

Appendix E - Strategic and Operational Performance Measures

1. Introduction

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.

2. Background

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

3. Strategic Priorities and Performance Measures

3.1. Economic Development and Regeneration

3.1.1 Supporting Businesses to Start and Grow

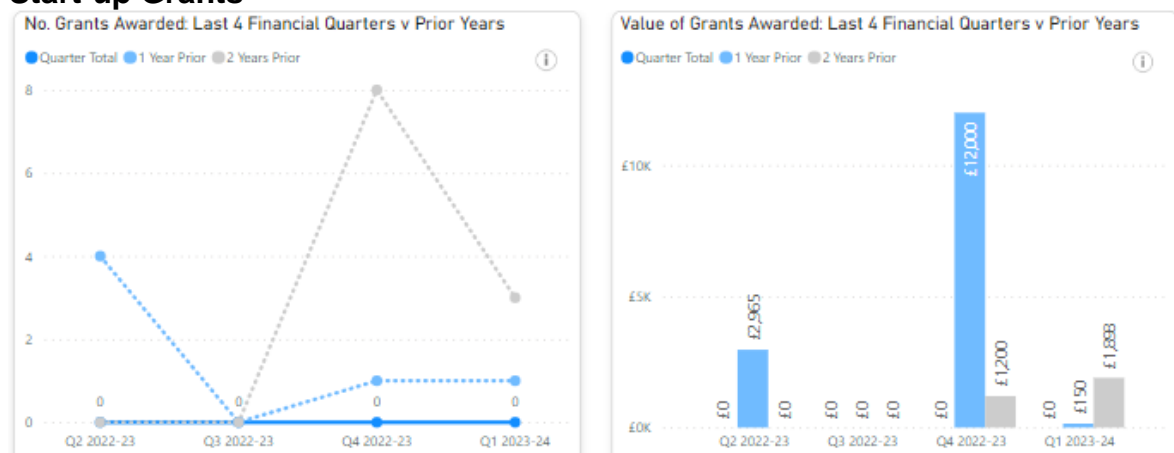
Opportunities in the digital technology sector and green industries are key to the future of Bromsgrove. Local businesses demonstrated their resilience and flexibility during the Covid-19 pandemic. The council supported businesses started during the pandemic as well as existing businesses, that identified 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.

Detailed below are the grants which have been awarded up to quarter 1 2023/24 including two prior years, and the total value.

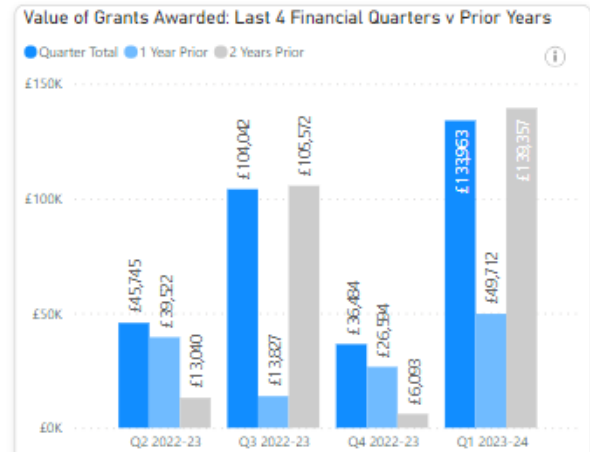
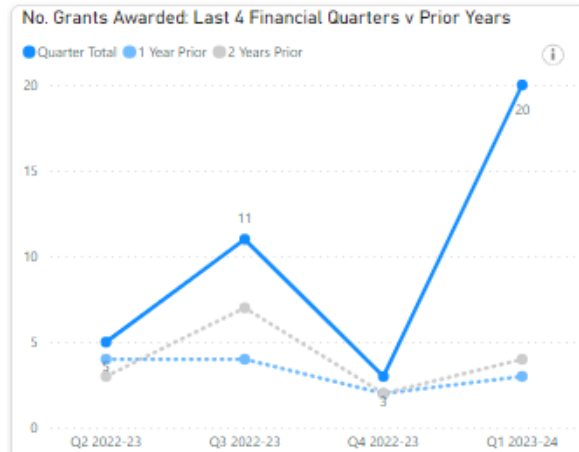
Start-up Grants



Update

The data for the grants measures are currently supplied by a 3rd party and is not yet available for quarter 2. All grants are now funded by the UK Shared Prosperity Fund. The new grants were launched in September 2023 and there is a pipeline of businesses waiting to access them. It is anticipated that the first grant payments will be made in Q3 of 2023/24

Growth Grants



Update

The data for the grants measures are currently supplied by a 3rd party and is not yet available for quarter 2. All grants are now funded by the UK Shared Prosperity Fund. The new grants were launched in September 2023 and there is a pipeline of businesses waiting to access them. It is anticipated that the first grant payments will be made in Q3 of 2023/24.

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

- RIBA Stage 4 Technical Design
- PCSA Contractor 2 stage Tender Procurement
- Planning application – Determination target date February 2024

Update

RIBA Stage 3 complete. Planning Submission 13th October 2023. RIBA Stage 4 kick off meeting. Start of Contractor Tender process.

Performance measure:

Windsor Street Project

Project consists of the acquisition, demolition, decontamination and remediation of this key abandoned/ brownfield site, which has been vacant for 5 years.

- Updated Remediation Strategy
- Appointment of Project Management Team
- Appointment of Main Works Contractor

Update

Currently in discussions with the Environmental Agency to agree updated Remediation Strategy. Appointment of Project PM team and tender process for Main Works contractor.

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 reviewed the brief for this work and discussed with WCC.

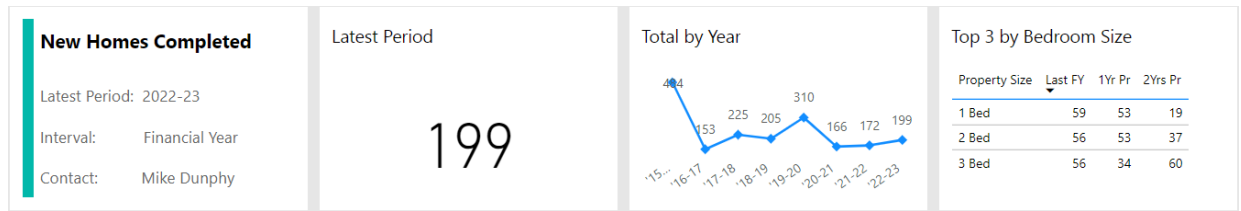
Actions: Will be liaising with WCC appointed consultants. An inception meeting for this work will take place in November with consultation in April 2024 and adoption in autumn 2024.

3.2 Housing Growth

During 2023/24 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 (annual measure)

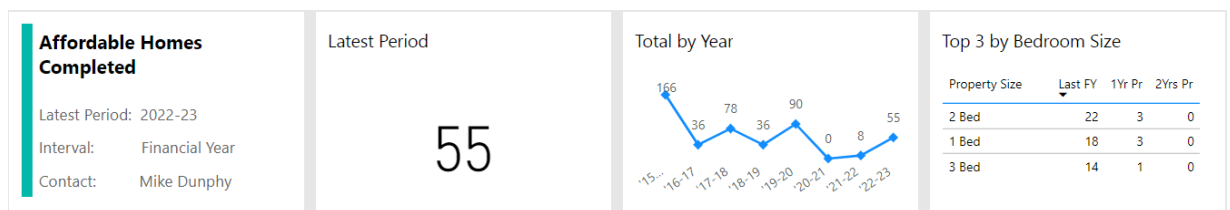


The final data for the 2022/23 is:

- Total Homes Built (including affordable) -199 (net)
- Total affordable homes built - 55 (net)

Performance measure:

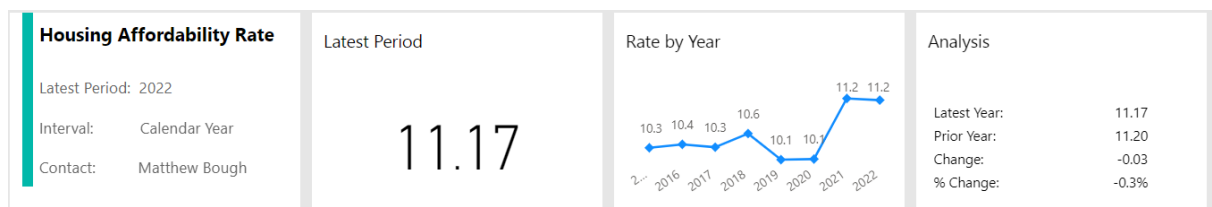
- Affordable Homes Completed (annual measure)



There are 498 affordable housing commitments as of 1 April 2023, reflecting the number of strategic sites which have gained consent but not started construction.

Performance measure:

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



Update

The data in the table above 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 RPs to bring forward affordable housing. A “First Homes” policy with a local connection criteria was approved by Council in October 2022 to ensure these discounted homes are provided for local applicants in the first instance.

Performance measure:

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

NB* These figures do not relate to each other and should be considered on their own.

	Number of homeless approaches	Number of threatened with homelessness preventions	Number of homeless applicants housed
July	32	11	11
August	18	8	12
September	32	5	4

Update

Homelessness pressures have remained similar to the last quarter. The ability to prevent homelessness and obtain housing in the PRS still remains an area that is impacting on homelessness in line with the national picture due to the cost of living and mortgage costs causing landlords to increase rents or evict tenants.

3.3. Work and Financial Independence

In 2023/24, we will continue to 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

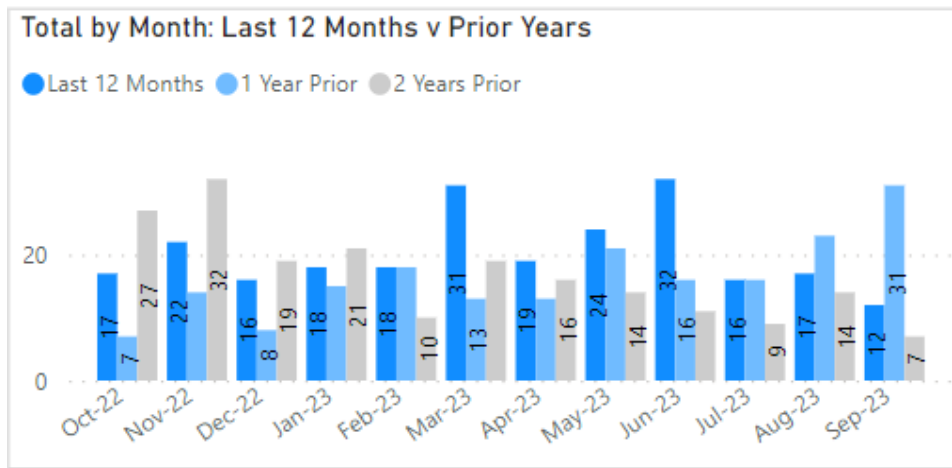
- Number of Financial Independence Team client contacts

This measure records the number of FI Team cases opened.

Update

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

- 'Under occupancy charge' (51)
- 'Debt' (31)
- 'Other' (21)
- 'Rent advance/deposit' (21)
- 'No value' (20) - excluded from top 5 reasons.
- 'Budgeting issues' (15)



For Q2 2023/24, the top 3 referral reasons were:

- 'Under occupancy charge' (10)
- 'Rent advance/deposit' (8)
- 'Debt' (6)

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

Performance measure

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

Update

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

Term	% 2-year-olds accessing funding
Summer 2019/20	76%
Summer 2020/21	71%
Summer 2021/22	74%
Spring 2022/23	61.9%
Summer 2022/23	61.4%

Bromsgrove performance has decreased by .5% in comparison to Spring 2023. The County average has decreased for summer term from 77.3% to 75.8%.

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

3.4. Improved Health and Wellbeing

In 2023/24 we will continue to 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 health outcomes programme in line with Leisure and Culture strategy recommendations is ongoing. The service is currently focusing on key priorities and to build and develop its resources within the team. This will start to take more shape as we move into 2024 and increase our delivery outcomes.

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

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

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

- Green flag award unsuccessful for Sanders Park, working on recommendations for improvement for 2024 submission and scheduled awards over the next 4 years. Plan will be created when officers in post. First Draft April 2024.

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

- Working on applications for awards for Sanders Park, Lickey End Park, King Georges Recreation Ground and St Chads Park.

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

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

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

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

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

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

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

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

Performance measure

- Number of Community Builders in post.

Update:

- Two community builders remain in post:
 - o Catshill focus has changed to Sidemoor as it was felt there were more opportunities to community build in Sidemoor as there is much less happening in the area in comparison to Catshill – Public Health in agreement with this shift of focus.
 - o Rubery

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

The Bromsgrove and Redditch Shared Learning Network continues to meet, supported by Public Health at Worcestershire County Council, which includes community builders, the voluntary and community sector hosts, relevant BDC and RBC officers. The purpose of the Network is to provide a forum to support and encourage the development of ABCD good practice locally. The most recent meeting fed back on very successful community events including the BDHT summer events in Rubery and Sidemoor; Age UK drop-ins in Sidemoor; and the health bus in Rubery in partnership with others including Social Prescribing, Libraries, Act On Energy.

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

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

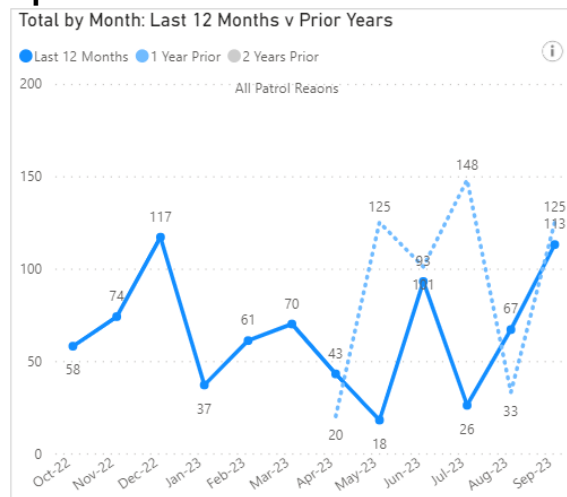
3.5. Community Safety and Anti-Social Behaviour

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

Performance measure

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

Update



Jul 2023 – 49 young people were engaged during routine patrols in Bromsgrove Central and Sanders Park. Issues discussed included signposting to existing youth provision, concerns about perceptions of drug dealing and respecting the local area.

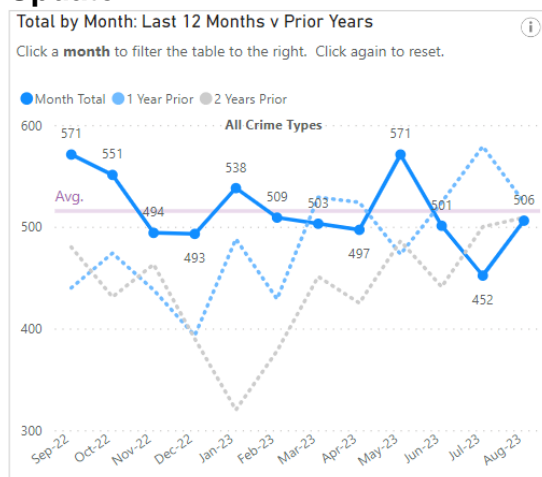
Aug 2023 – Young people were engaged during routine patrols in Catshill South and Bromsgrove Central. Discussions included where to access youth mental health support services, and signposting to existing youth provision. During one patrol a group of predominately female young people recognised workers from a school community safety event and engaged well with the team. Youth workers were able to provide information and signposting to various health services for young people. During another patrol reassurance conversations were held with young people following the collapse of one of their friends. Ambulance and Police attended, and youth workers were able to engage and support the young people who witnessed the incident.

Sep 2023 – Young people were engaged during routine patrols in Catshill North. This month youth workers resumed joint patrols with the Street Pastors during their Night-Time Economy (NTE) patrols in Bromsgrove Central. 20 young people were engaged during one patrol, which was the most for quite some time in the NTE. Advice and signposting to taxi services was provided to encourage the young people to go home and discussions took place about the risks to young people in the adult environment. Intell reports about ASB in Sidemoor led to engagement with 31 young people. Subjects discussed included the risks of alcohol and substance misuse, and personal safety.

Performance measure

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

Update



Crime Type	Total	% of Total	v 1 Mth Prior	v 1 Yr Prior	12 Mth. Avg.
Violence and sexual off...	2,436	39.4%	19 ↑	-25 ↓	203.0
Shoplifting	636	10.3%	-6 ↓	243 ↑	53.0
Other theft	627	10.1%	8 ↑	22 ↑	52.3
Criminal damage and a...	580	9.4%	21 ↑	52 ↑	48.3
Vehicle crime	518	8.4%	7 ↑	32 ↑	43.2
Public order	498	8.1%	4 ↑	-80 ↓	41.5
Burglary	419	6.8%	10 ↑	61 ↑	34.9
Other crime	141	2.3%	-1 ↓	39 ↑	11.8
Drugs	136	2.2%	2 ↑	14 ↑	11.3
Possession of weapons	74	1.2%	-4 ↓	-4 ↓	6.2
Robbery	65	1.1%	-3 ↓	10 ↑	5.4
Bicycle theft	33	0.5%	-3 ↓	8 ↑	2.8
Theft from the person	23	0.4%	0	-1 ↓	1.9
Total	6,186	100.0%	54	371	515.5

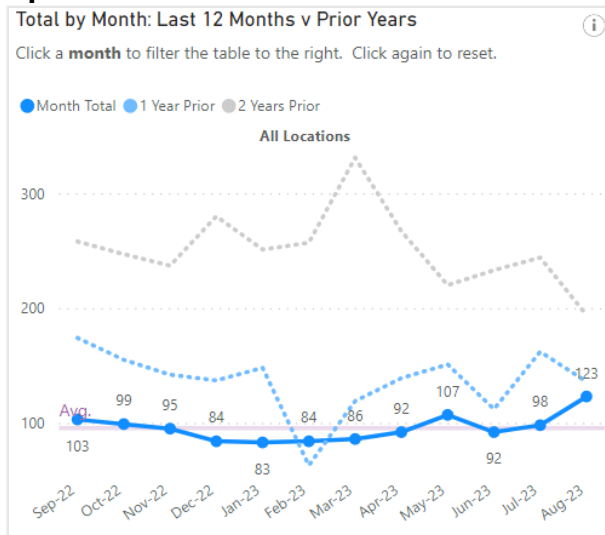
At the time of report creation, the Police.UK website included data up to and including August 2023, as shown in the chart/table above.

Unfortunately, NWCSP analysis of Crime data for Quarter 2 (July-Sept) is not available due to a system issue.

Performance measure

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

Update



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

Unfortunately, NWCSP analysis of Crime data for Quarter 2 (July-Sept) is not available due to a system issue.

Performance measure

- Number of crime risk surveys carried out

Update

	No. Surveys 2022/23	No. Surveys 2023/24
Q1	8	12
Q2	8	19
Q3	5	
Q4	8	

Jul 2023 – Crime prevention advice and signposting was provided following ASB reports in Bromsgrove Central, Cofton and Sidemoor. Crime prevention advice was provided follow reports of a Neighbourhood Dispute in Rock Hill.

Aug 2023 – Crime prevention surveys were conducted following reports of Neighbourhood Disputes in Alvechurch South and Catshill North. Crime prevention advice, site visits and liaison with partner agencies took place following reports of ASB in Sidemoor, Wythall West, Bromsgrove Central, Rubery North and Catshill North.

Sep 2023 – Detailed crime prevention recommendations were provided for Planning Applications in Marlbrook and Cofton. Crime Prevention surveys were conducted following reports of ASB in Hagley East. A site visit was conducted, and the area scheduled for further discussion at the Safer Bromsgrove Group meeting.

3.6 SLM Leisure (Everyone Active)

Update

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.

Q1 saw another slight gain in gym memberships and the brand continues to grow. The introduction of General Introductions will hopefully help new members integrate into the gym and give them an insight to the different classes that we have on offer. The Introductions were put in place to aid retention and enhance the enjoyment of the customers visit.

The Swim Scheme as expected took the major impact of the pool closure. The numbers have shown an increase as the pool lesson were re-introduced in May. We continue to promote the lessons and hope that the numbers return quickly. All clubs returned following the closure apart from one (DO3):

Category	Quarter Total	Same Quarter Previous Year	Difference
Total no. of visits including EA cards and non-card holders	107,496	110,756	-3,260
EA Cards added in this period	1,398	1,703	-305
Total EA Cards to date	68,441	61,987	6,454
No. of Gym members	2,871	2,536	335
Swimming Lessons – children enrolled on scheme	0	1,625	-1,625
Swim Lesson Occupancy	88%	84%	3%
RIDDOR Reportable Events			0

Bromsgrove Leisure Centre	2021/22	+/- %	2022/23	+/- %	2023/24
1st Quarter Apr- Jun	78,285	0%	110,756	41%	107,496
2nd Quarter Jul-Sep	97,510	108%	110,754	14%	0
3rd Quarter Oct-Dec	92,559	42%	98,881	7%	0
4th Quarter Jan - Mar	113,610	0%	114,271	1%	0
Totals	381,964	241%	434,662	14%	107,496

3.7. Green Thread

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

Performance Measure:

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

Update

Nottingham City Council, through their government funding grant to undertake a review of its fleet, has provided external consultancy services to the council. Officers have been working with Nottingham City Council and received a copy of their findings. As a consequence, these have been applied to create a funded Capital replacement programme which is subject to ongoing financial review. It is anticipated that, within the fleet replacement programme, small volumes of the Housing Fleet will switch to all electric based on the feasibility of infrastructure being installed at the Crossgates House/Redditch Depot site. This is part of a review to be shortly commenced by our new partner that is reviewing our car parks and depots to provide Electric Vehicle Charging points.

Performance Measure:

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

Update

Whilst the cost of Hydrogenated Vegetable Oil (HVO) has seen a severe increases due to external influences such as the war in Ukraine these costs have stabilised. As part of the 'Greening the Fleet' review which seeks to reduce the Carbon Footprint created by the Council's fleet finances are being reviewed to allow use of HVO more widely across Environmental Services Fleet.

Performance measure

- Households supported by the Council's energy advice service

Period	Households
2019/20 (09/19-03/20 only)	31
2020/21	41
2021/22	90
2022/23 (part year)	385

Period	Households
Q1 2023/24	137
Q2 2023/24	145

Update

Due to issues with data gathering, the data for 2022/23 only covers part of the year.

In the 2nd quarter of 2023/24 a total of 145 households received energy advice and guidance from Act on Energy. A range of advice and support is provided and in quarter 2 this included a number of referrals to Severn Trent Big Difference Scheme and Step Change Debt Management Service. In addition, one-to-one advice was given at a number of events including Bromsgrove carnival in July, BDHT fun days in August and on the Rubery Health Bus.

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 (included as an earlier section of this Report)

- Financial performance – actuals consistent with budget (overspend mitigated)
- Levelling Up Fund Project delivered within budget.

3.9. Organisational Sustainability

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

Performance measure

- Number of corporate measures accessible through the dashboard.

Update

The organisation continues to move from the current legacy dashboard to a new Power BI dashboard. Power BI is an interactive data visualisation software product with a primary focus on business intelligence. There are currently 33 strategic measures available via the dashboards. Work is also being undertaken on a number of operational measures with accident data being the most recent to be in the testing phase.

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. The Agile Policy has now been launched across the organisation but is currently unable to be reported upon.

Action: Review is needed moving forward on how this can be reported and tracked as part of the establishment review/CHRIS21.

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.

This is a new measure and the first time it has been included in this report in any meaningful way. The mandatory manager training is targeted at staff with management responsibility and therefore staff generally wouldn't undertake it.

Update

82.5% of 4th and 5th tier managers who have undertaken **some** mandatory training

86.87% of 4th and 5th tier managers who have some or all mandatory training still to do

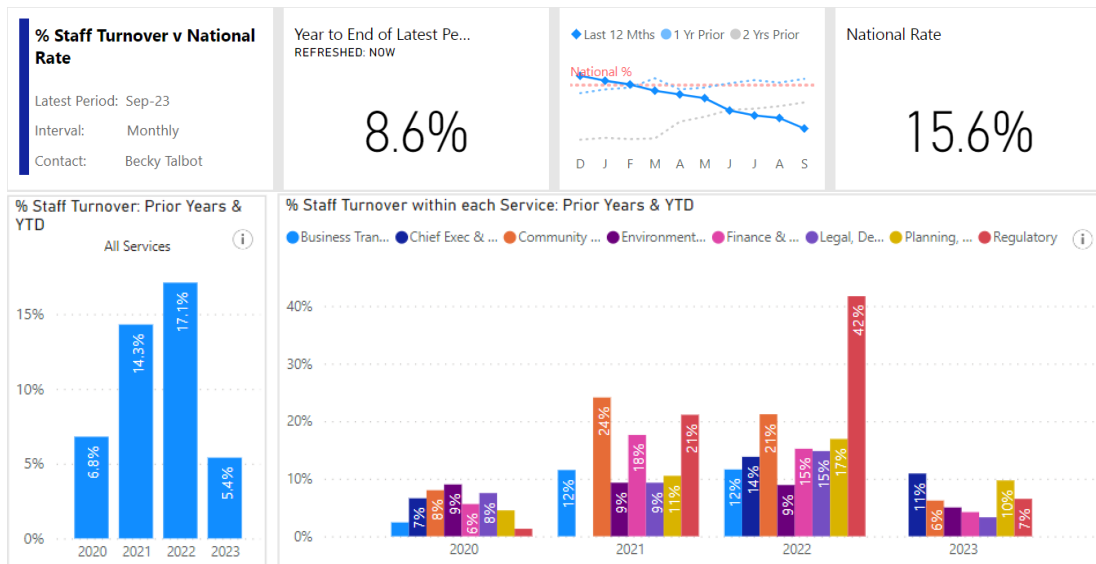
14.63% of staff who are 4th or 5th tier managers

12.07% of staff who have undertaken mandatory manger training

NB – Not all 5th tier posts have line management responsibility and there are staff below 5th tier who do have line management responsibility. There is currently no easy way of identifying these roles from CHRIS21.

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.

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

Year	Satisfied
2021	47.4%
2022	38.6%

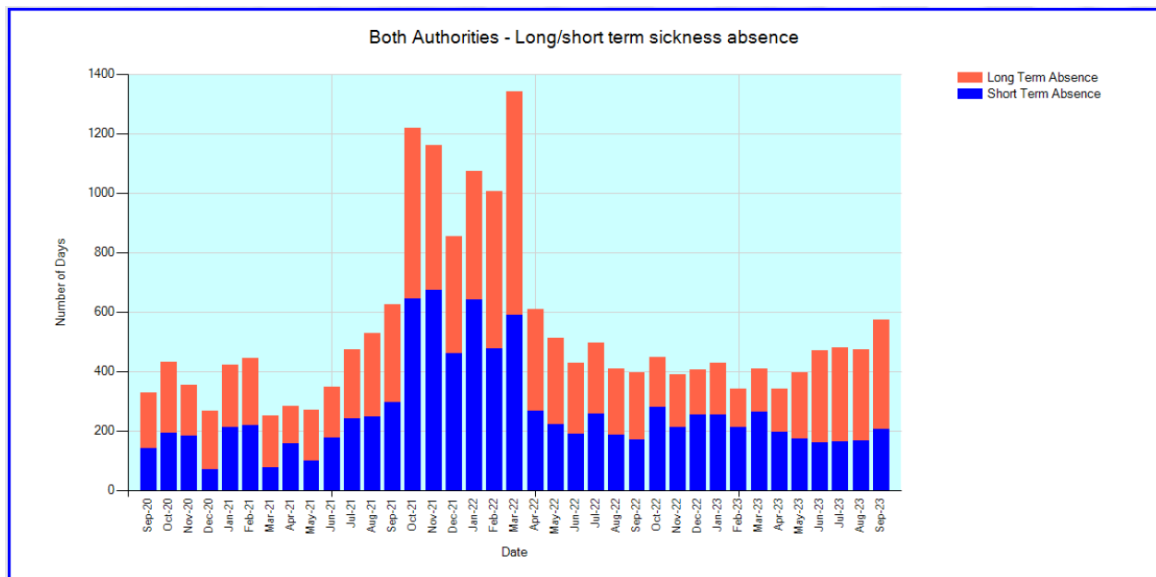
Update

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

The 2022 survey was carried out in October/November 2022. The 2023 survey is live as at the time of this report creation.

4. Operational Measures

- **4.1 Corporate Performance measure** Sickness absence



Update

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

Actions:

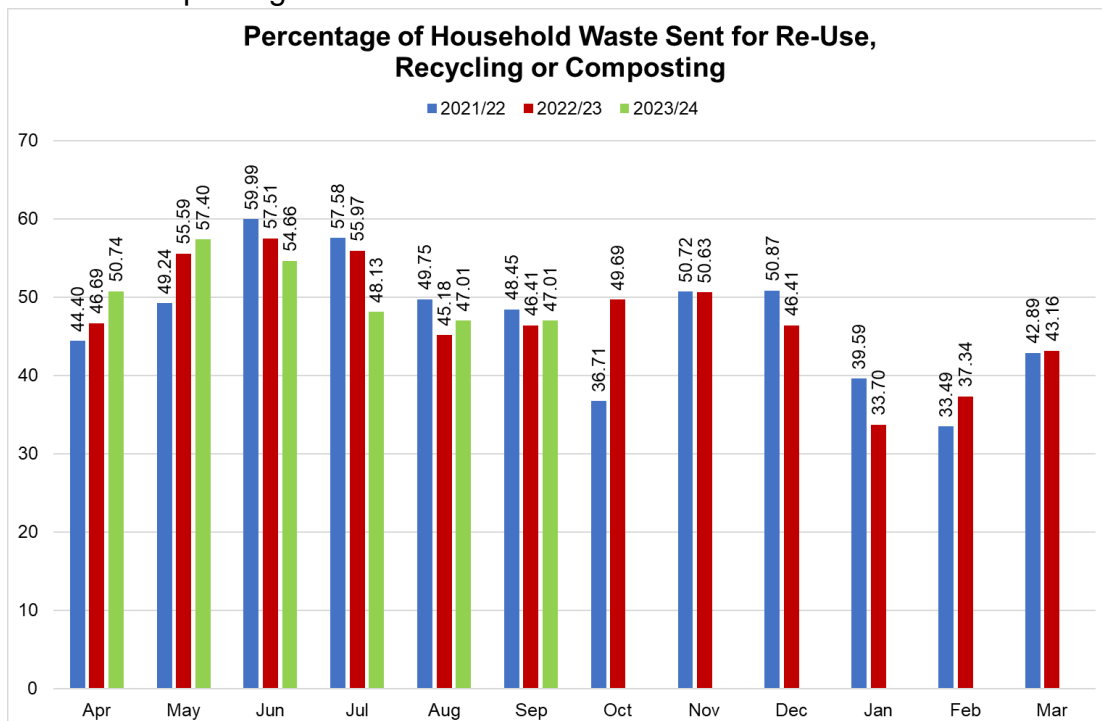
- Review data source, to include training where needed.
- Review of the absence reasons reported under in comparison to national data.
- Review of how the data is analysed and presented to managers.

4.2 Environmental Services

Domestic Waste Collection

Performance Measure:

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



This is a National Indicator measuring the percentage of household waste arisings which have been sent by the Authority for reuse, recycling, and composting, and is used in the national league tables ranking Local Authority performance. In 2021/22 Bromsgrove was ranked 173rd, increasing from 175th in 2020/21 (2022/23 rankings not yet published).

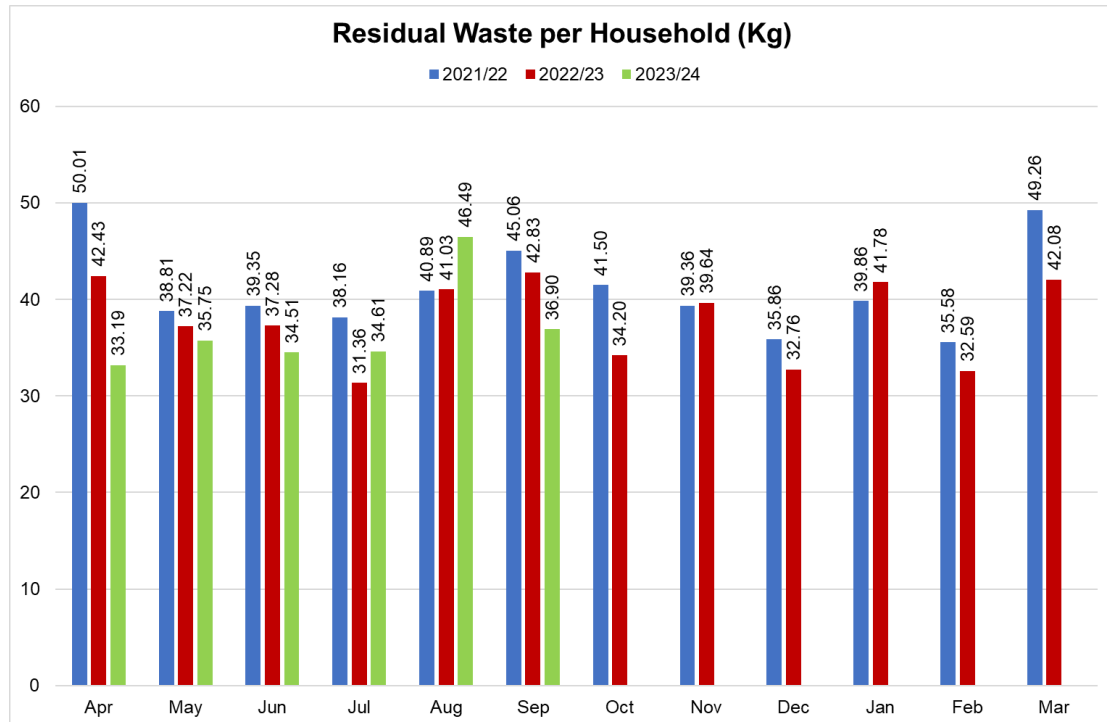
During Qtr 1 it was identified that Dry recycling tonnages actually dropped slightly, but mirrored a noticeable drop in Residual Waste Tonnages which is believed to be related to the cost of living on households which has changed spending habits as households try to avoid unnecessary waste due to the cost of food and goods.

Dry Recycling rates remained consistent during Qtr 2, but Garden waste tonnages were higher than usual over the summer as a result of the damp weather, and boosts our performance.

Actions:

Discussions are being had with our neighbouring Worcestershire Authorities about how we can increase our resources collectively to support more proactive engagement with residents to educate on waste reduction and effective use of our services, as we still have regular contamination of our recycling with non-recyclable items. Work is also on-going to consider the future of waste collection services alongside new legislative requirements that will see the introduction of a weekly food waste collection and potential changes to how we manage both residual waste and dry recycling. New banners have been affixed to the side of our refuse collection fleet to highlight the issue of food waste as part of a joint campaign with Worcestershire County Council, and have resources available via our website to support households in using our services and reducing waste: <https://www.worcestershire.gov.uk/lets-waste-less> .

Performance Measure: Residual Waste per household (kg)



This measures non-recyclable waste thrown away per household and shows a marked reduction per household in Qtr 1 when compared with the previous two years, 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. During Qtr 2, we saw increases linked to the Summer period, that may be linked to more people staying at home rather than taking holidays, as the same trend of increased residual waste was seen across all the Worcestershire LA's.

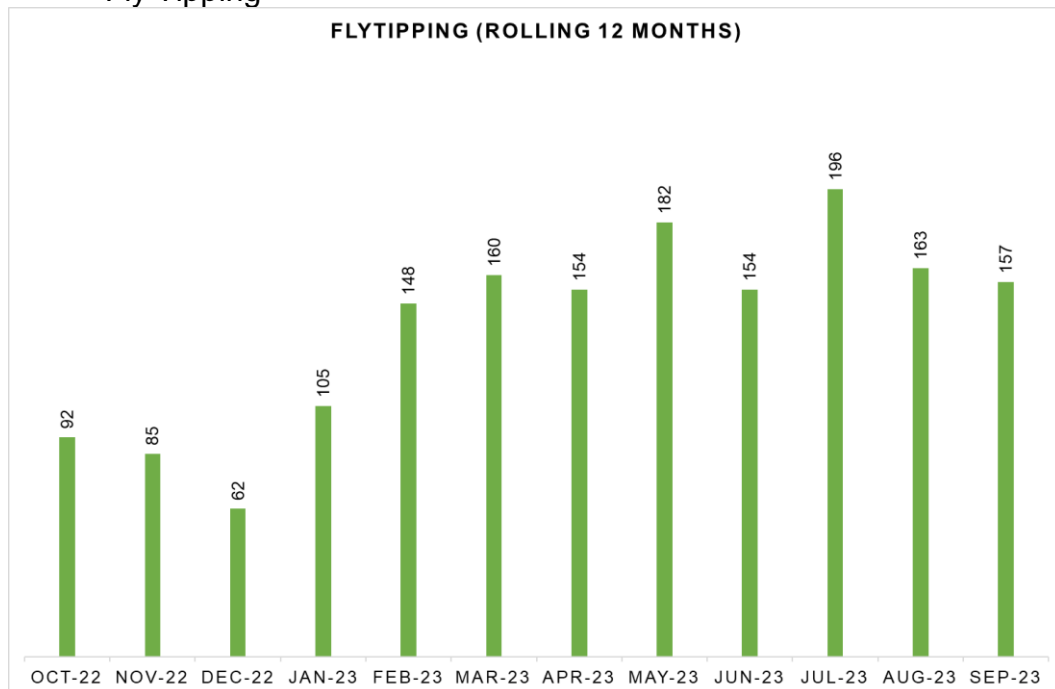
Waste Composition Analysis was carried out across the district to sample waste during 2022, and identify what is being thrown away in our residual waste to support discussions on the future of our services, and any

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.

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

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.

Actions:

Our Enforcement Officer is currently updating our signage to support the work to deter this across the District, and cameras are still being deployed in hotspot areas to identify those responsible. Fixed penalty notices will be issued using an invoice reference linked to the FPN to support payments.

4.3 Finance and Customer Services (inc Revenues & Benefits)

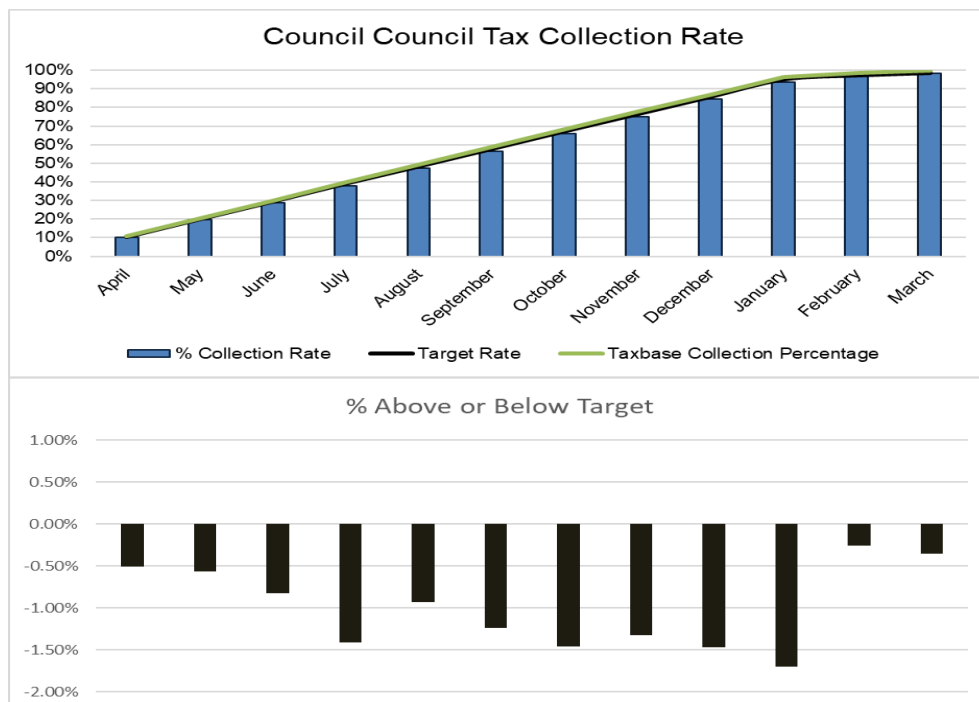
Performance measure

- Council Tax Collection Rate

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

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

The process map that is switched off is the one which runs the reports which we use to profile collections rates. This remains a priority and currently progressing with ICT and third party system provider.

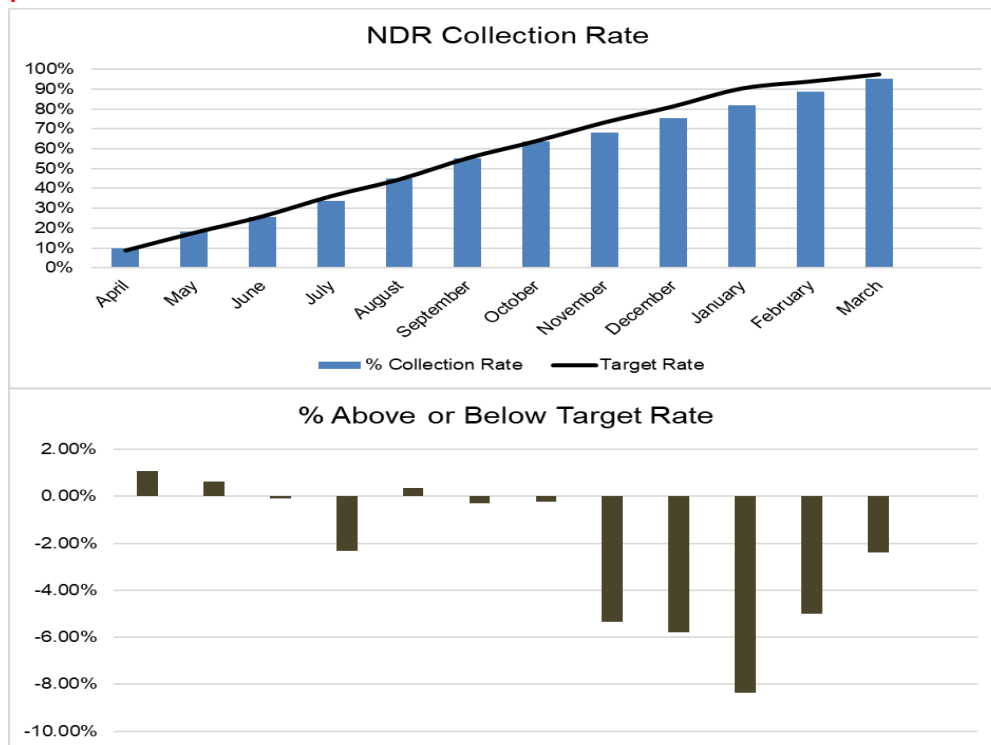


Performance measure

- NDR Collection Rate

The data remains as Quarter 4 2022/23 data. Revenues cannot accurately produce the updated information due to batch scheduling having stopped

working within Civica-OpenRevenues; this issue is being progressed and is within the escalation process.



Performance measure

- Revenues Processing

Month	Completed Items	Comp. < 7 Days	Comp. < 14 Days	Comp. < 21 days	Comp. < 28 Days	Comp. > 28 days	Outstand -ing
Apr-22	2550	527	313	280	718	712	1869
May-22	2337	464	192	172	92	1417	2044
Jun-22	2773	509	268	157	137	1702	2031
Jul-22	2906	552	240	190	362	1562	1605
Aug-22	2345	529	215	208	804	589	1421
Sep-22	5143	1080	483	481	1458	1641	1424
Oct-22	2716	954	297	239	511	715	1798
Nov-22	2807	818	299	249	264	1177	1639
Dec-22	2284	853	292	182	106	851	1536
Jan-23	3121	1185	333	310	198	1095	1228
Feb-23	3271	1652	249	187	327	856	941
Mar-23	4059	2277	748	377	359	298	912
Apr-23	2608	1166	426	238	416	362	740
May-23	2273	1223	227	117	304	402	846
Jun-23	2417	1392	182	163	90	590	1080

Jul-23	2922	1378	290	292	272	690	1005
Aug-23	2969	1517	366	611	190	285	637
Sep-23	2648	1443	594	325	76	210	677

Update

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

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

Actions

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

Performance measure

- Online Customer Interactions

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

Customer Services

Performance measure

- Revenues Calls (shared service)

Date	Calls Answered	Avg in Queue	Avg Wait (mm:ss)	Avg Logged in	Avg call length (mm:ss)
Jul 2023	2671	0.63	05:20	5.7	08:43
Aug 2023	2759	0.41	04:41	6.7	08:29
Sep 2023	2594	0.33	04:03	6.4	08:11

Update

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

Performance measure

- Number of Web Payments

Update

Date	Number of payments
Jul 2023	1326
Aug 2023	1141
Sep 2023	1158

Performance measure

- Customer Service calls (Switchboard)

Date	Calls Answered	Avg in Queue	Avg Wait (mm:ss)	Avg Logged in	Avg call length (mm:ss)
Jul 2023	804	0.02	00:56	1.35	00:55
Aug 2023	800	0.02	00:44	1.72	00:58
Sep 2023	799	0.01	00:38	1.8	00:56

Update

The service met expectations with regards to answering calls during the quarter with an average queue close to zero and an average call answering time under 1 minute

4.4 Planning, Regeneration and Leisure Services

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

Performance measure

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

Period	Number Determined
Quarter 1, 2022/23	191
Quarter 2, 2022/23	137
Quarter 3, 2022/23	138
Quarter 4, 2022/23	165
Quarter 1, 2023/24	165
Quarter 2, 2023/24	138

Update

Determination rates reflected those in September to December 2022 and were lower than the last 2 quarters.

Performance measure

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

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%
Quarter 1, 2023/24	86.0%
Quarter 2, 2023/24	90.2%

Update

The 2-year rolling assessment has improved this quarter. The assessment of speed remains well in excess of government targets.

Performance measure

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

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%
Quarter 1, 2023/24	80.6%
Quarter 2, 2023/24	82.7%

Update

The 2-year rolling period for speed showed an improvement relative to the last quarter and remains well in excess of government requirements.

5. Corporate Project Oversight & Monitoring

The table below provides a summary as of 20th October 2023. The focus point being that the overall RAG status has moved from 50% Green as stated in the Q1 report to 35%, this is partially due to the 2040 Vision project not being actively worked on due to the prioritisation of LUF, a delay in in the Local Plan and officer time being focused on the Levelling Up activities as well as other uncertainties within projects.

A full review of current projects, project sponsors and leaders, will be undertaken at Q3 to ensure accurate monitoring moving forward.

All Projects (Number)	Overall Status RAG		Time Status RAG		Scope Status RAG		Budget Status RAG	
	No.	%	No.	%	No.	%	No.	%
Red	1	5%	1	5%	1	5%	1	5%
Amber	12	60%	11	55%	9	45%	4	20%
Green	7	35%	8	40%	10	50%	7	35%