the Environment Act 2021.

Performance Measure:

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

Update:

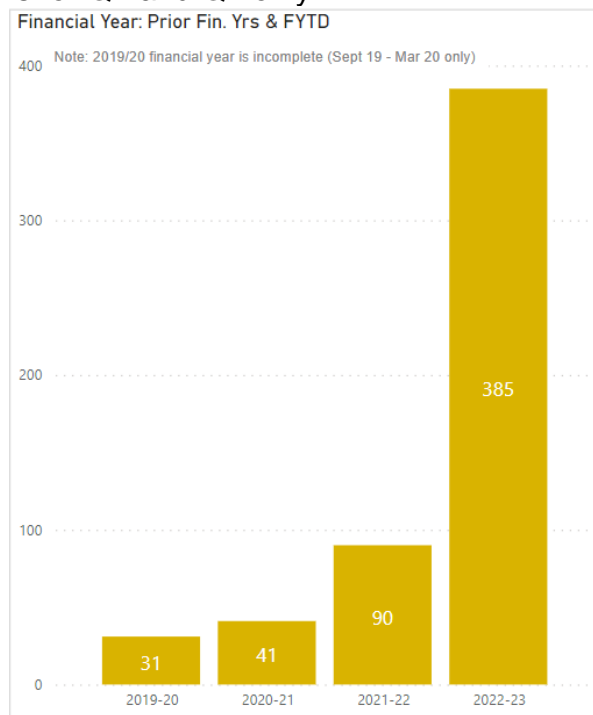
Hydrogenated Vegetable Oil (HVA) has seen a severe increase in cost due to external influences like the war in Ukraine. Due to this large increase in costs, and the wider financial pressures on the Council, Environmental Services have reverted back to using diesel for the vehicle fleet and will continue to monitor costs until they stabilise and settle down. Environmental Services is also starting to refurbish some vehicles to extend their life span beyond the original planned capital replacement cycle, which is reducing the cost to the LA in the short term, and supporting exploration of options for future energy efficient vehicles to support our services. This also has a carbon benefit by avoiding the need for a new vehicle and the associated carbon cost.

Performance measure

- Households supported by the Council's energy advice service

Update

A new contract commenced in June 2022. Whilst the data for this measure is monthly, it is only received quarterly and is currently behind. Data for 2022/23 is for Q1 and Q2 only.



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 a separate report in July.

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 new measure is aligned with the ongoing agile project; we are continuing to work to devise an effective method of data capture.

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

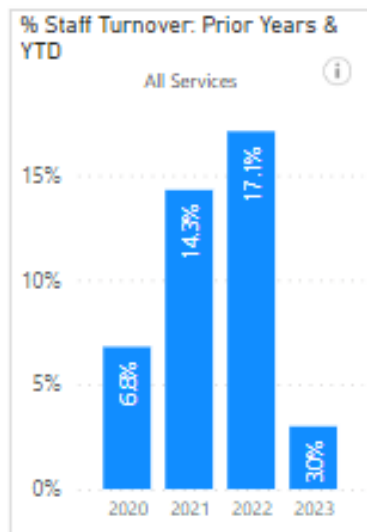
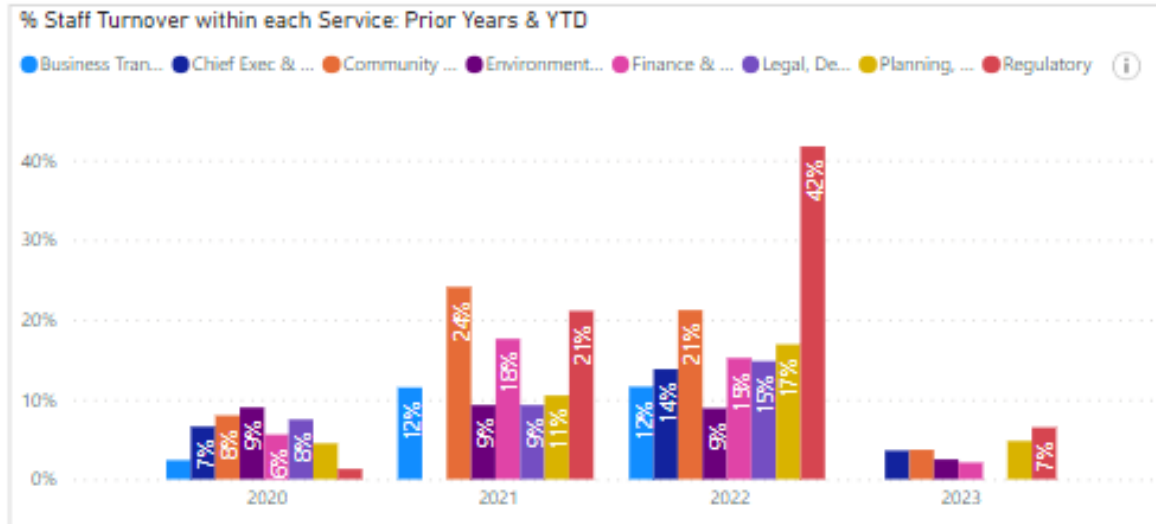
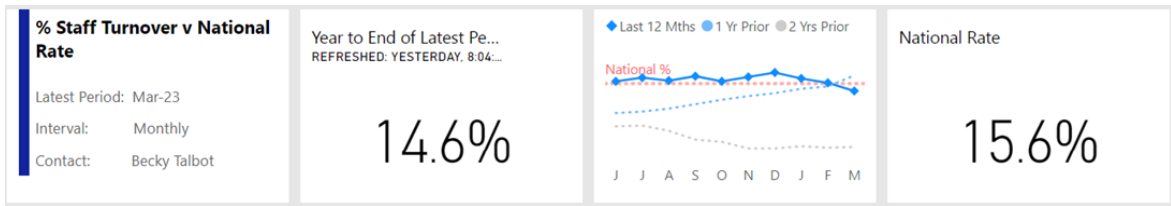
- % Of employees who undertake management training.

Update

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

Performance measure

Staff turnover rates in relation to national rates



Update

Since January 2023, it can be seen there has been a continued improvement in turnover rates which brings the authority under the national average. We will be launching a process for exit interviews before the next quarterly report cycle. We will utilise this data to further understand context and undertake necessary actions.

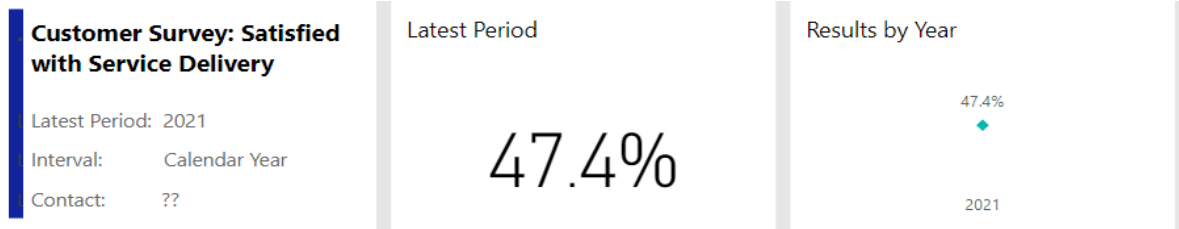
Performance measure

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

Update

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

The 2022 survey was carried out Oct/Nov 2022; the top lines have been completed and detailed analysis is to follow, with results reported to CMT and elected members ahead of the next performance report.

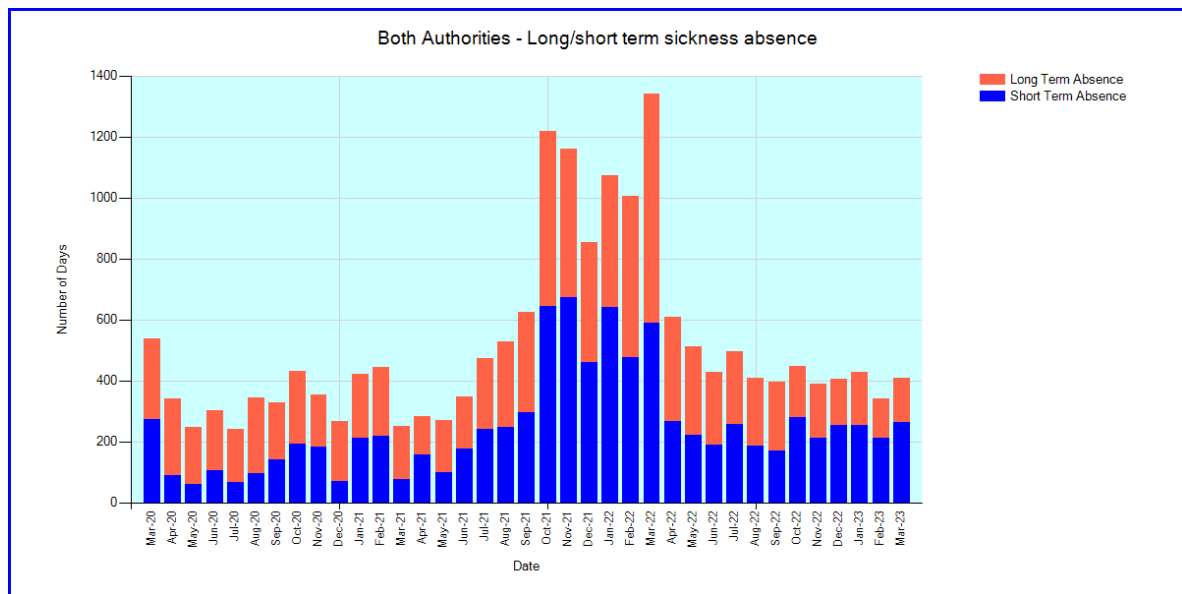


4. Operational Measures

4.1 Corporate

Performance measure

- Sickness absence



Update

The year end days lost per FTE is 7.04 which is lower than the previous year; the national average data for end of 2023 is not yet available; We are currently undertaking a fundamental review of data capture and calculation, in order to utilise the increased functionality of Power BI which will enhance both the overview and more in-depth analysis for this measure and in turn enable actions from the understanding gained.

4.2 Environmental Services

Domestic Waste Collection

Performance Measure:

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

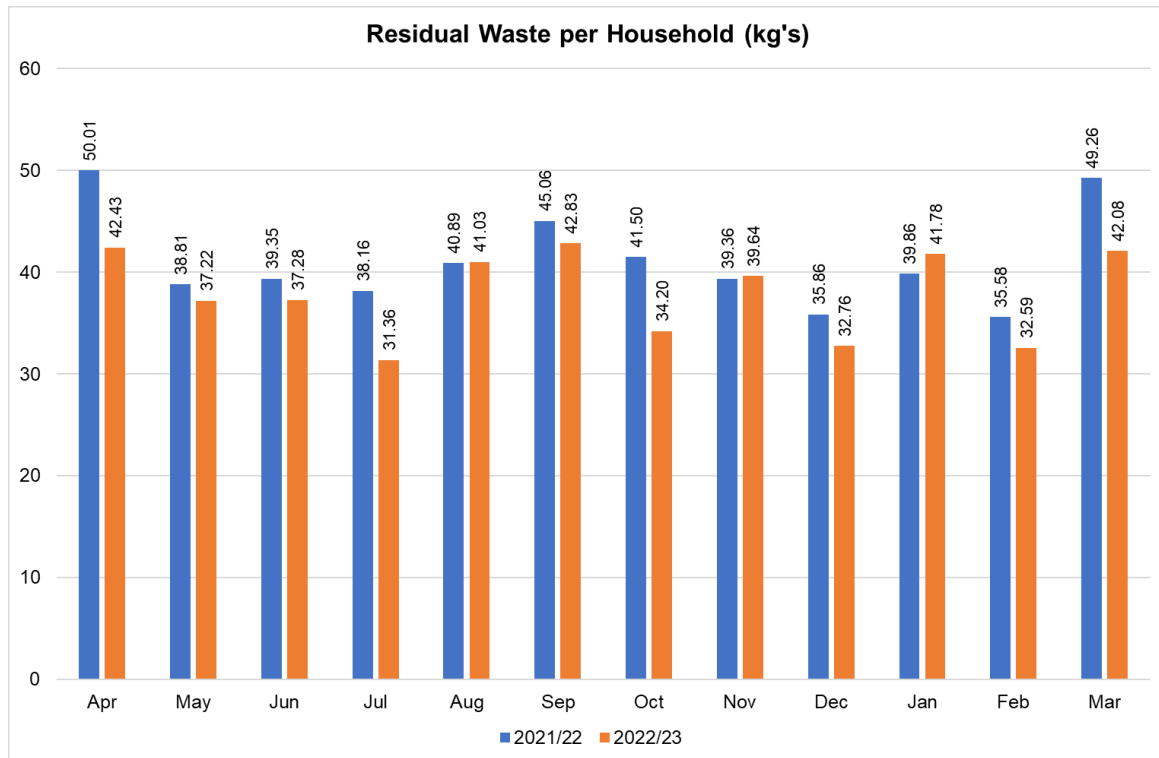
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2022 /23	46.69	55.59	57.51	55.97	45.18	46.41	49.69	50.63	46.41	33.70	37.34	43.16
2021 /22	44.40	49.24	59.99	57.58	49.75	48.45	36.71	50.72	50.87	39.59	33.89	42.89

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 it is used in the national league tables ranking Local Authority performance. In 2021/22 Bromsgrove was ranked 173rd, increasing from 175th in 2020/21 (2022/23 rankings not yet published).

Disruption that resulted in the garden waste service being suspended in October 2021 resulted in a drop in performance for that month, and inflated tonnages over the winter of 21/22 as services were extended to support customers. The service has not had any comparable issues in 2022/23 and has followed seasonal trends for performance, with the reduced performance in January/February 2023 linked to the 12 weeks a year that the garden waste service doesn't operate, and so isn't able to offset the residual waste still being collected in that timeframe.

Performance Measure:

- **Residual Waste per household (kg)**



This measures non-recyclable waste thrown away per household and shows an average reduction per household of 38.5kg over the year when compared with 2021/22 figures, which is a positive trend for sustainability but may be due to financial pressures on households as much as greater awareness of the environmental benefits of reducing our waste.

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

Performance Measure:

- **Fly Tipping**

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.

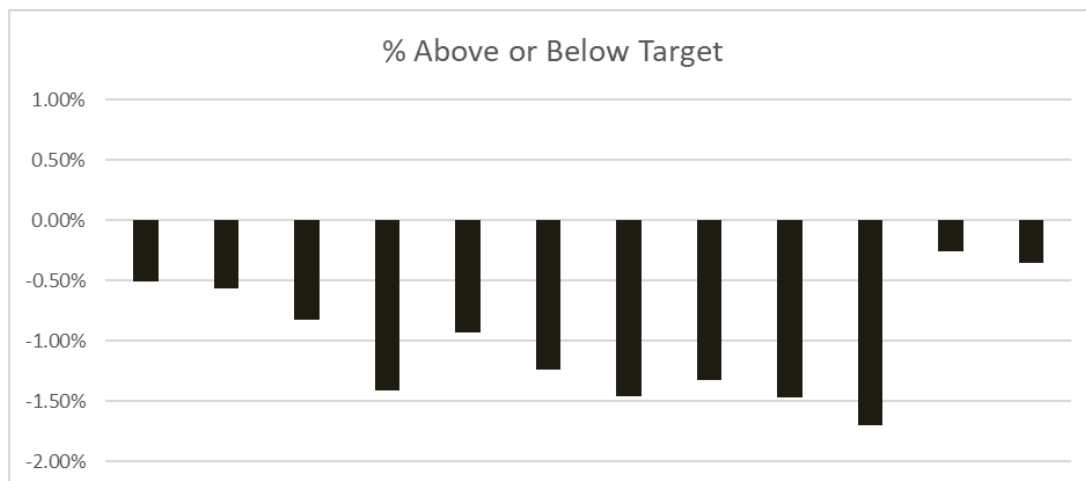
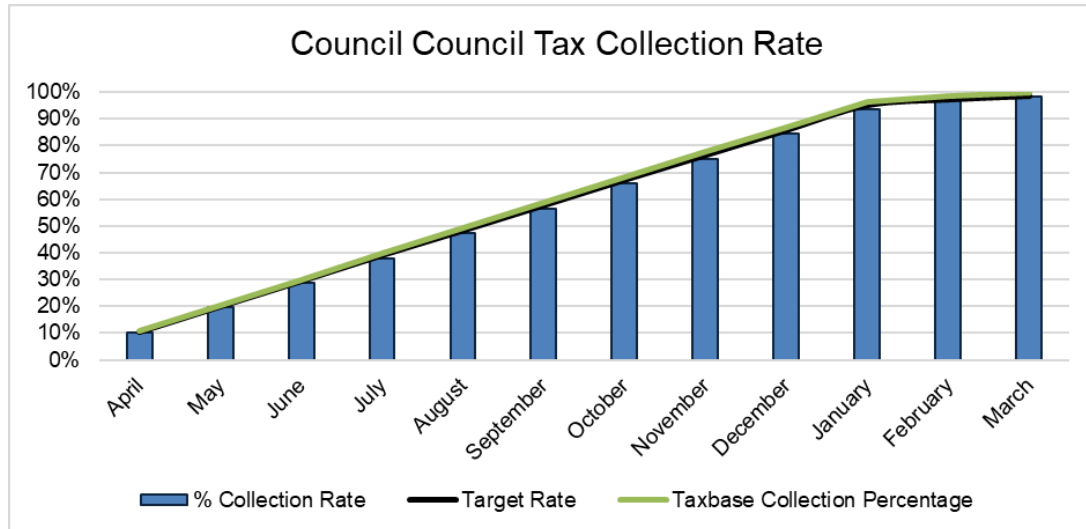
We have maintained increased visibility around fly tipping as a result of more proactive signage across the north of the district, which in 2021/22 saw a nearly 50% reduction in the number of fly tips that was not mirrored in neighbouring authorities to the same extent, and 2022/23 has maintained similar levels to 2021/22. The fourth quarter has seen an increase in fly tipping numbers that appears to be mirrored to a greater extent by Birmingham and Dudley, so is not unique to Bromsgrove but will be monitored and actions taken in 2023/24 to maintain our visible presence regarding illegal dumping in our areas.

	2021/22	2022/23	Compared to Previous Year
Apr	182	102	↓
May	113	85	↓
Jun	131	119	↓
Jul	104	96	↓
Aug	147	98	↓
Sep	103	109	↑
Oct	56	94	↑
Nov	76	89	↑
Dec	84	66	↓
Jan	75	105	↑
Feb	85	111	↑
Mar	125	119	↓

4.3 Finance and Customer Services (inc Revenues & Benefits)

Performance measure

- Council Tax Collection Rate

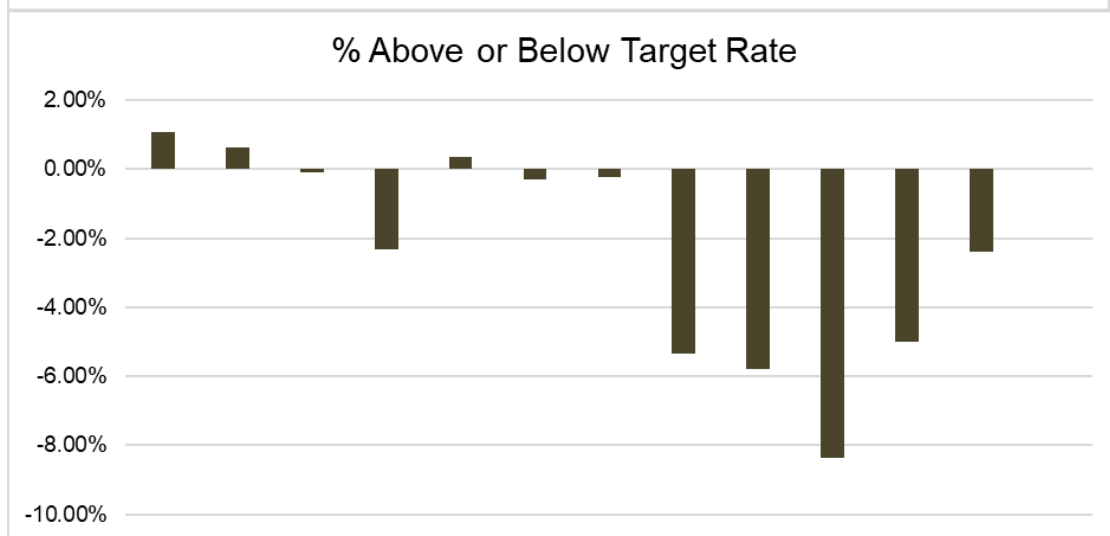
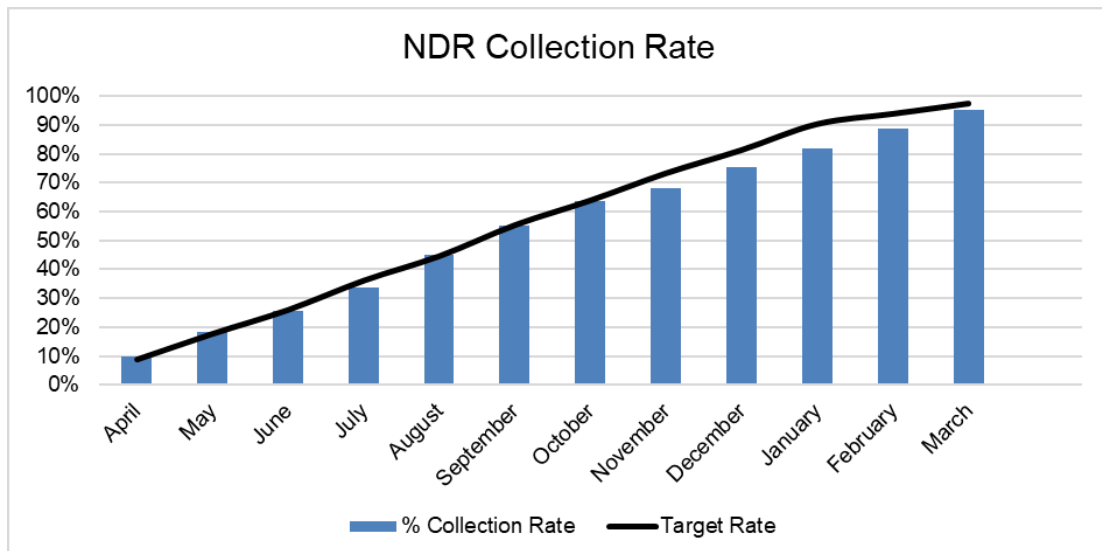


Update

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 reflect the economy and with the current “cost of living crisis”. It is expected that collection rates are lower than target.

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 the current “cost of living crisis”. It is expected that collection rates are lower than target. As of December 2022, we were 5.8% below target rates. This has improved to just 2.1% less than target in March. 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

Month	Completed Items	Comp. < 7 Days	Comp. < 14 Days	Comp. < 21 days	Comp. < 28 Days	Comp. > 28 days	Outstanding
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
Oct	2716	954	297	239	511	715	1798
Nov	2807	818	299	249	264	1177	1639
Dec	2284	853	292	182	106	851	1536
Jan	3121	1185	333	310	198	1095	1228
Feb	3271	1652	249	187	327	856	941
Mar	4059	2277	748	377	359	298	912

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 increased in the initial 3 months of 2022/23 by the administration of the Energy Rebate Payments, a further spike in items for processing was seen in September 2022 due to the administration of the discretionary energy rebate scheme.

Performance measure

- Online Customer Interactions

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
Oct	1370	422	431	517
Nov	1100	220	379	501
Dec	977	140	326	511
Jan	1013	162	283	568
Feb	759	93	230	436
Mar	1220	343	316	561

Update

Online Customer transactions and Revenues calls (the next two tables) were significantly affected by the administration of the Energy Rebate scheme which affected almost 28,000 households in the borough; online service requests continue to fluctuate.

Customer Services

Performance measure

- Revenues Calls (shared service)

Update

Date	Calls Answered	Avg in Queue	Avg Wait (mm:ss)	Avg Logged in	Avg call length (mm:ss)
Jan 23	3083	1.1	05:47	5.05	08:02
Feb 23	2869	0.63	04:04	5.14	07:17
Mar 23	4274	1.54	05:32	5.03	07:34

The service met expectations with regards to answering calls during the quarter. The spike in calls is due to the annual council tax billing which occurs in March and April. Where demand exceeds supply, particularly during March and April, then officers from the revenues team are requested to assist.

Performance measure

- Number of Web Payments

Update

Date	Number of payments
Jan 2023	2128
Feb 2023	2027
Mar 2023	1403

Performance measure

- Customer Service calls (Switchboard)

Date	Calls Answered	Avg in Queue	Avg Wait (mm:ss)	Avg Logged in	Avg call length (mm:ss)
Jan 23	842	0.02	00:44	1.92	01:09
Feb 23	828	0.02	00:45	1.82	01:07
Mar 23	940	0:02	00:42	1.95	01:06

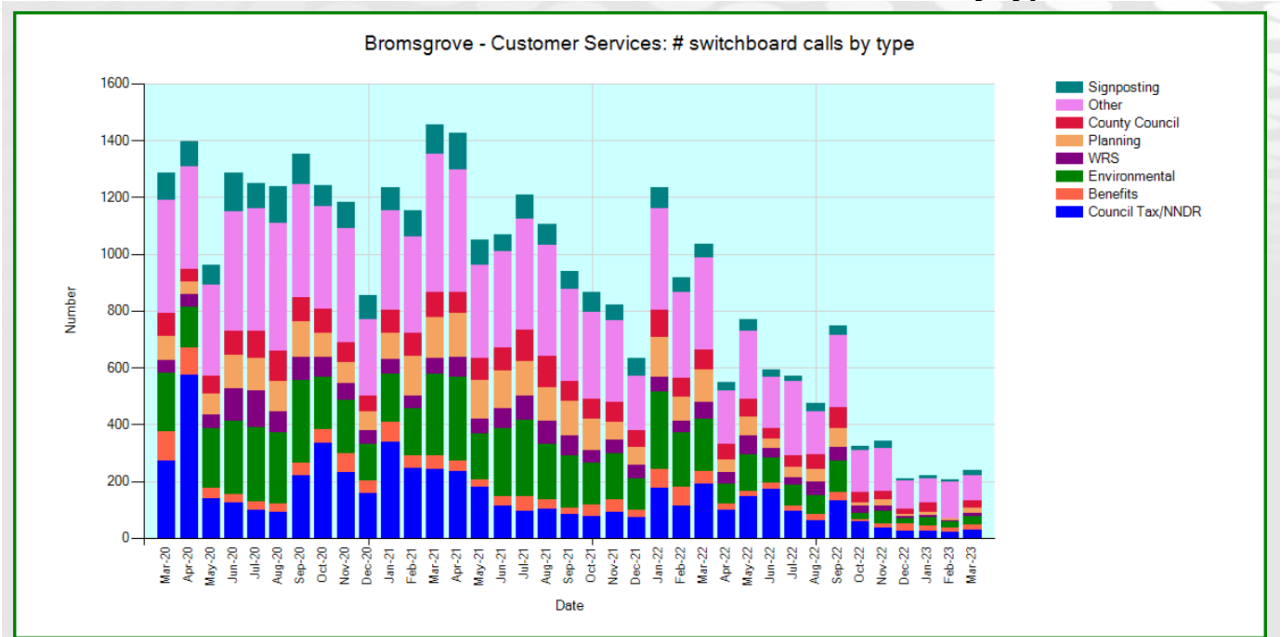
Update

Switchboard - The service met expectations with regards to answering calls during the quarter. There are 2 officers in total which provide switchboard service across both Bromsgrove and Redditch switchboard.

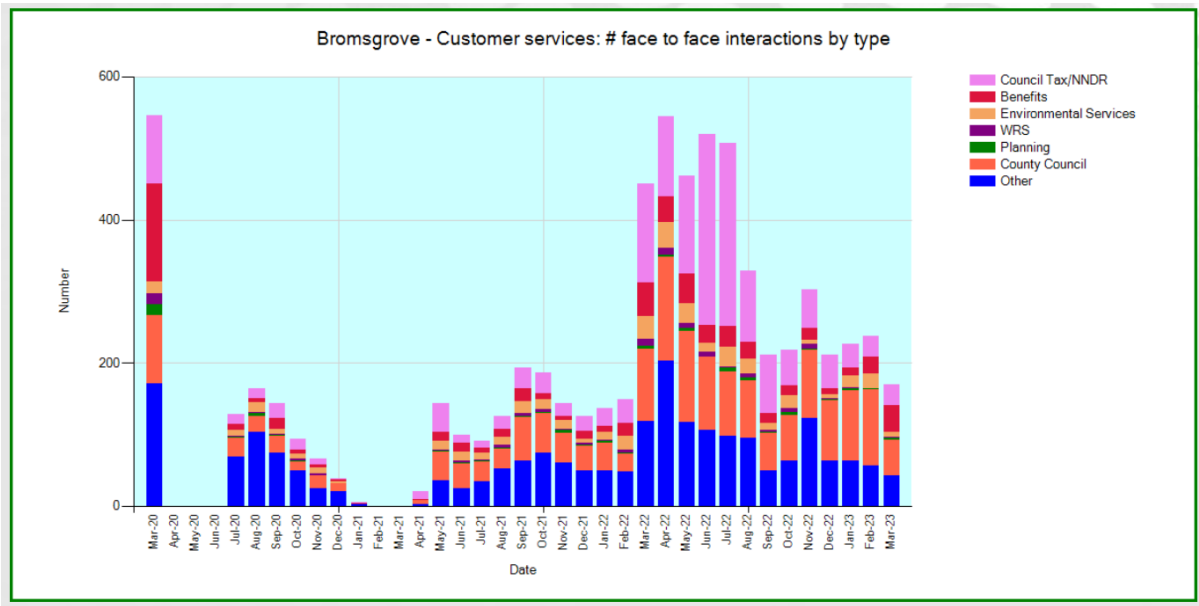
Reception - The number of reception enquiries remains low with the majority of enquiries relating to county council functions (registrars, visitors), plus assistance with locating the library and Jobcentreplus.

Cashiers - The service also provides a cashiers facility at Bromsgrove which serves on average 9.7 customers per working day of which 65% is card payment and 35% is paid in cash. Cheque payments have been removed from this data as fewer than 10% visit the centre to hand in cheques, with the vast majority being sent by post.

Measures Dashboard - Customer Services - Switchboard calls by type



Measures Dashboard - Customer Services - Reception visits by type



4.4 Planning, Regeneration and Leisure Services

The Leisure and Cultural Strategy has been formally endorsed. Its recommendations have been prioritised for delivery which has commenced.

Performance measure

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

Update

Period	Number Determined
Quarter 1, 2022/23	191
Quarter 2, 2022/23	137
Quarter 3, 2022/23	138
Quarter 4, 2022/23	165

Performance measure

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

Update

Period	% Determined 'on time'
Quarter 1, 2022/23	82.1%
Quarter 2, 2022/23	81.5%
Quarter 3, 2022/23	81.8%
Quarter 4, 2022/23	86.1

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	% Determined ‘on time’
Quarter 1, 2022/23	77.7%
Quarter 2, 2022/23	78.6%
Quarter 3, 2022/23	78.9%
Quarter 4, 2022/23	81.3%

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

Currently twenty projects are being monitored. The tables below provide a summary as of 18th April 2023. As can be seen, 50% have been rated as green for overall status.

All Projects (Number)	Overall Status RAG		Time Status RAG		Scope Status RAG		Budget Status RAG	
	No.	%	No.	%	No.	%	No.	%
Red	0	0.0%	3	13.6%	0	0.0%	0	0.0%
Amber	9	40.9%	7	31.8%	5	22.7%	7	31.8%
Green	11	50.0%	10	45.5%	15	68.2%	10	45.5%